

19 November 2018

Committee	Overview and Scrutiny
Date	Tuesday, 27 November 2018
Time of Meeting	4:30 pm
Venue	Tewkesbury Borough Council Offices, Severn Room

ALL MEMBERS OF THE COMMITTEE ARE REQUESTED TO ATTEND

Agenda

1. ANNOUNCEMENTS

When the continuous alarm sounds you must evacuate the building by the nearest available fire exit. Members and visitors should proceed to the visitors' car park at the front of the building and await further instructions (during office hours staff should proceed to their usual assembly point; outside of office hours proceed to the visitors' car park). Please do not re-enter the building unless instructed to do so.

In the event of a fire any person with a disability should be assisted in leaving the building.

2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

To receive apologies for absence and advise of any substitutions.

3. DECLARATIONS OF INTEREST

Pursuant to the adoption by the Council on 26 June 2012 of the Tewkesbury Borough Council Code of Conduct, effective from 1 July 2012, as set out in Minute No. CL.34, Members are invited to declare any interest they may have in the business set out on the Agenda to which the approved Code applies.



	Item	Page(s)
4.	MINUTES To approve the Minutes of the meeting held on 16 October 2018.	1 - 12
5.	EXECUTIVE COMMITTEE FORWARD PLAN To determine whether there are any questions for the relevant Lead Members and what support the Overview and Scrutiny Committee can give to work contained within the Plan.	13 - 17
6.	OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2018/19 To consider the forthcoming work of the Overview and Scrutiny Committee.	18 - 25
7.	CRIME DETECTION RATES To receive an update from Gloucestershire Constabulary on crime detection rates in Tewkesbury Borough.	
8.	GLOUCESTERSHIRE POLICE AND CRIME PANEL UPDATE To receive an update from the Council's representative on matters considered at the last meeting.	
9.	GLOUCESTERSHIRE HEALTH AND CARE OVERVIEW AND SCRUTINY COMMITTEE UPDATE To receive an update from the Council's representative on matters considered at the last meeting.	
10.	GLOUCESTERSHIRE ECONOMIC GROWTH SCRUTINY COMMITTEE UPDATE To receive an update from the Council's representative on matters considered at the last meeting.	
11.	PERFORMANCE MANAGEMENT - QUARTER 2 2018/19 To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.	26 - 69
12.	GRASS CUTTING IMPROVEMENT PLAN WORKING GROUP To establish a Working Group to oversee delivery of the Grass Cutting Improvement Plan and to approve the proposed Terms of Reference for the Group.	70 - 73

DATE OF NEXT MEETING
TUESDAY, 8 JANUARY 2019

COUNCILLORS CONSTITUTING COMMITTEE

Councillors: R E Allen (Vice-Chair), P W Awford (Chair), G J Bocking, K J Cromwell, J E Day, D T Foyle, P A Godwin, R M Hatton, H C McLain, T A Spencer, P E Stokes, P D Surman, M G Sztymiak, H A E Turbyfield and M J Williams

Substitution Arrangements

The Council has a substitution procedure and any substitutions will be announced at the beginning of the meeting.

Recording of Meetings

In accordance with the Openness of Local Government Bodies Regulations 2014, please be aware that the proceedings of this meeting may be recorded and this may include recording of persons seated in the public gallery or speaking at the meeting. Please notify the Democratic Services Officer if you have any objections to this practice and the Chair will take reasonable steps to ensure that any request not to be recorded is complied with.

Any recording must take place in such a way as to ensure that the view of Councillors, Officers, the public and press is not obstructed. The use of flash photography and/or additional lighting will not be allowed unless this has been discussed and agreed in advance of the meeting.

TEWKESBURY BOROUGH COUNCIL

Minutes of a Meeting of the Overview and Scrutiny Committee held at the Council Offices, Gloucester Road, Tewkesbury on Tuesday, 16 October 2018 commencing at 4:30 pm

Present:

Chair	Councillor P W Awford
Vice Chair	Councillor R E Allen

and Councillors:

G J Bocking, K J Cromwell, P A Godwin, R M Hatton, H C McLain, P E Stokes, M G Sztymiak, H A E Turbyfield and M J Williams

also present:

Councillors G F Blackwell and R E Garnham

OS.39 ANNOUNCEMENTS

- 39.1 The evacuation procedure, as noted on the Agenda, was taken as read.
- 39.2 The Chair welcomed the representatives from the Gloucestershire Joint Waste Team to the meeting and advised that he would be taking Agenda Item 10 – Gloucestershire Joint Waste Committee Update after Agenda Item 7 – Gloucestershire Police and Crime Panel Update; he indicated that the Council's representative on the Police and Crime Panel was in attendance to give the update. It was noted that the Lead Member for Organisational Development was also present as an observer.

OS.40 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

- 40.1 Apologies for absence were received from Councillors J E Day, D T Foyle, T A Spencer and P D Surman. There were no substitutions for the meeting.

OS.41 DECLARATIONS OF INTEREST

- 41.1 The Committee's attention was drawn to the Tewkesbury Borough Council Code of Conduct which was adopted by the Council on 26 June 2012 and took effect from 1 July 2012.
- 41.2 There were no declarations made on this occasion.

OS.42 MINUTES

- 42.1 The Minutes of the meeting held on 4 September 2018, copies of which had been circulated, were approved as a correct record and signed by the Chair.

OS.43 EXECUTIVE COMMITTEE FORWARD PLAN

43.1 Attention was drawn to the Executive Committee Forward Plan, circulated at Pages No. 14-19. Members were asked to determine whether there were any questions for the relevant Lead Members and what support the Overview and Scrutiny Committee could give to the work contained within the plan.

43.2 It was

RESOLVED That the Executive Committee Forward Plan be **NOTED**.

OS.44 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2018/19

44.1 Attention was drawn to the Overview and Scrutiny Committee Work Programme 2018/19, circulated at Pages No. 20-27, which Members were asked to consider.

44.2 In response to a query regarding the grass cutting improvement plan, the Head of Community Services suggested it might be worthwhile to establish a small Working Group of Members to assist officers with its delivery. Members welcomed this proposal and it was subsequently agreed that a report be brought back to the next meeting to agree the Terms of Reference for the Group. The Head of Community Services went on to advise that the Safeguarding Policy and Procedure had been identified for review in the Corporate Policies and Strategies Report which had been agreed at the last Overview and Scrutiny Committee meeting. Since that time, it had become apparent that the new 'Working Together to Safeguard Children' guidance that had been published by central government would have a significant impact on how the safeguarding committee would work at County Council level. The work in relation to this would need to be completed by June 2019 and it would be necessary for Tewkesbury Borough Council to review its own policy once the details had been published in September 2019; on that basis, he felt it may be prudent to put the review on hold until that time. A brief debate ensued as to whether it would be possible to work on the policy in the interim and Members were advised that, whilst it was unclear what the extent of the changes would be, Tewkesbury Borough Council's current Safeguarding Policy was fit for purpose so there was no urgent need to start the work. As such, Members agreed that this item should be moved to the 2019/20 Work Programme.

44.3 It was

RESOLVED That the Overview and Scrutiny Committee Work Programme 2018/19 be updated with the following amendments:

- Additional Item - 27 November 2018 – Grass Cutting Improvement Working Group Report – to establish a Working Group to oversee delivery of the Grass Cutting Improvement Plan and to approve its Terms of Reference.
- Review of Safeguarding Policy and Procedure to be moved from pending items to 2019/20 Work Programme.

OS.45 GLOUCESTERSHIRE POLICE AND CRIME PANEL UPDATE

- 45.1 Members received an update from the Council's representative on the Gloucestershire Police and Crime Panel, on matters discussed at the last meeting of the Panel held on 14 September 2018.
- 45.2 The Council's representative indicated that, when he had reported back to the Overview and Scrutiny Committee in July, a Member had enquired about crime detection rates. He had raised this with Gloucestershire Constabulary and this had resulted in a lengthy report which had been circulated to the Committee prior to the meeting. He did not intend to go into the detail of the report but indicated that the local Police Inspector would be happy to attend the next meeting of the Committee to take Members through the challenges and give reassurance about what was being done to address them.
- 45.3 Members were advised that the Panel had received the regular Chief Executive's report which gave updates regarding complaints, crime figures and topics discussed with the Chief Constable etc. Tewkesbury Borough Council remained second out of 15 Most Similar Groups (where one was good) and there was a reduction of 2% in crime figures compared with the same period last year. The Council's representative indicated that the www.police.co.uk website was useful for finding out more information about crime in specific parts of the borough. It was noted that a new "all age, all gender" independent sexual violence adviser service was being set up; this was a seven year contract awarded by the Police and Crime Commissioner for Gloucestershire Rape and Sexual Abuse Centre. A number of questions had also been raised in respect of the ongoing badger cull; rural policing; and how motorists with dash-cam footage may be able to submit this to the Police in future.
- 45.4 Members were advised the 'Creating a Child Friendly Gloucestershire' proposals had generated the most discussion at the meeting with five gaps having already been identified: true voice of young people; voluntary sector; intelligence gathering; involving communities and businesses; and, mapping of work undertaken in Gloucestershire. A steering group had been established to help move this project forward and would report back in early 2019; the group included the Chief Constable, Lord Lieutenant and the Director of Children's Services as well as the Police and Crime Commissioner. Members of the Panel had highlighted the good work already being carried out across the county and had spoken of the need to avoid duplication. As part of the presentation, the Police and Crime Commissioner had highlighted funding issues for the Police and his intention to increase Council Tax by at least 4% in 2019.
- 45.5 A briefing note had been provided to the Panel highlighting that the Police and Crime Commissioner now chaired the Gloucestershire Criminal Justice Board. The role of the Police and Crime Commissioner in the "crime" part of his title continued to evolve as the Ministry of Justice devolved more powers down to a local level. A review of the work of Community Rehabilitation Companies (CRCs) – private sector companies which were given less serious crimes to deal with and received performance-related payment – was highlighted and it was noted that the current contract would be terminated in 2020 due to the project generally being viewed as unsuccessful.
- 45.6 The Panel had also received its regular report on the Police and Crime Plan priorities which covered activities achieved during the current quarter; activities expected in the next quarter; risks or issues identified; and an overview of the budget.

- 45.7 A Member queried whether there was an update on the proposal for the Police and Crime Commissioner to take over the fire service. In response, the Council's representative explained that all Police and Crime Commissioners had been asked by the government to look at the possibility of taking over the Fire Service and the resulting paper had showed this would be difficult in Gloucestershire where the Fire Services and local authorities were not coterminous. It was noted that there was now a Minister for Policing *and* Fire and the new association for Police and Crime Panels had been named the National Association of Police, *Fire* and Crime Panels so this seemed to be the route that the government wished to go down; however, it was yet to be seen if a robust business case could be put forward and this was an ongoing debate.
- 45.8 A Member indicated that he used the Police UK website to find out what crimes had taken place within his Ward. Whilst it was very useful, he raised concern about data protection as it appeared to show incidents in areas where, because there were only a few houses, the exact house where the crime was committed might be pinpointed. It was also noted that it was only when you delved deeper into the detail on the location maps could you determine exactly what was meant under different headings. The Council's representative felt that this was a good point and he undertook to raise it outside of the meeting.
- 45.9 In response to the questions that had been raised at the July meeting in respect of crime detection statistics, the Council's representative confirmed that, in addition to regular monitoring by a Policy Officer, the Police and Crime Commissioner's office produced a comprehensive crime report to the Police and Crime Panel on a bi-monthly basis. The Constabulary's own performance team also monitored detection rates and produced commissioned reports as and when required; a performance dashboard was available to both staff and officers to seek further information. In terms of crime detection rates, since 2014, a new outcomes framework had been used to provide more meaningful information. The outcome descriptors gave a more truthful picture and provided more detail about whether someone was charged or summonsed; if a crime was "taken into consideration"; if there were difficulties with gaining evidence and whether the victim supported or did not support further action; if the prosecution was prevented, or was not in the public interest; and if the investigation had been completed but no suspect had been identified. The papers circulated to Members prior to the meeting showed the difficulties in reporting detection rates with Figure 3 showing that, in the period 1-31 July 2018, under the old crime detection rate regime 98% of burglaries (286) were undetected, with just 2% being detected; however, when the new 21 point outcome framework was applied to those statistics, 82% did have an outcome and the remaining 18% were still being investigated. A number of the 82% (8% of the overall total) had a range of actions against them under the new framework; however, it was acknowledged that 74% of the overall total had been closed under the framework title "Investigation Complete – No Suspect". The Council's representative explained that trying to define and detect burglary was extremely difficult as the offenders and victims were not in contact as they may be with other crimes, for example, drug offences; nevertheless, 74% was still quite a high percentage to go unpunished. Several Members indicated that the figures were quite confusing and expressed the view that it would be beneficial for the Police Inspector to be invited to the next meeting to provide more details. Subsequently, it was

RESOLVED

1. That the Gloucestershire Police and Crime Panel update be **NOTED**.
2. That the Police Inspector be invited to attend the next meeting of the Overview and Scrutiny Committee on 27 November 2018 to give a further update on crime detection and prevention.

OS.46 GLOUCESTERSHIRE JOINT WASTE COMMITTEE UPDATE

- 46.1 Attention was drawn to the report of the Head of Community Services, circulated at Pages No. 28-65, which provided an update on progress against the Gloucestershire Joint Waste Committee Action Plan 2018/19. Members were asked to consider the report.
- 46.2 Members were reminded that Tewkesbury Borough Council had joined the Joint Waste Committee in December 2014 and five of the local authorities within Gloucestershire were now members. The Joint Waste Committee produced a three-year rolling business plan, and an annual action plan, and the Overview and Scrutiny Committee considered progress made against those plans. The action plan for 2018/19 was attached in full at Appendix 2 to the report and progress against actions impacting on Tewkesbury Borough Council was set out at Page No. 30, Paragraph 3.1 of the report. The Head of Community Services made particular reference to the direct delivery of all residual waste streams to the Javelin Park Energy from Waste facility from 2019. He advised that good progress had been made in discussions with the Joint Waste Committee and Gloucestershire County Council in order to minimise disruption to Tewkesbury Borough residents; he undertook to update Members further once negotiations were complete.
- 46.3 The Head of the Joint Waste Team explained that the Team provided support to the Joint Waste Committee and the waste management officers at each partner Council. In highlighting some of the key areas of the action plan, he explained that Cotswold District Council's vehicle fleet was coming to the end of its useful life and the Committee had supported a partnership-wide service benchmarking study with a view to inform wider service alignment across all partners. He explained that refuse, food waste and garden waste collection was already fairly consistent across the county but recycling did tend to vary; whilst there were good reasons for this, there was scope to ensure that all authorities collected the same materials so that residents were clear on what could and could not be recycled, which was an ongoing problem – there were things that could be done to align services without making them identical. A significant amount of time had been spent on monitoring the Javelin Park contract and it was noted that the construction project was on track so the facility could be operating by March 2019. The discussions about how waste would be delivered were ongoing; this had highlighted the benefits of having a partnership in place as Gloucestershire County Council and Tewkesbury Borough Council had been able to get together and have an honest discussion about their objectives and desires in order to come up with a sensible outcome for both authorities.
- 46.4 In addition to the projects and tasks identified in the action plan, the Joint Waste Team carried out cyclical tasks and a client-side role for the waste, recycling and street cleansing contracts and provided a customer service interface for contract, policy and service-related queries and complaints which were highlighted at Page No. 31, Paragraph 4.1 of the report. The current business plan was attached to the report at Appendix 1. It was noted that a new national waste resources strategy

was anticipated to be issued by the Department for Environment, Food and Rural Affairs (DEFRA) before the end of the financial year and its publication would be a timely opportunity to review the Gloucestershire Waste Strategy to refresh the vision for waste management across the county and set longer term objectives.

46.5 With regard to the action plan at Appendix 2, a Member drew attention to Action 4.12 'Work with Ubico to undertake a review of the discretionary trade waste service to ensure it is operating on a viable commercial level' and raised concern that no progress was being made despite this having been discussed for a number of years; in his view, the amber status was not an accurate reflection of this project. The Head of Community Services felt that the amber status was correct as there was a trade waste service in operation; whilst it was not failing, it was not profitable and he was bringing a report to the Overview and Scrutiny Committee in February 2019 with a full set of options to move this forward. The Member went on to express the view that the overall report was very general and was not specific to Tewkesbury Borough Council – this had been raised as a concern previously and he asked for a focused report to be brought to the Committee in six months' time. In response, the Head of Community Services reminded Members that Tewkesbury Borough Council was part of the Joint Waste Committee and he felt it was important that the Committee was kept informed of what was happening across the county. He confirmed that, in future, a section specific to Tewkesbury Borough Council could be included within the report; however, he would ensure that an update report was brought to the Committee in six months as an exception with the concerns specific to Tewkesbury Borough Council appended to that report.

46.6 In response to a query as to whether the other two local authorities in Gloucestershire would be joining the Joint Waste Committee, Members were advised that, whilst there was regular dialogue with both Gloucester City and Stroud District Councils, and both had shown an interest in joining, there was no firm commitment from either at this stage. A Member noted that Tewkesbury Borough Council would have agreed to certain criteria when it had joined the Gloucestershire Joint Waste Partnership in 2014 and she questioned whether the agreement had been renegotiated at any point. The Head of Community Services explained that the Gloucestershire Joint Waste Partnership had an inter-authority agreement which had first been developed in 2012 and, to the best of his knowledge, that had not been amended when Tewkesbury Borough Council had joined. A refresh of the waste strategy was pending and there was a desire among the partner councils to look at the way costs were shared so it may also be opportune to revisit the agreement and ensure it remained fit for purpose. A Member expressed the view that the report might be of interest to the wider membership of the Council and, whilst it was noted that all Members could access reports, the Head of Democratic Services indicated that she would be happy to circulate this specific report following the meeting.

46.7 It was

RESOLVED

1. That the progress made to date in relation to the 2018/19 Gloucestershire Joint Waste Committee Action Plan be **NOTED**.
2. That a six month interim report, with a specific focus on Tewkesbury Borough Council, be brought to the Committee in April 2019.

OS.47 GLOUCESTERSHIRE HEALTH AND CARE OVERVIEW AND SCRUTINY COMMITTEE UPDATE.

47.1 The Chair advised that, in the absence of the Council's representative on the Gloucestershire Health and Care Overview and Scrutiny Committee who had given her apologies for today's meeting, the update from the Gloucestershire Health and Care Overview and Scrutiny Committee meeting on 11 September 2018 would be circulated to Members following the meeting.

47.2 It was

RESOLVED That the update on the last meeting of the Gloucestershire Health and Care Overview and Scrutiny Committee be circulated to the Committee following the meeting.

OS.48 GLOUCESTERSHIRE ECONOMIC GROWTH SCRUTINY COMMITTEE UPDATE

48.1 Members received an update from the Council's representative on the Gloucestershire Economic Growth Scrutiny Committee on matters discussed at the last meeting held on 5 September 2018.

48.2 The Committee had concluded that the arrangements for hosting locally-held meetings had been useful in gaining better understanding of some of the issues impacting on economic growth in local areas and had agreed to continue with these arrangements. Members had also received an update on the initial findings from the Vision 2050 Big Conversation Consultation which had ended on 31 July 2018. The representative from the University of Gloucestershire had agreed to explore some of the Committee's comments as part of the detailed analysis of the outcomes from the consultation and had agreed to attend a future meeting of the Committee to report on progress and future activities.

48.3 With regard to the request from the Economic Growth Joint Committee to consider a proposal by the Cotswold Conservation Board to seek National Park status for the Cotswold Area of Outstanding Natural Beauty, the Committee had received an update on the work being undertaken by Cotswold District Council in response to a Motion at its Council meeting in May 2018. The Motion had requested officers to carry out an evaluation of the potential advantages and disadvantages of designating the Cotswold Area of Outstanding Natural Beauty as a National Park. Cotswold District Council hoped to gain a better understanding of some of the implications the proposal might have on local residents, including the possibility of increased housing costs. The outcome of the meeting was to undertake early preparatory work on issues relating to the Cotswold Conservation Board's aspiration and the Cotswold Conservation Board was currently seeking to meet with Cotswold District Council to discuss the proposal. The Committee had therefore agreed to await the outcomes of Cotswold District Council's review before considering the request by the Economic Growth Joint Committee to consider the impact of the proposal and this had subsequently been deferred until the New Year.

48.4 In terms of the Committee's Work Plan, the Committee would be receiving a briefing note to consider the implications of leaving the European Union post-Brexit and Members had requested periodic updates, as and when appropriate. It had been agreed that a presentation from mobile telephone providers would be held in the New Year to consider issues affecting mobile telephone coverage and connectivity in rural areas, and a presentation from the Cotswold Water Park Trust had also been included on the Committee Work Plan.

48.5 The Vice-Chair of the Gloucestershire Economic Growth Scrutiny Committee indicated that a report had been provided by the Local Enterprise Partnership (LEP) which may be useful for Members to see in advance of the presentation which the LEP would be giving at Tewkesbury Borough Council in December and he undertook to circulate this following the meeting.

48.6 It was

RESOLVED That the Gloucestershire Economic Growth Scrutiny Committee update be **NOTED**.

OS.49 DEVELOPMENT SERVICES REVIEW ACTION PLAN

49.1 The report of the Head of Development Services, circulated at Pages No. 66-99, provided an update on progress against the Development Services Review Action Plan. Members were asked to consider the report.

49.2 The Head of Development Services explained that the Development Services Review was approved by Council in April 2018; the review was supported by an action plan to help improve the whole service, not only planning, and this was attached in full at Appendix 1 to the report. One of the key actions related to the implementation of a new structure for Development Services and key appointments had been made, particularly in respect of the Growth Hub and the partnership with Gloucester City Council which had already been beneficial in terms of joint improvement projects. The vast majority of the actions related to Development Management and would act as a platform for further improvement. In terms of customer contact, officers would shortly be piloting an electronic method of notifying applicants and agents on the progress of their planning applications and she drew attention to the slide, displayed at the meeting, which showed what this would look like. The new method would be more user-friendly and easier to understand which would make the process quicker. It would initially be used for householder applications before being rolled out for larger applications.

49.3 The Business Transformation Manager introduced herself to the Committee and gave a brief overview of her background. She felt that her role had created an opportunity to take a step back and think about how things could be done differently, something which was not always possible for officers to do when carrying out their day-to-day roles. Delivery of the detailed action plan was a starting point for improvement and a number of projects were in progress – she was keen to involve members of the team and had built this into the timescales for delivery. She felt it would be helpful to go through some key actions to give Members an idea of what was being done. With regard to Action B.8 - Update validation checklist in line with Joint Core Strategy and investigate portal link to validation - she explained that there were various application types, some of which were quite complex, so it was intended to give customers the information they needed to self-serve. The document was very interactive and told customers exactly what was needed to ensure their application was 'valid' and would include links to direct them to additional information on the website. In terms of Action B.11 – Prepare a framework/protocol for undertaking Planning Performance Agreements and publicise – she explained that, on larger applications, it was sometimes necessary to agree a programme of work with the applicant and it was proposed to do this upfront, by working through the planning issues, for an additional fee. As well as increasing planning income, it would ensure that both applicants and officers understood exactly what was needed and would enable officers to be more responsive to customer requirements. Planning Performance Agreements could also help to overcome some of the problems in respect of engaging with statutory consultees, e.g. County Highways, within set timescales which was a difficulty for all

local planning authorities. It was intended that the framework would be the same as that used by Gloucester City Council and would be rolled out across the county as an example of good practice.

- 49.4 In terms of Action B.20 – Manage five key officer-led workstreams – the Business Transformation Manager indicated that planning had an impact on everyone’s life, whether it be through submitting an application themselves or being affected by an application in their local area, and communication and understanding of the planning process was key. As a starting point, it was intended to produce a questionnaire which would be targeted at people using the pre-application advice service, as this was an optional service, to find out more about their experience. There was a lot of scope to improve customers’ perception of the planning service so this was a very important action. Linked to that, Action B.21 – Improve clarity of “who’s who” and what is happening at Planning Committee – had been included in response to a comment arising from the Planning Advisory Service review about members of the public and their experience of Planning Committee. It was recognised that, for some people, a planning application may be their only experience of engaging with the Council and Planning Committee acted as a ‘shop window’ for the Council so a few small changes could help to improve that experience. For example, it was not always clear to people in the public gallery what was happening during Committee meetings so it was proposed to introduce an explanatory pamphlet setting out the process and a seating plan to identify who was speaking. Action B.22 related to Member training and ensuring that Members had the knowledge to deal with difficult applications, given the huge growth agenda within Tewkesbury Borough and the potential for contentious applications. It was intended to hold regular briefing sessions following the corporate induction for new Councillors in May 2019.
- 49.5 In terms of the other service areas, the Head of Development Services indicated that the Planning Policy team had been focusing on the preparation of the issues and options stage of the review of the Joint Core Strategy, and the preferred options stage of the Tewkesbury Borough Plan which was out for consultation. The team would also be reviewing the Statement of Community Involvement which was out of date. With regards to economic development, the Growth Hub was in operation, although the formal launch would not be until the following month, and a key element of this would be ensuring the Council’s services had a business-friendly approach. The Place Programme was a key priority for the Community Development team and a Member briefing was being arranged to clarify and define the place approach.
- 49.6 A Member raised concern that planning enforcement was not as good as it should be and he noted there was a shortage of officers within that department. In response, the Head of Development Services acknowledged that there had been some difficulties within that area and there had been a time when there was only one officer in post; however, she was pleased to report that an officer had been appointed from within the Technical Administration team who would be learning on the job and an experienced Enforcement Officer had also been appointed on an interim basis to help with key cases. She was confident that the right people were now in place to help to make improvements in the short term, including delivery of the Planning Enforcement Plan which had been approved earlier in the year. A Member understood that one of the actions within that plan was to provide a regular enforcement report to Planning Committee and he questioned why that was not being done. The Head of Development Services advised that consideration was being given to what information could be included in that report and it would be taken to the Planning Committee by December. Members had been sent an email earlier that week with statistics in terms of the number of applications determined

and whether they had been approved within the required timescales etc. and it was intended to circulate this information on a quarterly basis going forward. She accepted that Members were not currently able to see details of enforcement cases online and she would be working with IT to address that shortly.

- 49.7 A Member drew attention to Action A.7 – Devise detailed Key Performance Indicators and ensure consistent framework between Gloucester City and Tewkesbury Borough Councils – and noted that the target date had slipped from October 2018 to March 2019; in total, he had calculated that the target dates for 22 of the actions within the plan had been changed and he questioned what the reason was for this. The Head of Development Services explained that the initial target dates had been over-ambitious, and appointments to key roles had taken longer than anticipated so a lot of dates had been changed to make them more realistic; she confirmed that the new dates were achievable. In terms of the Key Performance Indicators, these were reported regularly to the Overview and Scrutiny Committee as part of the quarterly performance management report but a baseline report would be prepared by March 2019 so Members would have a more detailed picture of the framework. A Member expressed the view that this was not soon enough and, following a brief debate, the Deputy Chief Executive agreed to bring a report on the Planning Key Performance Indicators to the Overview and Scrutiny Committee meeting on 8 January 2019. In response to a query regarding Action B.1 i) - Ensure senior officers have skills and expertise to make robust recommendations – the Business Transformation Manager clarified that there were processes and procedures in place but these needed to be brought together into a procedure manual for senior officers.
- 49.8 A Member noted that reference had been made to the Joint Core Strategy and Tewkesbury Borough Plan but not to Neighbourhood Development Plans and she questioned what weight they would hold once approved. The Head of Development Services clarified that the action plan was not intended to be an overall programme for the Development Services section so there would be other work ongoing within the various teams which was not included. The local development scheme set out that, once approved, Neighbourhood Development Plans must be taken into account. Another Member went on to raise concern about the lack of communication in respect of place planning which needed to be addressed. The Head of Development Services absolutely agreed that the place approach needed to be re-designed and she had met with the Lead Members for Community and Health and Wellbeing to start these conversations.
- 49.9 Having considered the information provided, it was
- RESOLVED**
1. That progress against the Development Services Improvement Plan be **NOTED**.
 2. That a further update be brought to the Overview and Scrutiny Committee in six months' time.
 3. That a report on Planning Key Performance Indicators be brought to the Overview and Scrutiny Committee meeting on 8 January 2019.

OS.50 HOUSING STRATEGY MONITORING REPORT

- 50.1 The report of the Head of Community Services, circulated at Pages No. 100-125, provided a summary of the key activities for the first six months of year two of the Housing Strategy Action Plan. Members were asked to consider the progress made to date in respect of the outcomes identified in the Action Plan.

50.2 Members were reminded that the strategy contained four key priorities to meet the housing needs of the borough: increasing the supply of housing; prevent homelessness; meet the housing needs of specific groups; and improving the health and wellbeing of local people. The report summarised progress on each of these areas and highlighted significant actions. In terms of increasing the supply of housing, the Strategic Housing and Enabling Officer explained that both Rooftop and Severn Vale Housing Society were considering modern methods of construction as their preferred option on the former garage sites at Winchcombe and Staverton. Members had been impressed with their visit to the modular housing site in Nuneaton and the Parish Councils had also been supportive so this could be the start of an exciting project for Tewkesbury Borough with one of the sites planned for delivery in 2019. In respect of empty homes, the Council Tax empty homes premium had been introduced from 1 April 2018 in respect of 88 properties within the borough that had been unoccupied and substantially unfurnished for more than two years. The affected taxpayers had been contacted and encouraged to seek advice from Environmental Health on bringing their properties back into use; unfortunately, only six responses had been received to date. Review of empty homes would continue under the forthcoming Empty Homes Strategy and part of that would involve further attempts to engage with empty home owners. The Homelessness Reduction Act had created a significant amount of work for homelessness services across the county. Central government was looking to introduce indicators on every client who approached as homeless and was collecting data for each person – this was currently anonymised before it was sent out, but the government may be able to collect it without being anonymised provided it complied with the General Data Protection Regulation (GDPR). Someone approaching the Council as homeless may have to wait for up to 112 days for a decision which gave the Housing team longer to try to resolve the issue. The government was aiming to half the number of rough sleepers by 2021 and eradicate it completely by 2025. The Housing Services Manager confirmed that the Council had accepted a statutory duty to 75 residents in the first quarter of 2018 and a full homeless statutory duty to two households. There had not been a large rise in homelessness because of welfare reform itself, although it was difficult to find resolutions for some people who were affected by associated issues, for example, households in temporary accommodation may struggle to find work in an area they would not stay permanently. With regard to priority three, around meeting the needs of those who need it most, Members were advised that the county was now in a position to progress the Strategic Housing Market Assessment and the county group would be commissioning a consultant to start work on a Local Housing Needs Assessment (LHNA); this was a big piece of work which was likely to take some time.

50.3 A Member noted that the Homeless Reduction Act gave local authorities more powers to make housing associations and registered providers offer certain properties to tenants and he questioned if this was being pushed forward. In response, the Housing Services Manager advised that Tewkesbury Borough Council was in partnership with the rest of the county and West Oxfordshire District Council and indicated they had no influence on who registered providers would accept; however, housing associations such as Bromford, Severn Vale, Gloucester City/Cheltenham Borough Homes tended to be more socially aware. It was only really necessary to make tenants more palatable for temporary accommodation, for example, by guaranteeing them against damage and rent arrears to a certain level, and this was done on a case by case basis. She stressed that homeless households were not homeless intentionally, rather they had become homeless due to other issues, such as alcohol or drug abuse, and therefore were considered high risk to private sector landlords and social housing providers. The Member also indicated that land owned by the authority may have a higher social, as opposed to

monetary, value if used for social housing so it should not necessarily be sold to the highest bidder. The Deputy Chief Executive advised that the Housing Officers had given an overview of what was becoming an increasingly complex picture nationally. A lot of good work was being done with housing associations to try to counteract homelessness and improve prevention. Tewkesbury Borough Council did not own a lot of land as an authority and when a site came forward it would be a question of interpreting how it would be used and whether a capital receipt would be the best value for money. Officers would put the options together and Members would ultimately make the final decision; it would undoubtedly be a difficult decision in light of the Council's financial situation. In terms of the former garage sites, it was not only about cost but also the wider social responsibility and how to put a value on that. A Member indicated that one of the latest options for housing was shipping containers which were converted to living units and he suggested that could be explored. The Housing Services Officer advised that this had already been looked into but it was quite expensive and required a lot of groundworks e.g. electricity. The Member felt sure there would be a lot of Town and Parish Councils which owned land around the borough which may be useful so it would be beneficial to ask them for help.

50.4 It was

RESOLVED That the progress made to date in respect of the outcomes identified in the Housing Strategy Action Plan be **NOTED**.

The meeting closed at 6:45 pm

EXECUTIVE COMMITTEE FORWARD PLAN 2018/19

REGULAR ITEM:

- **Forward Plan – To note the forthcoming items.**

Addition to 21 November 2018

- Purchase of Vehicle.
- Commercialisation Strategy.

Committee Date: 16 January 2019 (Date changed from previously scheduled 2 January)

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Management Report – Quarter Two 2018/19.	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter two performance management information.	Head of Corporate Services.	No.
ICT Strategy.	To approve the ICT Strategy,	Head of Corporate Services.	Yes – from 6 June 2018 to align with the action within the Corporate Services action plan.
Risk Management Strategy.	To approve the Risk Management Strategy.	Head of Corporate Services.	Yes – from 29 August to allow for more time to devise the Strategy.

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Committee Date: 16 January 2019 (Date changed from previously scheduled 2 January)

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Medium Term Financial Strategy (Annual).	To recommend to Council the adoption of the five-year MTFFS which describes the financial environment the Council is operating in and the pressures it will face in delivering its services and a balanced budget over the period.	Head of Finance and Asset Management.	Yes – from 21 November 2018 to allow more time for information from the government and the Council’s budget process.
Housing Strategy Monitoring Report (Year 3) (Annual).	To approve the Housing Strategy Monitoring Report for Year Three.	Housing Services Manager.	Yes – from 21 November as monitoring amended in line with financial year.
Stanton Conservation Area Appraisal.	To approve the Stanton Conservation Area Appraisal.	Planning Policy Manager.	No.
Down Hatherley, Norton & Twigworth Neighbourhood Plan Referendum	To consider the Down Hatherley, Norton & Twigworth Neighbourhood Plan, modified according to the Examiners recommended amendments, and agree that it be formally approved to progress to Community Referendum.	Planning Policy Manager.	No.
Treasury and Capital Management	To approve and recommend approval to Council, a range of statutorily required policies and strategies relating to treasury and capital management.	Head of Finance and Asset Management.	No.

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Committee Date: 6 February 2019

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Budget 2019/20 (Annual).	To recommend a budget for 2019/20 to the Council.	Head of Finance and Asset Management.	No.
Financial Update - Quarter Three 2018/19.	To consider the quarterly budget position.	Head of Finance and Asset Management.	No.
Discretionary Rate Relief Policy.	To approve the Council's Discretionary Rate Relief Policy taking into account any changes announced in the Autumn Budget.	Revenues and Benefits Manager.	No.
Council Tax Discounts 2019-20.	To consider Council Tax Discounts for 2019/20 and make a recommendation to Council.	Revenues and Benefits Manager.	No.
Confidential Item: Irrecoverable Debts Write-Off Report (Quarterly).	To consider the write-off of irrecoverable debts.	Head of Corporate Services.	No.

(To be considered in private because of the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)).

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Committee Date: 6 March 2019			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Workforce Development Strategy.	To approve the Council's Workforce Development Strategy.	Head of Corporate Services.	No.
Community Infrastructure Levy (CIL) Governance and Policy.	To approve the CIL Governance.	Head of Development Services.	No.

Committee Date: 3 April 2019			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Management Report – Quarter Three 2018/19.	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter three performance management information.	Head of Corporate Services.	No.
Council Plan 2016/20 Refresh (Annual).	To consider the Council Plan and make a recommendation to Council.	Head of Corporate Services.	No.
High Level Service Plan Summaries (Annual).	To consider the key activities of each service grouping during 2017/18.	Head of Corporate Services.	No.

PENDING ITEMS

Agenda Item	Overview of Agenda Item
Confidential Item: Spring Gardens/Oldbury Road Regeneration.	To consider the information provided and agree a way forward.

OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2018/19

REGULAR ITEMS:

- **Executive Committee Forward Plan**
- **Overview and Scrutiny Committee Work Programme 2018/19**

Additions to 27 November 2018

- **Police Update on Crime Detection – agreed by the Overview and Scrutiny Committee on 16 October 2018.**
- **Grass Cutting Working Group - agreed by the Overview and Scrutiny Committee on 16 October 2018.**

Deletions from 27 November 2018

-

Committee Date: 8 January 2019

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Planning Key Performance Indicators.	To consider the Key Performance Indicators in relation to the Planning Service.	Head of Development Services	No – agreed by the Overview and Scrutiny Committee on 16 October 2018.
Ubico Report.	To receive a six month update from Ubico.	Head of Community Services.	No.
Enviro-Crimes Update.	To consider the interim report on basic metrics and any particular issues that have arisen.	Head of Community Services.	No – agreed by the Overview and Scrutiny Committee on 12 June 2018.

Committee Date: 12 February 2019			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Gloucestershire Healthwatch.	To receive an update from Gloucestershire Healthwatch on the new arrangements and how this impacts on the borough.	Head of Corporate Services.	No.
Tewkesbury Borough News Review.	To review the implementation of the recommendations arising from the Tewkesbury Borough News Review and how the arrangements had worked over the initial 12 month period.	Corporate Services Manager.	No.
Grass Cutting Improvement Plan.	To consider the progress made against the plan.	Head of Community Services.	No – agreed by the Overview and Scrutiny Committee on 4 September 2018.
Review of Water Supply Outage Monitoring Report.	To consider the progress made against the actions arising from the review (<i>NB – Partners to be invited to attend</i>)	Head of Community Services.	No – agreed by the Overview and Scrutiny Committee on 4 September 2018.
Trade Waste.	To consider the progress made in respect of introducing a trade waste service.	Head of Community Services	No – agreed by the Overview and Scrutiny Committee on 17 July 2018.
Gloucestershire Police and Crime Panel Update.	To receive an update from the Council's representative on matters considered at the last meeting (4 February 2019).	N/A	No.
Gloucestershire Health and Care Overview and Scrutiny Committee Update.	To receive an update from the Council's representative on matters considered at the last meeting (15 January 2019).	N/A	No.

NB – Changes from previous work programme highlighted in bold

Committee Date: 12 February 2019			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Annual review of the effectiveness of the Council's involvement in the Gloucestershire Health, Community and Care Overview and Scrutiny Committee.	In order to authorise payment of the Council's contribution to the running costs for the forthcoming year.	Head of Corporate Services.	No.

Committee Date: 12 March 2019			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Report – Quarter 3 2018/19.	To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.	Head of Corporate Services.	No.
Flood Risk Management Group Report.	To receive an annual report on the progress against the Flood Risk Management Action Plan.	Head of Development Services.	No.
Healings Mill.	To consider the progress made in respect of Healings Mill.	Head of Development Services.	No – agreed by the Overview and Scrutiny Committee on 17 July 2018.
Gloucestershire Health and Care Overview and Scrutiny Committee Update.	To receive an update from the Council's representative on matters considered at the last meeting (5 March 2019).	N/A	No.

Committee Date: 9 April 2019			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Gloucestershire Joint Waste Committee – Six Month Update Report.	To consider the progress made in relation to the 2018/19 Gloucestershire Joint Waste Committee Action Plan with a specific focus on Tewkesbury Borough.	Head of Community Services	No – agreed at the Overview and Scrutiny Committee meeting on 16 October 2018.
Development Services Improvement Plan,	To consider the progress made against the actions within the Plan.	Head of Development Services	No – agreed at the Overview and Scrutiny Committee meeting on 16 October 2018.
Overview and Scrutiny Committee Work Programme 2019/20.	To approve the Overview and Scrutiny Committee Work Programme for the forthcoming year.	Head of Corporate Services.	No.
Annual Overview and Scrutiny Report 2018/19.	To approve the annual report as required by the Council's Constitution to ensure that the activities of the Overview and Scrutiny Committee are promoted both internally and publicly to reinforce transparency and accountability in the democratic process.	Head of Corporate Services.	No.
Housing Strategy Monitoring Report.	To consider – six month update.	Housing Services Manager.	No.
Customer Care Strategy.	To consider – annual update.	Corporate Services Manager.	No.
Community Safety Partnership Update.	To consider the update on the Community Safety Partnership.	Head of Community Services.	No – Exec Cttee approved the reconvening of the Tewkesbury CSP in August 2018. O&S previously

NB – Changes from previous work programme highlighted in bold

Committee Date: 9 April 2019			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
			received an annual update.
Gloucestershire Police and Crime Panel Update.	To receive an update from the Council's representative on matters considered at the last meeting (15 March 2019).	N/A	No.

PENDING ITEMS

Agenda Item	Overview of Agenda Item
Review of Workforce Development Strategy.	Review by O&S Workshop – agreed by Overview and Scrutiny Committee at its meeting on 13 June 2017 – January/February 2019.
Review of Corporate Enforcement Policy.	Review by O&S Workshop – agreed by Overview and Scrutiny Committee at its meeting on 13 June 2017 – March 2019.
Community Safety Partnership Updates.	Previously considered annually by the Overview and Scrutiny Committee – Executive Committee due to approve the reconvening of the Tewkesbury Borough CSP and its Terms of Reference on 29 August 2018.
Review of Complaints Policy.	Identified for review in the Corporate Policies and Strategies Report and agreed by the Overview and Scrutiny Committee at its meeting on 4 September 2018.
Safeguarding Policy and Procedure.	Identified for review in the Corporate Policies and Strategies Report and agreed by the Overview and Scrutiny Committee at its meeting on 4 September 2018. – Moved to 2019/20 Work Programme as agreed by Overview and Scrutiny Committee at its meeting on 16 October 2019.
Single Use Plastic Policy.	Identified in the Corporate Policies and Strategies Report and agreed by the Overview and Scrutiny Committee at its meeting on 4 September 2018 – Workshop to be arranged for March 2019.
West Oxfordshire Visit/Presentation on Grounds Maintenance.	Possible item depending on the outcome of the review of the Grass Cutting Improvement Plan on 12 February 2019, as agreed by the Overview and Scrutiny Committee at its meeting on 4 September 2018.

ITEMS FOR INCLUSION IN 2019/20 WORK PROGRAMME	
Single Use Plastic Policy	June 2019 – To consider the actions arising from the Overview and Scrutiny Committee workshop in March 2019.
Disabled Facilities Grants Review Monitoring Report.	June 2019 – To consider the annual update – agreed by Overview and Scrutiny Committee at its meeting on 1 May 2018.
Enviro-Crimes Annual Report.	June 2019 – agreed by the Overview and Scrutiny Committee at its meeting on 12 June 2018. Interim report in January 2020.
Review of Planning Enforcement Plan.	July 2019 – Review effectiveness of the Plan once it has been in operation for 12 months – agreed by Overview and Scrutiny Committee at its meeting on 9 January 2018.
Community Services Review Improvement Plan.	July 2019 – Agreed by Council on 24 July 2018.
Warm and Well Update	November 2019 (at the same time as the Housing Strategy Monitoring Report)
Safeguarding Policy and Procedure	Identified for review in the Corporate Policies and Strategies Report and agreed by the Overview and Scrutiny Committee at its meeting on 4 September 2018 – put on hold pending new national guidance.

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	27 November 2018
Subject:	Performance Management – Quarter 2 2018/19
Report of:	Head of Corporate Services
Corporate Lead:	Chief Executive
Lead Members:	Lead Member for Organisational Development
Number of Appendices:	4

Executive Summary:

New Council Plan priorities (2016-20) were approved by Council on 25 April 2018. Supporting the priorities is a set of objectives and actions. Progress in delivering the objectives and actions are reported through a Council Plan Performance Tracker (Appendix 1). The tracker is a combined document which also includes a set of Key Performance Indicators (KPIs). The report also includes the Revenue Budget Summary Statement (Appendix 2), the Capital Monitoring Statement (Appendix 3) and the Reserves Position Summary (Appendix 4). This performance information is reported to the Overview and Scrutiny Committee on a quarterly basis and the outcome is then reported to the Executive Committee by the Chair of the Overview and Scrutiny Committee.

Recommendation:

To scrutinise the performance management information, and where appropriate require action or response from the Executive Committee.

Reasons for Recommendation:

The Overview and Scrutiny Committee Terms of Reference require it to review and scrutinise the decisions and performance of the Council and its Committees.

Resource Implications:

None directly associated with this report.

Legal Implications:

None directly associated with this report.

Risk Management Implications:

If delivery of the Council's priorities is not effectively monitored, the Council cannot identify where it is performing strongly or where improvement in performance is necessary.

Performance Management Follow-up:

Performance management information is reported to Overview and Scrutiny Committee on a quarterly basis. The outcome of each quarterly review is then reported to Executive Committee.

Environmental Implications:

None directly associated with this report.

1.0 INTRODUCTION/BACKGROUND

- 1.1** New Council Plan priorities (2016-20) were approved by Council on 25 April 2018. Supporting the priorities is a set of objectives and actions. Progress in delivering the objectives and actions are reported through a Council Plan Performance Tracker (Appendix 1). The tracker is a combined document which also includes a set of Key Performance Indicators (KPIs). The report also includes the Revenue Budget Summary Statement (Appendix 2), the Capital Monitoring Statement (Appendix 3) and the Reserves Position Summary (Appendix 4). This performance information is reported to the Overview and Scrutiny Committee on a quarterly basis and the outcome is then reported to the Executive Committee by the Chair of the Overview and Scrutiny Committee.
- 1.2** This is the second quarterly monitoring report for 2018/19. The majority of information within the performance tracker reflects the progress of Council Plan actions as at the time of writing the report. The KPI information is of a statistical nature so represents the position as at the end of September 2018 (quarter two).

2.0 COUNCIL PLAN PERFORMANCE TRACKER

- 2.1** The Council Plan (2016-20) has four priorities which contribute to the overall Council Plan vision "*Tewkesbury Borough, a place where a good quality of life is open to all*". The priorities are:
- Finance and Resources
 - Promoting and supporting economic growth
 - Growing and supporting communities
 - Customer Focused Services

Each of the four priorities is supported by a number of objectives and actions which will focus activity on delivery of the priorities. The tracker has been developed and contains a set of key performance measures to monitor delivery of each Council Plan action. The actions are reviewed and where appropriate refreshed on an annual basis.

2.2 For monitoring the progress of the Council Plan actions, the following symbols are used:

😊 – action progressing well

😐 – the action has some issues or delay by there is no significant slippage in the delivery of the action

😞 – significant risk to not achieving the action or there has been significant slippage in the timetable or performance is below target

Grey – project has not yet commenced

✓ – action complete or annual target achieved

For monitoring of key performance indicators the following symbols are used:

↑ - PI is showing improved performance on previous year

↔ - PI is on par with previous year performance

↓ - PI is showing performance is not as good as previous year

2.3 All actions are reported as progressing well. Key activities to bring to Members' attention since the last performance report include:

- Purchase of a £3.8m office property was completed in August and £4.6m retail property in October 2018.
- A Commercial Strategy has been drafted and will be presented to Executive Committee on 21 November 2018. This will re-invigorate the Council's approach to looking at commercial opportunities. Commercialism is a key theme within the Council's transformation programme.
- A development advisor, Mace Group Ltd, have been successfully appointed to look at the next phase of the Spring Gardens project.
- Official launch for the Growth Hub is programmed for 21 November 2018.
- Ashchurch Concept Masterplan was approved for public consultation at Council on 15 October 2018.
- A draft Supplementary Planning Document has been produced and shared with the Tewkesbury Town Regeneration Partnership. This will be presented to Executive Committee on 21 November 2018 for consultation approval.
- The Tewkesbury Borough Plan was approved for consultation.
- Total of 189 affordable homes have been delivered so far for 2018-19.
- The refurbishment of the Public Service Centre is now complete.
- A contractor has been appointed to carry out the works to Lower Lode Depot, to increase car parking and improved site facilities.

3.0 KEY PERFORMANCE INDICATORS (KPIs)

3.1 The set of Key Performance Indicators (KPIs) are a combination of contextual indicators and target related indicators. The set of KPIs must remain flexible to ensure they meet our needs. The data reported is the position at end of September 2018.

3.2 Of the 16 indicators with targets, their status as at the end of quarter two is:

😊 (target achieved)	😐 (target likely to be achieved by the end of the year)	☹️ (target not achieved)
9	4	3

In terms of the direction of travel i.e. performance compared to last year, for all indicators (not all indicators have a target e.g. crime) the status is:

↑ (better performance than last year)	↓ (not as good as last year)	↔️ (on par with previous year performance)
11	5	2

3.3 Key indicators of interest include:

- KPI 12 – all 14 major planning applications have been determined within the given timescale.
- KPI 18 - The number of reported enviro-crimes (284) are broadly in line with quarter one 2018/19. There has been a slight increase when comparing to 2017/18.
- KPI 19 – Total of 74 community groups were assisted with funding advice. This is a result of Funding Fair which was organised by Tewkesbury Borough Council and Gloucester Rural Community Group where 130 people attended.
- KPI 21 - Average number of days to process new benefit claims has increased to 22 days, with the target being 15 days. This remains slightly better than the national average of 23 days.
- KPI 27 – Average number of sick days per full time equivalent has increased significantly compared to the previous year. This is a result of long term absence.
- KPI 31 – 127 Freedom of Information requests were received within the period. A total of 220 have been received in total to date, compared to a full year total of 298 for 2017/18.
- KPI 32 - all formal complaints (49) were answered within the required timescale. 122 complaints received in total to date, compared to a full year total of 157 for 2017/18.

4.0 FINANCIAL SUMMARY - REVENUE POSITION

4.1 The financial budget summary for quarter two shows a £572,086 (£81,867 at quarter one) surplus against the profiled budget. Below is a summary of the expenditure position for the Council split between the main expenditure types.

4.2 General Fund Outturn Summary

Services expenditure	Budget £	Budget Q2 £	Actual Q2 £	Variance £
Employees	9,319,411	4,425,221	4,198,974	226,247
Premises	610,297	351,728	336,806	14,922
Transport	165,777	81,793	57,675	24,118
Supplies & Services	1,913,446	756,414	746,293	10,120
Payments to Third Parties	5,438,570	2,834,477	2,905,627	(71,151)
Housing Benefit Service Cost	20,276,485	10,900,639	10,926,639	(26,000)
Income	(27,162,098)	(3,229,976)	(3,256,273)	26,297
	10,561,888	16,120,294	15,915,741	204,553
Corporate Codes				
Treasury activity	117,260	58,630	20,662	37,968
Investment Properties	(1,928,859)	(1,187,935)	(1,216,351)	28,416
Corporate Savings Targets	(67,500)	(33,762)	0	(33,762)
New Homes Bonus	50,000	0	0	0
Business rates	(2,694,620)	0	(334,901)	334,901
	6,038,169	14,957,237	14,385,151	572,086

Note: With regards to savings and deficits, items in brackets and red are overspends

4.3 Surplus on service expenditure

4.3.1 The budget position in relation to the Heads of Service responsibility shows a budget surplus of £204,553 as at the end of September (£60,753 quarter one).

4.3.2 As can be seen, the majority of the savings - £226,247 - are related to employee cost. Employee costs savings are generated mainly through staff vacancies, particularly in One Legal and Development Services, although the saving in Development is being offset by a deficit on the income budget for that service in quarter two. Services have managed vacancies during the period by utilising current staff to cover work in the short term limiting, where possible, use of agency staff. Democratic Services have a vacant post which is maintained to offset overtime and other pressures during elections. Savings are being made against this post as there have been no significant elections so far this year.

4.3.3 A range of small savings are also being made across premises, transport and supplies and services against budget which is also contributing to the overall surplus being reported.

4.3.4 The surplus on income for the Council is £26,697 (£19,940 at quarter one). £129,060 of the surplus is from Community Services in relation to the garden waste service bringing in income above target as a result of the implementation of the new sticker system and the fixed renewal date of 1 April. There is also additional income showing in Corporate Services; this relates to additional grant income for the Benefits team, received from central government, which had not been budgeted for. This money is to help with any cost of transition of claimants to Universal Credit.

4.3.5 The positive position on income is being offset by planning application income being below the expected budget. This is a significant income stream for the Council but is currently in a deficit of £133,602 (£87,092 quarter one) against target. The service is confident of delivering the total income for the year. The number of major planning applications over £10,000 is in line with expectations and, for those applications under £10,000, it is expected that the income target will be delivered now the Borough Plan is being progressed. Once implemented, it is expected that developers will put in new planning applications with clarity over what the Council is expecting from them.

4.4 Deficit on service expenditure

4.4.1 In terms of deficits being reported at quarter two, there is an overspend being shown against benefit claimant payments. The quarter one monitoring reported that the Housing Benefits team had processed higher than predicted level of overpayments going back over several years. Over the second quarter this trend has not continued and, with lower levels of overpayments being identified, the impact on the budget has been reduced by £34,000 to a predicted overspend of £26,000 by year end. It is hoped that this trend will continue which will further reduce the reported overspend.

4.4.2 In addition, the first quarter outturn position for the Ubico contract has indicated a forecast full year deficit of £141,622. A pro rata sum has been included within the quarter two figures. Ubico is reporting overspend on grounds maintenance and agency staff. Grounds maintenance forecast additional costs is due to the additional work required over the summer, partly covered by employing additional staff. In addition, there has been an increase in diesel costs and maintenance of vehicles and equipment. Agency forecast costs are high due to the additional staff mentioned above and a high level of both long term and short term sick

4.5 Attached at Appendix 2 is a summary of the position for each Head of Service, which shows the current variance against their budget. Where the main types of expenditure headings within the Head of Service's responsibility have a variance over £10,000, a short explanation for the reason for the variance has been provided.

5.0 CAPITAL BUDGET POSITION

5.1 Appendix 3 shows the capital budget position as at quarter two. This is currently showing an underspend against the profiled budget.

5.2 The underspend is because of the commercial property that was purchased was less than the profiled budget expectation. It is anticipated that the full allocation will be spent before year end with another purchase already scheduled for October and further options being considered. The refurbishment of the Council Offices is almost complete and is showing an overspend against the agreed budget. The overall costs increased due to issues such as the discovery of asbestos. Contributions from our partners and revenue resources are being used to offset this additional cost.

6.0 RESERVES POSITION

6.1 Appendix 4 provides a summary of the current usage of available reserves.

6.2 Reserves have been set aside from previous years to fund known future costs and the strategic planning of the authority's operation. The information in the appendix does not take account of reserves which have been committed, but not yet paid.

6.3 Whilst the quarter two position shows that there remains a significant balance on the reserves, the expectation is that the balances will be spent in the future. Finance has asked for updates from all departments about their plans to ensure that earmarked reserves are either used for their intended purpose or released back to the general fund.

7.0 OTHER OPTIONS CONSIDERED

7.1 None

8.0 CONSULTATION

8.1 None

9.0 RELEVANT COUNCIL POLICIES/STRATEGIES

9.1 Council Plan 2016-20.

10.0 RELEVANT GOVERNMENT POLICIES

10.1 None directly.

11.0 RESOURCE IMPLICATIONS (Human/Property)

11.1 None directly.

12.0 SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)

12.1 Linked to individual Council Plan actions.

13.0 IMPACT UPON (Value For Money/Equalities/E-Government/Human Rights/Health And Safety)

13.1 Linked to individual Council Plan actions.

14.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

14.1 Council Plan 2012-16 approved by Council 25 April 2018.

Background Papers: None

Contact Officer: Head of Corporate Services (Appendix 1)
01684 272002 graeme.simpson@tewkesbury.gov.uk

Head of Finance and Asset Management (Appendices 2-4)
01684 272005 simon.dix@tewkesbury.gov.uk

Appendices: Appendix 1 – Council Plan Performance Tracker Quarter 2 2018/19
Appendix 2 - Revenue Budget
Appendix 3 - Capital Budget
Appendix 4 - Reserves

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2018-19 Progress

Council Plan tracker actions/ KPI progress key:		KPI direction of travel key:	
😊	Action progressing well/ PI on or above target	↑	PI is showing improved performance on previous year
😐	Action has some issues/delay but not significant slippage/ PI below target but likely to achieve end of year target	↔	PI is on par with previous year performance
😞	Significant risk to not achieving the action or there has been significant slippage in the timetable, or performance is below target/ PI significantly below target and unlikely to achieve target	↓	PI is showing performance is not as good as previous year
	Project has not yet commenced/ date not available or required to report		
✓	Tracker action is complete or annual target achieved		

PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 1. Seek to be financially independent of the government's core grants.				
a) Deliver the council's transformation programme to deliver a balanced budget.	Target date: March 2019	Corporate Leadership Team (CLT) Lead Member for Organisational Development	😊	Since the implementation of the Transformation Programme in 2014, a number of significant projects have been successfully delivered. For example; new leisure centre, new website, commercial property investments, public services centre refurbishment. The current programme includes a number of projects which all have different delivery dates. The March 2019 target date is therefore an annual date and will reflect the success of the programme in that financial year. With regards to current performance, a couple of key projects are fundamentally complete, the Public Service Centre refurbishment (incl Growth Hub) and the garden waste project. Emerging projects include the car pool pilot, Revenues e-billing and proof of concept for a customer relationship management system.

PRIORITY: FINANCE AND RESOURCES

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 1. Seek to be financially independent of the government's core grants.				
b) Maximise retention around business rates.	Target date: March 2019	Head of Finance & Asset Management Lead Member for Finance and Asset Management	☺	Figures for the Q1 outturn position of the Gloucestershire pilot suggest that both Tewkesbury individually and the Gloucestershire Pilot overall are performing well and are in line with expectations. Q2 position is currently being collated. The Gloucestershire authorities have submitted a bid to Government to be a 75% retention pilot in 2019/20 and expect to find out whether the bid has been successful shortly before Christmas.
34 c) Work to reduce the council's deficits, outlined in the Medium Term Financial Strategy (MTFS).	Target date: December 2018 January 2019 (revised date)	Head of Finance and Asset Management Lead Member for Finance and Asset Management	☺	Work has commenced to re-evaluate the Council's financial projections within the current environment and uncertainty over funding. Discussions have now begun with the Transform Working Group over the level of deficit and potential remedial action. In the short term, the Council is benefitting from the investment in two further commercial properties and the significant growth in garden waste customers.
Objective 2. Maintain a low council tax.				
a) Produce a Medium Term Financial Strategy which ensures that council tax remains in the lowest quartile nationally.	Target date: December 2018 January 2019 (revised date)	Head of Finance & Asset Management Lead Member for Finance and Asset Management	☺	Work currently being undertaken to forecast future financial position. This will continue through the Autumn before MTFS is drafted for Executive and Council approval in the Winter. Following discussion with the Transform Working Group, the MTFS has been pushed back to January 2019 to allow further time to consider the deficit and understand the Government's intentions for local government finance. Tewkesbury remains the fifth lowest council tax for an English District authority in 2018/19 at £114.36 per annum for a Band D household. This is £43 below the lowest quartile threshold.

PRIORITY: FINANCE AND RESOURCES

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 3. Investigate and take appropriate commercial opportunities.				
a) Deliver the aims and objectives of the commercial property investment strategy.	Target date: March 2019	Corporate Leadership Team (CLT) Lead Member for Organisational Development and Lead Member for Finance and Asset management	☺	The purchase of a £3.8m office property was completed in August and a further £4.6m retail property being completed in October. These two purchases take the total commercial portfolio to £39.5m producing an annual gross income of £2.4m. A further £6.7m is available within the capital programme to support the portfolio.
35 b) Undertake a review of the discretionary trade waste service to ensure it is operating on a viable commercial level.	Target date: April 2017 July 2017 August 2017 April 2018 April 2019 (revised date reported at O&S 4 Sept)	Head of Community Services Lead Member for Clean and Green Environment	☺	The Head of Community Service is having initial discussions with neighbouring council's about working more closely on trade waste. Proposals will be brought forward early in the new year.
c) Explore opportunities to increase commercial activity in all services.	Target date: March 2019	Heads of service Deputy Chief Executive / Lead member for Finance and Asset Management.	☺	This project will look to create an overarching 'commercial strategy' for the organisation. It will constitute two main sections – maximising cost recovery opportunities within the organisation and exploring opportunities for income generation. This strategy will not include direct reference the commercial property investment portfolio, which is managed separately. A commercial Strategy will be presented to Executive Committee on 21 November 2018.

PRIORITY: FINANCE AND RESOURCES

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 4. Use our assets to provide maximum financial return.				
a) Explore options for the regeneration of Spring Gardens.	Target date: June 2019	Head of Finance and Asset Management Lead Member for Finance and Asset Management	☺	The Council is now entering a new phase of the Spring Gardens project following the successful appointment of a development advisor. Mace Group Ltd have now commenced their work to explore the options for redevelopment and future of the Spring Gardens and wider Tewkesbury area. The end of this particular phase will see formal reports back to Council in June 2019.
b) Explore options for the Ministry of Agriculture, Food and Fisheries (MAFF) site.	Target date: March 2019	Head of Finance & Asset Management Lead Member for Finance and Asset Management	☺	Executive Committee have approved the disposal of this site for residential use, either standard residential development or care home. Officers are currently commissioning survey work to support an outline planning application. It is envisaged that an outline application will be submitted in the winter with the site being marketed for disposal on approval of planning permission.
c) Deliver the council's asset management plan.	Target date: March 2019	Head of Finance & Asset Management Lead Member for Finance and Asset Management	☺	Delivery of plan in second quarter has included: <ul style="list-style-type: none"> • Completion of construction works on the ground floor and external landscaping • Fitting out of the ground floor area • Re-locating a number of existing tenants back to reception and supporting the occupation of zones 2 & 3 by new tenants • Tendering the opportunity for works to Lower Lode depot • Completion of the purchase of commercial property in Leamington Spa • Appointment of development advisors to the Spring Gardens project • Installation of height barrier restrictions at the Public Service Centre

PRIORITY: PROMOTING AND SUPPORTING ECONOMIC GROWTH

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Deliver our strategic plans.				
37 a) Deliver the Economic Development and Tourism Strategy.	Target date: June 2019	Head of Development Services Lead Member for Economic Development/ Promotion		The Economic Development and Tourism Strategy was approved at Executive committee in June 2017. Implementation of annual delivery plan activities this quarter include: <ul style="list-style-type: none"> • Growth Hub soft opening (see action below) • New Growth Hub Navigator appointed and started • LEADER funding continuing to be allocated and promoted, with a number of projects in the Tewkesbury Borough area • Development of visitor itineraries as part of a successful funding bid of £250k from Cotswold Tourism (of which Tewkesbury Borough Council are a partner) submitted to Discover England • Regular events held with business community including: business breakfasts, business delegations and 1:1 business meetings. • Countywide Inward Investment Bid
b) Launch a business growth hub in the Public Services Centre.	Target date: Spring 2018 July 2018 October 2018 (reported to O&S on 4 September 2018)	Head of Development Services Lead Member for Economic Development/ Promotion		<ul style="list-style-type: none"> • Growth Hub opened and available for use • Three incubators let and in use • Training and event sessions being held • Businesses using the space • Navigator role commenced • Official launch proposed for 21 November 2018.
c) Conduct a retail study in partnership with Cheltenham Borough council and Gloucester City Council.	Target date: March 2019	Head of Development Services Lead Member for Economic Development/ Promotion		The procurement process for the retail study has been completed and a consultant team, GVA, have been appointed in October 2018. The retail study is being undertaken to ascertain what the retail trends and needs are within the borough and JCS areas. The study will provide evidence to support the retail policy for the JCS.

d) Work with the Local Enterprise Partnership (LEP) and other partners to contribute to the Local Industrial Strategy.	Target date: December 2019	Head of Development Services Lead Member for Economic Development/Promotion	☺	Deputy Chief Executive is a member of the Local Industrial Strategy Steering Group (LISSG) (group consists of local authority and private sector reps) and continues to influence the production of the strategy. Tewkesbury Borough Council are working with the group and the LEP to help deliver the strategic action required through the Economic Development and Tourism Strategy. Since the last quarter the LISSG have met twice. The target date is directly driven by LEP.
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PRIORITY: PROMOTING AND SUPPORTING ECONOMIC GROWTH

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
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Objective 2. Deliver employment land.

38	a) Deliver employment land through the Joint Core Strategy (JCS) and Tewkesbury Borough Plan (TBP).	JCS target date: March 2019 (to reflect annual reporting in AMR)	Head of Development Services Lead Member for the Built Environment	☺	Following adoption of the JCS, which includes 112ha of employment land. Planning and Economic Development officers work to promote employment land in the borough. The take up of employment land will be monitored in the Authority Monitoring Report (AMR). The JCS Review is now underway and the initial Issues and Options consultation paper was approved by the Council at its meeting on 15 th October 2018. The review will consider future employment land needs.
		Borough plan target date: Spring/Summer 2019 December 2019 (reported to O&S 4 Sept)		☺	The Tewkesbury Borough Plan will identify further employment sites which will be informed by the Employment Land Review. As part of the development of the next stage of the Borough Plan the potential employment sites have been assessed to see if they would make sustainable allocations for inclusion in the plan. This has been supported by a number of evidence base documents to support evidence of deliverability. The Preferred Options Tewkesbury was approved at a meeting of the Council on 26 th September 2018. The plan is now out for public consultation between 10 th October and 26 th November 2018.

PRIORITY: PROMOTING AND SUPPORTING ECONOMIC GROWTH

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 3. Maximise the growth potential of the M5 junctions.				
a) Produce a concept masterplan for the J9 area.	Target date: March 2017 March 2018 June 2018 October 2018	Head of Development Services Lead Member for Economic Development/Promotion	✓	The Ashchurch Concept Masterplan was approved at a meeting of the Council on 15 th October for public consultation. This consultation will take place during November 2018-January 2019.
39 b) Work with partners to secure transport infrastructure improvements around the borough, including the all-ways Junction 10, Junction 9 and A46 improvements.	Target date: 2021 (approved business case)	Head of Development Services Lead Member for Economic Development/Promotion	☺	<p>All-ways Junction 10- A bid for Forward Funding from the Housing Infrastructure Fund was submitted in September for funding to create an all ways M5 junction 10 with associated improvements. This bid has been successful at stage 1 and is now moving towards further evaluation.</p> <p>The project is being led by Gloucestershire County Council with district council/Tewkesbury Borough input.</p> <p>Work continues on the project in line with project plan and will be moved to its next stage (submission of business case to government) in March 2019.</p> <p>J9 and A46- Whilst unsuccessful for the HIF funding, Tewkesbury Borough Council continues to be actively engaged in the A46 Partnership and is making connections with Midlands Connect and other local authorities along the route of the A46.</p>

PRIORITY: PROMOTING AND SUPPORTING ECONOMIC GROWTH

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 4. Deliver regeneration for Tewkesbury town.				
a) Develop a supplementary planning document for Tewkesbury Town.	Target date: April 2018 September 2018 October 2018 November 2018 (Revised date- for consultation)	Head of Development Services Lead Member for Built Environment	☺	The Tewkesbury Town Regeneration Partnership has been re-launched (incorporating the Riverside Partnership) with revised terms of reference and new membership. A draft Supplementary Planning Document (SPD) has been produced and shared with the Partnership. The SPD has been presented to the Tewkesbury Town Council and will be presented to Executive Committee on 21 November for approval to consult.
40 b) Develop a programme with partners to progress Healings Mill and other key development opportunity sites to support the regeneration of Tewkesbury.	Target date: September 2017 January 2018 March 2018 September 2018 March 2019 (reported to O&S 4 Sept)	Head of Development Services Lead Member for Economic Development/ Promotion	☺	Following the site not being sold last summer, discussions are now being sought with the developer, to explore what options may exist to try and bring forward an acceptable development proposal for this site. Alongside this discussions with a number of agencies are being held to seek to maximise the potential for a viable scheme to be brought forward. However this site remains very difficult due to a number of constraints.
Objective 5. Promote the borough as a visitor attraction.				
a) Explore with partners- including the Battlefield Society- the potential to increase the heritage offer at the Battlefield site.	Target date: Complete feasibility December 2017. April 2018 September 2018 December 2018 (reported to O&S 4 Sept)	Head of Development Services Lead Member for Economic Development/ Promotion	☺	The council has met with key landowners and stakeholders to assess an 'agreement in principle' to strengthen the heritage and economic offering around the battlefield. Early discussions with the University of Gloucestershire and Virtual Reality Lab in Bristol are focussing on the potential to film the re-enactment and use this as part of a website based marketing drive. Conversations have also taken place recently with the representatives from the Battlefield Society regarding options around a heritage park proposal.

PRIORITY: PROMOTING AND SUPPORTING ECONOMIC GROWTH

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 5. Promote the borough as a visitor attraction.				
41 b) Develop a programme to work with existing tourism attractions within the borough to promote historic heritage.	Target date: March 2019	Head of Development Services Lead Member for Economic Development/Promotion		The council is developing a programme with Cotswold Tourism for historic heritage bookable experiences to promote the borough and wider Cotswolds area to new markets, particularly Italy, Norway, Denmark, Sweden and Spain. This will be completed in March and will commence in April 2019. A log of experiences have been created and these are now being worked up with businesses across Gloucestershire. The council also promotes historic heritage in a number of ways: <ul style="list-style-type: none"> • Cotswold Tourism Website • Visit Tewkesbury Website • Visitor enquiries (in person / electronic / phone) • Social Media • Literature • Press visits • Group Travel Shows
c) Review the tourism resources to maximise the tourist provisions in the borough.	Target date: April 2019	Head of Development Services Lead Member for Economic Development/Promotion		The tourism service review, incorporating delivery of the Tewkesbury TIC, will detail proposals for a proposed implementation in April 2019.

Key performance indicators for priority: Economic development

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
1	Employment rate 16-64 year olds.	74.3%		84.7%						84.7% relates to 46,100 people within the borough. This is above the national rate of 75.0% (Source ONS April 2017 – March 2018 current figures).	Leader Member Economic Development/ Head of Development Services
2	Claimant unemployment rate.	0.9%		1.1%	1.3%					1.3% relates to 700 people within the borough. This rate is below the county rate of 1.5% and national rate 2.2% (Source: ONS)	Leader Member Economic Development/ Head of Development Services
3	Number of business births.	480 (2016 figure)								Figures are produced annually and will be available in quarter three.	Leader Member Economic Development/ Head of Development Services
4	Number of business deaths	515 (2016 figure)									
5	Number of visitors to Tewkesbury Tourist Information Centre (TIC)	29,034	31,000	8,305	12,142 (Q1 & Q2= 20,447)			↑	😊	Figures up from previous quarter and previous year. It is thought with the good weather, Medieval festival and re-opening of Abbey Campsite has helped with the increase in visitor numbers.	Leader Member Economic Development/ Head of Development Services

6	Number of visitors to Winchcombe Tourist Information Centre (TIC)	9,913	10,000	3,923	3,800 (Q1 & Q2=7,723)			↓	☹	Figures slightly down from 2017. Officers are investigating trends.	Leader Member Economic Development/ Head of Development Services
7	Number of visitors entering the Growth Hub	Not measured	1000							The target of 1000, has been agreed with LEP as part of the funding agreement. Reporting on numbers will commence as of 1 October 2018- start of Q3.	Leader Member Economic Development/ Head of Development Services

PRIORITY: GROWING AND SUPPORTING COMMUNITIES

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
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Objective 1. Increase the supply of suitable housing across the borough to support growth and meet the needs of our communities.

a) Work the partners to ensure the delivery of housing growth through the Joint Core Strategy (JCS) and undertake the required reviews to meet JCS housing shortfalls.	Target date: March 2019	Head of Development Services Lead Member for the Built Environment	☹	All three councils adopted the JCS in December 2017. The JCS Review is now underway and the initial Issues and Options consultation paper was approved by the Council at its meeting on 15 th October 2018. The review will consider future growth requirements in the area, including addressing the shortfalls identified in the adopted JCS.
b) Develop the Tewkesbury Borough Plan.	Target date: Winter 2018 Spring/ Summer 2019 Autumn 2019 (reported to O&S 4 Sept)	Head of Development Services Lead Member for the Built Environment	☹	The Preferred Options Tewkesbury Borough Plan was approved at a meeting of the Council on 26 th September 2018. The plan is now out for public consultation between 10 th October and 26 th November 2018.

PRIORITY: GROWING AND SUPPORTING COMMUNITIES

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Increase the supply of suitable housing across the borough to support growth and meet the needs of our communities.				
44 c) Support Neighbourhood Development Plans (NDP) where communities bring them forward.	Target date: March 2019	Head of Development Services Lead Member for the Built Environment		A total of 14 neighbourhood areas have now been designated across 16 parishes. The Borough Council has 5 'made' NDPs: <ul style="list-style-type: none"> • Winchcombe & Sudeley • Highnam • Gotherington • Twyning • Alderton The Down Hatherley, Norton and Twigworth NDP has been successful at its examination. A report will be submitted to Executive Committee in due course to seek agreement to proceed to referendum. The Churchdown and Innsworth NDP was subject to public consultation between September and October 2018. This has now been completed. The Ashchurch Rural NDP progressing towards the next stage of plan making.
d) Develop housing growth plans associated with the Junction 9 masterplan.	Target date: December 2019	Head of Development Services Lead Member for the Built Environment		The Ashchurch Concept Masterplan was approved at a meeting of the Council on 15 th October for public consultation. This consultation will take place during November 2018-January 2019.
e) With partners, explore options for the provision of modular and innovative housing to meet housing needs.	Target date: December 2018	Head of Development Services Lead Member for the Built Environment		Plans are being developed with the housing team to ensure opportunities for modular housing needs are explored within the borough. A report will be presented to members in due course. A meeting was held with Severn Vale Housing Society on 2 November to discuss options around two sites.

PRIORITY: GROWING AND SUPPORTING COMMUNITIES

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 2. Maintain a five year supply of land.				
45 a) Ensure adequate land is allocated within the JCS and Tewkesbury Borough Plan to meet housing need.	Target date: March 2019 (JCS)	Head of Development Services Lead Member for the Built Environment	☺	<p>The JCS was adopted on 11 December 2017. The JCS sets out the overall housing requirement for the Borough and sets the spatial strategy for meeting development needs.</p> <p>The JCS Review is now underway and the initial Issues and Options consultation paper was approved by the Council at its meeting on 15th October 2018. The review will consider future growth requirements in the area, including addressing the shortfalls identified in the adopted JCS.</p> <p>In 2017-18 monitoring year the council worked with developers to bring sites forward. A total of 945 homes were completed in the Borough.</p> <p>Tewkesbury Borough Council can demonstrate a 5.58 year land supply against its JCS housing requirements.</p>
	Target date: Spring/summer 2019 (TBP) Autumn 2019 TBP		☺	The Preferred Options Tewkesbury Borough Plan was approved at a meeting of the Council on 26 th September 2018. The plan is now out for public consultation between 10 th October and 26 th November 2018.
b) Work with developers and stakeholders to deliver sustainable sites to meet housing needs.	Target date: March 2019	Head of Development Services Lead Member for the Built Environment	☺	<p>The JCS was adopted on 11th December 2017. The JCS sets out the overall housing requirement for the Borough and sets the spatial strategy for meeting development needs.</p> <p>In undertaking strategic duties with the planning authority officers are working to deliver housing needs.</p>

PRIORITY: GROWING AND SUPPORTING COMMUNITIES

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 3. Deliver the homes and necessary infrastructure to create new sustainable communities in key locations.				
a) Monitor annually the delivery of homes within the borough.	Target date: August 2018	Head of Development Services Lead Member for the Built Environment	✓	The 2017/18 monitoring has now been completed and the report is due to be published onto the council's website in August 2018. This report provides information on how many homes have been delivered within this year. A total of 945 new homes were delivered in the Borough in this year.
46 b) Work with partners, infrastructure providers and developers to progress the delivery of key sites.	Target date: March 2019	Head of Development Services Lead Member for the Built Environment	☺	The two sites at Innsworth and Twigworth are progressing with the critical path being the delivery of the new access on the A40 (see specific project A40 below); South Churchdown - first phase of 425 homes has planning permission; Brockworth - officers continuing to work with developers on reserved matters application; North West Cheltenham - officers continuing to work with the developers on transport issues expecting a planning application early 2019; West Cheltenham - related to above, officers are working on transport matters as well as other master planning/development issues; Ashchurch - the concept masterplan has been issued as part of the JCS Issues and Options process, and work is now continuing to explain the concept and consider how to deliver the initial phase.
c) Produce a business case for improvements to the A40 at Longford, including improvements to Longford roundabout.	Target date: April 2019	Head of Development Services Lead Member for the Built Environment	☺	Atkins are commissioned to complete the business case for the award and we are scheduled to submit for LEP board approval July 2019. Hitchins as the developer, schedule works to start winter 2019 and based upon two phases, Longford roundabout improvements, followed by the new Innsworth Gateway roundabout intervention complete the works in just over one year. This as stated will support the development of additional employment land and housing in this area.

PRIORITY: GROWING AND SUPPORTING COMMUNITIES

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 3. Deliver the homes and necessary infrastructure to create new sustainable communities in key locations.				
d) Deliver short- term access improvements to the infrastructure around the Ashchurch Housing Zone.	Target date: March 2019	Head of Development Services Lead Member for the Built Environment	☺	A bid for funding has been submitted and approved through Housing Infrastructure Fund (HIF) for a new bridge. A Short Term Access Strategy document has been considered in relation to the opportunities at J9 and shared with the J9 working group. Officers continue to work with Homes England to provide detail to support the bid.
e) To produce a Place Development Strategy.	Target date: June 2019	Head of Development Services Lead Member for the Built Environment	☺	The Place Strategy was set out in principle in the Development Services review and work progresses with members, partners and the council to consider the effective delivery of the Place approach and the strategy for delivering it. A meeting with key members has been held to discuss the Place programme moving forward and a Place workshop is being held in November 2018.
Objective 4. Deliver affordable homes to meet local need.				
a) Implement effective actions to meet the needs of homelessness legislation.	Target date: March 2019	Head of Community Services Lead Member for Health and Wellbeing	☺	<p>A new database has been implemented to manage the new Homelessness Reduction Act legislation. This was in place by April 2018.</p> <p>Work continues to deliver duties under the new legislation as seamlessly as possible:</p> <ul style="list-style-type: none"> • The team has redesigned the suite of letters into reader and user friendly formats • The team has also designed differentiated baseline housing plans for different cohorts of applicants: under notice from landlord, fleeing violence, parental evictions etc – which can then be personalised. This should speed up the support plans and ensure consistency in advice. • We have introduced local positive outcomes on triage/advice cases to capture positive outcomes for households who are threatened with homelessness in over 56 days but resolve their situation with the authority's assistance.

				<ul style="list-style-type: none"> The new Duty to Refer for statutory agencies came into Effect on 1st October 2018. This facility is functional on our database, and via the Ministry of Housing Communities & Local Government (MHCLG) national database. We are holding an event for statutory and other partners to highlight the process and engage them in providing support to homeless applicants via the housing plans. We are continuing to seek a method of reporting positive outcomes on homeless applicants who will be homeless in ≥56 days
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PRIORITY: GROWING AND SUPPORTING COMMUNITIES

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
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Objective 4. Deliver affordable homes to meet local need.

48	b) Achieve the council's affordable homes target by working with local housing providers.	Target date: March 2019	Head of Community Services Lead Member for the Built Environment	☺	Q2 – 86 new properties came through in Q2. A further 24 were reported by Registered Providers that should have come in previous reports. Of these total 110, there were 52 Shared Ownership, 56 Affordable Rent and 2 Social Rent. They were from sites in Bishops Cleeve, Brockworth, Highnam, Longford, Minsterworth, Tewkesbury, Twynning and Wheatpieces. 189 total new Affordable Housing properties have been reported in 2018-19 so far. The target for 2018/19 is 200.
	c) Work in partnership to deliver the council's housing and homeless strategy.	Target date: March 2019	Head of Community Services Lead Member for Health and Wellbeing	☺	<p>Housing services continues to actively participate in partnerships with other local districts, other public agencies such as the Police Crime Commissioner, Glos County, and the Glos Clinical Commissioning Group for a number of housing and homeless pathways:</p> <p>Recent update: We are currently working with our partners to make bids to the MHCLG on the new funding streams recently published for reducing homelessness.</p> <p>The Gloucestershire Housing authorities and the county council support services have extended our commitment to rough sleepers in severe weather over winter. For the winter period from 1 November 2018 we will offer short term accommodation for all roofless people during yellow weather warnings (excluding less severe weather events such as fog).</p>

PRIORITY: GROWING AND SUPPORTING COMMUNITIES

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
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Objective 4. Deliver affordable homes to meet local need.

d) Work with Severn Vale Housing Society, Bromford Housing Group and Merlin Housing Society in respect of their merger.	Target date: January 2019	Head of Community Services Lead Member for Health and Wellbeing	☺	The Merger between Severn Vale Housing Society (SVHS) and the Bromford/Merlin partnership is anticipated to take place in January 2019. Tewkesbury Borough Council's Housing Services Manager attends the Severn Vale Senate Group to work with tenant representatives and the SVHS Senate working group regarding the merger.
e) Develop a programme to work with landlords to ensure residents have a supply of rented properties to meet their needs.	Target date: March 2019	Head of Community Services Lead Member for Health and Wellbeing	☺	We have recruited an additional 0.5 post within Housing Services to assist in developing a private rented scheme for those in housing need. After a three month period of orientation undertaking operational homelessness and housing assessments, our new post holder will commence policy work on incentivising the private rented sector and training on housing standards in October 2018.

Key performance indicators for priority: Growing and supporting communities

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
8	Total number of homeless applications presented	107		151	149 (Q1 & Q2= 300)					As a result of new legislation all presentations are assessed to establish if households are within 56 days of homelessness – if they are a homeless duty is accepted. The number of applications for Q2 therefore exceeded last year's outturn.	Lead Member Health and Wellbeing/ Head of Community Services

Key performance indicators for priority: Growing and supporting communities

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
9	Total number of homeless applications accepted	61		75	84 (Q1 & Q2= 159)					<p>Following the changes in legislation a statutory homeless duty is accepted to all applicants likely to be homeless within 56 days.</p> <p>There are three distinct duties (Q2 figure in brackets):</p> <ul style="list-style-type: none"> Prevention duty which lasts 56 days (38) Relief duty for homeless households which lasts 56 days (34) Full statutory homeless duty, this is similar to the old duty (12) 	Lead Member Health and Wellbeing/ Head of Community Services
10	Total number of active applications on the housing register	1939 1012-1 bed 614- 2 bed 227-3 bed 71 - 4 bed 14 - 5 bed 1 - 6 bed		2074 1069 - 1 bed 647 - 2 bed 258 - 3 bed 78 - 4 bed 20 - 5 bed 2 - 6 bed	2123 1115 - 1 bed 637 -2 bed 272 - 3 bed 73 - 4 bed 22 - 5 bed 4 - 6 bed				<p>The breakdown of bands is:</p> <p>Gold - 101 Silver - 616 Bronze - 1366 Emergency - 40</p> <p>The numbers registered with Choice Based Lettings have risen slightly on last quarter.</p>	Lead Member Health and Wellbeing/ Head of Community Services	

Key performance indicators for priority: Growing and supporting communities

KPI no.	KPI description	Outturn 2017-2018	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
11	Total number of homeless prevention, relief and legacy prevention cases	227		33	50 (Q1 & Q2=83)					Following new legislation – any resolved housing crises during the new homeless prevention or relief duties have been reported – as well as the prevention of homelessness on legacy cases taken on before 1 st April 2018. We are hoping to add the work we undertake with the households who will become homeless but in > 56 days to demonstrate the success of early intervention.	Lead Member Health and Wellbeing/ Head of Community Services
51 12	Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant.	89.58%	85%	100%	100%			↑	😊	Continued excellent performance following on from last years out-turn Since Q1 a total of 14 (7) 'major' applications have been determined. Of which all were answered on time. Q2 figures in brackets. Please note 85% target is a local target the national target is 65%.	Lead Member Built Environment/ Head of Development Services

Key performance indicators for priority: Growing and supporting communities

KPI no.	KPI description	Outturn 2017-2018	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
13	Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the applicant.	78.42%	80%	79.25%	80.39% (Q1& Q2= 80%)			↑	😊	Continued improvement following last years improved out-turn for minor applications. Since Q1 a total of 104 (51) 'minor' applications have been determined of which 83 (41) were determined within the 8 weeks or agreed timescale with the applicant. Q2 figures in brackets. Please note 80% target is a local target the national target is 75%.	Lead Member Built Environment/ Head of Development Services
52 14	Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant.	91.32%	90%	89.63%	87.67% (Q1 & Q2= 89%)			↓	😐	Consistently good performance, albeit slightly below target. It is expected that target will be achieved by year end. Since Q1 a total of 280 (145) 'other' applications have been determined of which 248 (127) were determined within 8 weeks or the agreed timescale with the applicant. Q2 figures in brackets. Please note 90% target is a local target the national target is 85%.	Lead Member Built Environment/ Head of Development Services

PRIORITY: CUSTOMER FOCUSED SERVICES

Actions	Target date	Reporting Line	Progress to date	Comment
Objective 1. Maintain and improve our culture of continuous service improvement.				
a) Deliver improvements through a review of Development Services action plan to create an efficient, effective and economical service.	Target date: December 2019	Head of Development Services Lead Member for the Built Environment	☺	Development Services action plan implementation is underway with posts recruited and structural changes made. Business Transformation Manager appointed. An update report on progress was submitted to Overview and Scrutiny Committee in October 2018.
b) Deliver improvements through the review of Community Services to create an efficient, effective and economical service.	Target date: December 2018.	Head of Community Services Lead Member for the Clean and Green Environment	☺	The Community Services Review was approved by the Executive Committee 11 July 2018 and by Council 24 July. Consultation with staff and trades Union was undertaken and feedback was generally positive. Recruitment to the new roles and vacant posts in the service is now underway.
c) Implement the One Legal business review and associated case management system replacement.	Target date: March 2019	Head of One Legal Lead member for the Corporate Governance	☺	Implementation of a new case management system is a key aspect of the business case. No supplier met the necessary requirements in the first round of procurement. Other possible suppliers have been identified and detailed assessments are currently being undertaken to enable a decision to be made. The delay does not adversely impact on the business case as a whole.

PRIORITY: CUSTOMER FOCUSED SERVICES

Actions	Target date	Reporting Line	Progress to date	Comment
Objective 1. Maintain and improve our culture of continuous service improvement.				
54 d) To continue to proactively enforce against enviro-crimes including fly-tipping and dog fouling in accordance with the action plan.	Target date: March 2019	Head of Community Services Lead Member for the Clean and Green Environment		<p>A robust approach continues to be taken with regards to Enviro-Crime. This is despite significant resources pressures within the Environmental Health Team.</p> <p>In relation to the two cases that were referred to in the last quarter, one has had to be dropped as the witness to the event is no longer willing to provide evidence. The second case went to court, however the defendant failed to attend. There is now a warrant out for the defendant's arrest.</p> <p>Two other cases are currently being prepared for submission to Court.</p> <p>There are a number of ongoing active investigations.</p> <p>The recycling centre at Morrison's in Tewkesbury has been closed at the manager's request. Where this has reduced the fly tipping at Morrison's, there are concerns that Spring Gardens is now becoming a focus for fly tippers. This area is currently under observation and action will be taken where evidence is available.</p> <p>An article will be placed in the Borough News relating to the Public Space Protection Order (PSPO). This will be part of a wider communication strategy that will accompany the article to publicise the PSPO.</p> <p>A presentation was given at the Parish Forum relating to enviro-crime. This presentation focussed on the public space protection order and the powers to hold the registered keeper of a vehicle responsible for any litter thrown from his vehicle. A presentation was also given to Uckington Parish Council regarding fly tipping. These were both well received.</p> <p>It was intended to carry out joint initiatives with the Police and Environment Agency. This has not been possible in this quarter due to resource restrictions. It is intended now to carry out these joint initiatives in Q4 when recruitment to new and vacant posts has been completed.</p>

Actions	Target date	Reporting Line	Progress to date	Comment
Objective 2. Further expansion of the Public Services Centre				
a) Deliver the Public Services Centre refurbishment project.	Target date: March 2018 June 2018 August 2018 (reported to O&S 20 March)	Head of Finance & Asset Management Lead Member for Finance and Asset Management	✓	The refurbishment of the Public Service Centre has now been completed with only minor decorative improvements to the civic suite and external landscaping to the pond area to be finalised. The Asset Management team will review the outcome of the project and continuous improvement to the building will constitute business as usual.
55 b) Seek tenants for the remainder of the top floor and other spaces.	Target date: March 2018 December 2018 (reported to O&S 4 Sept)	Head of Finance & Asset Management Lead Member for Finance and Asset Management	✓	The top floor of the Public Service Centre has now been let and all three tenants are now in occupation. The ongoing management of lettable areas and tenant liaison will now be business as usual for the Asset Management Team.
c) Develop a programme to create partnerships within Public Service Centre.	Target date: March 2019	Deputy Chief Executive Lead Member for Finance and Asset Management	☺	The Public Service Centre has seen the development of partnership working across various agencies which ultimately benefits our residents. A programme is to be developed to enhance these partnerships and identify any new opportunities that may arise, through new partnerships and the expansion of existing ones.

PRIORITY: CUSTOMER FOCUSED SERVICES

Actions	Target date	Reporting Line	Progress to date	Comment
Objective 3. To improve customer access to our services and service delivery through digital methods.				
a) Explore options to provide online public access to interactive planning policy information maps.	Target date: March 2019	Head of Development Services Lead Member for the Built Environment	☺	Action plan and programme is being presented to Programme Board in relation to providing an interactive planning map for policy designations in the borough. A meeting with IT providers and existing users of service is being held with a view to develop the Tewkesbury Borough Plan interactive map in line with the target date.
b) Introduce the option for paperless billing for council tax and business rates.	Target date: February 2019	Head of Corporate Services Lead Member for Customer Focus	☺	Paperless billing will be offered to those residents who wish to engage in this manner. The project has commenced with a preferred supplier to be appointed by mid-December. The key milestone will be to have a paperless billing system in place for the main 2019/20 (February) billing run.
c) Explore options and deliver a corporate-wide customer relationship management (CRM) system.	Target date: March 2019	Head of Corporate Services Lead Member for Customer Focus	☺	A CRM provides a corporate platform that will bring a number of advantages as to how the council interacts with our customer base. For example it would provide a single view of the customer to see all transactions across all channels. It would also give the ability for customers to track service requests. This is a significant corporate project and exploratory work with a company called Methods Digital is taking place to understand the impact on services and potential costs. The target date relates to the development of a potential business case.
d) Investigate digital methods to improve customer engagement.	Target date: March 2019	Head of Corporate Services Lead Member for Customer Focus	☺	The development of a new building control website is complete and will provide the opportunity for the building control service to improve customer engagement. Other specific projects will be developed in line with the Customer Care Strategy that was reported to O&S committee in May 2018. These include the potential to use tools such as webchat and Skype and continued development of on line forms and website improvements. Subscription to the new garden waste renewal was designed to make the customer transaction as simple as possible. This resulted in a 70% online subscription.

Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service																		
15	Total enquiries logged by the Area Information Centre (AIC).	908		201	281 (Q1 & Q2 = 482)					<table border="0"> <thead> <tr> <th></th> <th>Q1</th> <th>Q2</th> </tr> </thead> <tbody> <tr> <td>Bishops Cleeve</td> <td>13</td> <td>63</td> </tr> <tr> <td>Brockworth</td> <td>62</td> <td>115</td> </tr> <tr> <td>Churchdown</td> <td>66</td> <td>54</td> </tr> <tr> <td>Winchcombe</td> <td>60</td> <td>49</td> </tr> <tr> <td>Total:</td> <td>201</td> <td>281</td> </tr> </tbody> </table>		Q1	Q2	Bishops Cleeve	13	63	Brockworth	62	115	Churchdown	66	54	Winchcombe	60	49	Total:	201	281	Lead Member Customer Focus/ Head of Corporate Services
	Q1	Q2																											
Bishops Cleeve	13	63																											
Brockworth	62	115																											
Churchdown	66	54																											
Winchcombe	60	49																											
Total:	201	281																											
57 16	Total number of people assisted within the borough by Citizens Advice Bureau (CAB).	1521		421	816 (Q1 & Q2 = 1,237)					<p>1,774 issues raised which is relatively consistent with the previous years. With 74% (1,304) of the issues raised being represented by the following:</p> <table border="0"> <tbody> <tr> <td>Benefits</td> <td>24%</td> </tr> <tr> <td>Debt</td> <td>21%</td> </tr> <tr> <td>Relationships</td> <td>11%</td> </tr> <tr> <td>Employment</td> <td>11%</td> </tr> <tr> <td>Housing</td> <td>7%</td> </tr> </tbody> </table> <p>Of the 816 clients seen in the first 6 months of this year the heaviest demand was again in Brockworth at 100 (12.3%). The following 5 wards represent 345 (42%) of all clients seen:</p> <p>Brockworth 100 Tewkesbury Priors Park 70 Cleeve St Michael 62 Northway 60 Tewkesbury Town with Mitton 53</p>	Benefits	24%	Debt	21%	Relationships	11%	Employment	11%	Housing	7%	Lead Member Economic Development/Promotion / Head of Development Services								
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Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
17	Financial gain to clients resulting from CAB advice	£281,178		£61,580	£86,345					During the quarter clients have benefitted from £86,345 of financial gains.	Lead Member Economic Development/Promotion / Head of Development Services
58	Number of reported enviro crimes	967	1000	293	284 (Q1 & Q2= 577)			↑	☹️	<p>Enviro-Crime figures for Q2 Figures in brackets Q1 2018/19:</p> <ul style="list-style-type: none"> fly tips- 177 (128) littering- 1 (3) dog fouling- 7 (13) abandoned vehicles- 43 (64) noise- 56 (85) Total for Q2 – 284 (293) <p>Overall Q2 figures are broadly in line with those of Q1 from 2018/19. There appears to be a slight increase in the number of fly tips that have been reported. A more detailed analysis of this will be carried out to identify any hotspots.</p>	Lead Member Clean and Green Environment/ Head of Community Services

Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 201-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
19	Community groups assisted with funding advice	153		32	74 (Q1 & Q2 = 106)					<p>Since July 2015 community groups have been supported by the borough to receive £1,232,998 in grants from external funders.</p> <p>In Q2 the council supported groups to raise £60,567 in external grants.</p> <p>In addition a successful Funding Fair was organised (by Tewkesbury Borough Council and Gloucester Rural Community Group), with over 130 people from community groups attended.</p>	Lead Member Economic Development/Promotion / Head of Development Services
59											
20	<p>Benefits caseload:</p> <p>a) Housing Benefit</p> <p>b) Council Tax Support</p>	<p>3,812</p> <p>4,368</p>		<p>3,600</p> <p>4,305</p>	<p>3,431</p> <p>4,332</p>					<p>The Housing Benefit caseload continues to fall following the roll-out of Universal Credit in the Borough, but not to the extent originally predicted. Government has announced further delays in managed migration. Large scale movement is unlikely to begin until November 2020 at the earliest.</p> <p>The Council Tax Reduction caseload has increased during Q2 and</p>	Lead Member Finance and Asset Management/ Head of Corporate Services

											there is also a significant impact from having to reassess Council Tax Reduction following changes to Universal Credit entitlement. As at the end of October the team had processed 3,317 changes	
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Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
60 21	Average number of days to process new benefit claims	14	15	21	22			↓	☹	<p>Performance is below target, but remains slightly better than the national average of 23 days.</p> <p>New performance targets have been given to the team through the PPD process and performance in October and so far into November is back on track to reach target.</p> <p>Challenges the team continue to face include increasing workload, particularly providing services in support of DWP claimants' transition from legacy benefits to Universal Credit.</p>	Lead Member Finance and Asset Management/ Head of Corporate Services
22	Average number of days to process change in circumstances	4	4	5	6			↓	☹	<p>Performance in Q2 was just over target at 6 days however performance still remains better than the national average of 7 days.</p>	Lead Member Finance and Asset Management/ Head of Corporate

										The performance management that has been put in place should see the team improve the position in Q3.	Services
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Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
23	Percentage of council tax collected	98%	98.3%	29.8%	57.5%			↔	☹	Council tax collection performance was slightly under target in Q2, but this is mainly due to the large number of new properties being brought into the Valuation List. We remain on track to meet the annual collection target.	Lead Member Finance and Asset Management/ Head of Corporate Services
24	Percentage of NNDR collected	98.56%	98.5%	33.7%	58.6%			↑	☺	NNDR (Business Rates) collection remains on track to meet the annual target.	Lead Member Finance and Asset Management/ Head of Corporate Services

Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
25	Number of anti-social behaviour incidents	2128		568	519			↑		Over a rolling 12 month period there has been a decrease in incidents of 16.79%	Lead Member Community/ Head of Community Services
26	Number of overall	3314		906				↑		Over a 12 month rolling period there has been a	Lead Member

	crime incidents				810					decrease of 0.49%.	Community/ Head of Community Services
62 27	Average number of sick days per full time equivalent	10.5	7.0	2.4	3.32 (Q1 & Q2= 5.72)			↓	☹️	<p>Total <u>Long term absence</u> for 6 months –</p> <p>Total for 17/18 = 347.3 days Total for 18/19 = 704</p> <p>Total <u>Short term absence</u> for 6 months –</p> <p>Total for 17/18 – 330.7 Total for 18/19 – 270.7</p> <p>The levels of long term absence have increased significantly (which is a trend that started last year). Short term absence has reduced year on year (and was only 81 days for the entire quarter)</p> <p>The Council had 10 members of staff on long term sick impacting on Q2. Each case has been properly supported and reviewed. 7 staff have returned in October (either fully or on phased returns as recommended by GP and/or Occupational Health. This should result in reduced long term absence for Q3.</p> <p>The current 6 month trend if continued would lead to a year-end total of 11.2 days per fte lost to</p>	Lead Member Organisational Development/ Head of Corporate Services

										sickness compared to 10.53 days in 2017/18 and a target of 7 days.	
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Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
63 28	Percentage of waste recycled or composted	54.55%	52%	56.53%	55.62%			↑	☺	The quantities of recycling and food waste collected and treated has remained consistent with Q1 and the tonnages remain good. Due to the very warm summer, the knock on effect has reduced garden waste tonnage, especially in June. So much so, it dropped from 778 tonnes in May to 477 tonnes in June, then a slight increase in July with 570 tonnes and August, 638 tonnes. The garden waste service contributes significantly to the KPI % recycled or composted as the calculation is made against residual waste (green bin) tonnage which only dropped very slightly over the summer months. To remain within the mid 55% mark is a good outturn.	Lead Member Clean and Green Environment/ Head of Community Services

Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light	Comment	Portfolio Lead / Head of service
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									icon		
29	Residual household waste collected per property in kgs	380kg	430kg	100kg	97.5kg (Q1&Q2 197.5kg)			↔	😊	Waste to landfill has remained steady throughout the year to date. The Q2 outturn is slightly better than Q1 and the half year average shows it will be well within the target. The aim of the waste services is waste avoidance as well as improving the quality and quantity of material recycled and composted.	Lead Member Clean and Green Environment/ Head of Community Services

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Key performance indicators for priority: Customer focused services											
KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
30	Food establishments hygiene ratings	4.83%	5% With a food hygiene rating Under three	4%	4.01%			↑	😊	There are 672 food hygiene rated premises, of these 27 are below a food hygiene rating of three. This is similar to Q1 and below the target figure of 5%. These figures have been maintained despite significant resource challenges within the Environmental Health Team.	Lead Member Clean and Green Environment/ Head of Community Services

31	Percentage of Freedom of information requests answered on time	87%	80%	83%	92%			↑	😊	Total number of FOI's received in Q2 was 127. 115 of these were answered within the 20 working days deadline. A total of 220 requests have been received to date compared to a full year total of 298 for 2017/18.	Lead Member Customer Focus/ Head of Corporate Services
32	Percentage of formal complaints answered on time	91%	90%	89%	100%			↑	😊	49 complaints were received in qtr 2 all of which were answered within the 20 working days deadline. 122 complaints received in total to date compared to a full year total of 157 for 2017/18.	Lead Member Customer Focus/ Head of Corporate Services

Appendix 2 - Quarter 2 Budget Report

Chief Executive

	Full Year Budget	Budget	Actual	Savings / (Deficit)
	£	£	£	£
Employees	246,000	122,846	123,362	(516)
Premises	0	0	0	0
Transport	2,918	1,464	1,067	397
Supplies & Services	7,432	4,348	2,047	2,301
Payments to Third Parties	0	0	0	0
Income	0	0	0	0
TOTAL	256,350	128,658	126,476	2,182

Community Services

	Full Year Budget	Budget	Actual	Savings / (Deficit)
	£	£	£	£
Employees	1,097,558	519,331	512,886	6,445
Premises	2,500	1,252	493	759
Transport	32,317	16,169	12,369	3,800
Supplies & Services	108,998	40,893	42,513	(1,620)
Payments to Third Parties	4,558,341	2,519,090	2,610,257	(91,168)
Income	(2,066,806)	(1,380,795)	(1,509,855)	129,060
TOTAL	3,732,908	1,715,940	1,668,663	47,276

1) Payments to third parties is overspent by £91K. The majority of this overspend is because the Ubico reported position at Q2 is an £84K overspent. Ubico are reporting overspends on Grounds Maintenance (GM) and agency staff. GM's forecast additional costs are due to additional staff and work required over the summer, an increase in diesel costs and vehicle and equipment maintenance. Agency forecast costs are high due to the additional staff mentioned above and a high level of both long term and short term sick.

2) The new Garden Waste service has brought in income above target. As all renewals are now for the 1st April the income target has been achieved for the whole financial year. Other income areas such as licencing and bulky waste are also performing adequately against income budgets

Corporate Services

	Full Year Budget	Budget	Actual	Savings / (Deficit)
	£	£	£	£
Employees	1,762,933	880,455	881,547	(1,092)
Premises	0	0	0	0
Transport	16,423	8,320	6,186	2,134
Supplies & Services	506,574	209,980	216,079	(6,098)
Payments to Third Parties	127,934	51,930	33,067	18,863
Transfer Payments - Benefits Service	20,276,485	10,900,639	10,926,639	(26,000)
Income	(2,726,872)	(164,139)	(202,564)	38,425
TOTAL	1,963,477	11,887,185	11,860,954	26,231

3) Payments to third parties is underspent by £18K. We have fewer apprentices employed in the organisation that we have budget for. We are currently recruiting for two apprentices and will soon be advertising for a third, across three different service areas. There are also some small savings from reduced use of occupational health by staff in this year and lower court fees on business rates/council tax as the amount charged by the Magistrates' Court for liability orders has been reduced by statute.

4) The Q1 monitoring reported that the Housing Benefits team had processed higher than predicted level of overpayments going back over several years. Over the second quarter this trend has not continued and with lower levels of overpayments being identified the impact on the budget has been reduced by £34,000 to a predicted overspend of £26,000 by year end.

5) Additional grants have been provided to the benefits team to help cover the cost of developments and changes in the service, particularly the implementation of Universal Credit

Democratic Services

	Full Year Budget	Budget	Actual	Savings / (Deficit)
	£	£	£	£
Employees	254,331	128,825	86,358	42,467
Premises	0	0	165	(165)
Transport	16,730	8,374	6,095	2,279
Supplies & Services	433,968	230,316	224,074	6,242
Payments to Third Parties	36,700	16,584	16,581	3
Income	(500)	(252)	(7,070)	6,818
TOTAL	741,229	383,847	326,204	57,643

6) A vacant post is held within the democratic services team to offset the costs of any elections, which generate a peak of additional work. Currently there has been no significant elections relating to the 2018/19 financial year and so an underspend is being reported.

Deputy Chief Executive

	Full Year Budget	Budget	Actual	Savings / (Deficit)
	£	£	£	£
Employees	112,154	56,100	56,139	(39)
Premises	0	0	0	0
Transport	3,460	1,738	888	850
Supplies & Services	4,450	1,632	930	702
Income	0	0	0	0
TOTAL	120,064	59,470	57,956	1,514

Development Services

	Full Year Budget	Budget	Actual	Savings / (Deficit)	
	£	£	£	£	
Employees	1,860,039	929,723	851,822	77,901	7
Premises	43,281	8,292	9,558	(1,266)	
Transport	57,248	28,649	20,630	8,019	
Supplies & Services	262,513	119,783	115,487	4,296	
Payments to Third Parties	206,235	115,658	116,989	(1,331)	
Income	(1,678,605)	(795,459)	(661,857)	(133,602)	8
TOTAL	750,711	406,646	452,628	(45,982)	

7) Development Services continue to have a range of vacant posts in the team which are being recruit to, the timescale involved in the recruitment process results in a saving on staff budgets

8) Development services are behind the income budget target for Q2. The service is confident of delivering the total income for the year.

The planning fee target comprises 2 elements

Anticipated major applications with fees greater than £10,000 based on conversations with developers about intended applications. This element of target is on track and a number of major applications with large fees are anticipated before the end of the financial year.

The remainder is based on non-major applications with fees under £10,000. This fee income is significantly below the estimate. However, the estimate was based on there being an increase in non-major applications following the Borough Plan consultation which we anticipated coming in earlier in the year. As the consultation has just started the increase has yet to materialise. Therefore, it is still possible that the year-end target will be achieved but this is being carefully monitored.

Finance and Asset

	Full Year Budget	Budget	Actual	Savings / (Deficit)	
	£	£	£	£	
Employees	2,591,457	1,134,409	1,113,644	20,765	9
Premises	564,516	342,184	326,589	15,594	10
Transport	14,974	7,508	4,890	2,618	
Supplies & Services	455,749	86,718	97,633	(10,915)	11
Payments to Third Parties	270,900	125,985	125,131	855	
Income	(1,273,227)	(720,518)	(747,073)	26,555	12
TOTAL	2,624,369	976,286	920,814	55,471	

9) The property team has had vacant posts and maternity leave during Q2 of the financial year resulting in a saving against budget

10) Premises costs are less than budget due to utility costs for the Public Offices not increasing in line with our expectations at the start of the year. We still expect a significant increase in prices, but not until the next financial year

11) We have identified that more customers are using online payment methods, which increase the charges from our Merchant card suppliers. The budget is being increased in the next financial year.

12) Income levels from both general car parking income and parking permits is higher than budgeted at the end of Q2.

One Legal

	Full Year Budget	Budget	Actual	Savings / (Deficit)	
	£	£	£	£	
Employees	1,394,939	653,532	573,216	80,315	13
Premises	0	0	0	0	
Transport	21,707	9,571	5,551	4,020	
Supplies & Services	133,762	62,743	47,531	15,212	14
Payments to Third Parties	160,460	5,230	3,601	1,629	
Income	(1,336,088)	(168,813)	(127,854)	(40,959)	15
TOTAL	374,780	562,263	502,046	60,217	

13) Vacant posts within the one-legal team are contributing to a Q2 underspend against budget projections.

14) Currently there are savings on books and publications budget of £8k and on the training budget of £4k

15) Third party income levels have not been achieved in the first half of the year

Appendix 3 - Analysis of Capital Budget

	Q2 Budget Position £	Q2 Actual Position £	(Over) / Under spend £	% Slippage	Comments
Council Land & Buildings	1,017,500	1,144,610	(127,110)	(12)	The expenditure is in relation to the refurbishment of the Council Offices which is close to completion. Changes to the scope of the project resulted in additional costs, the majority of which are being covered by partner contributions. The project is yet to allocate costs between revenue, for which an earmarked reserve exists, and capital, hence the overspend shown
Equipment	47,500	34,668	12,832	27	Payments in Q2 are in line with expectations.
Capital Investment Fund	5,100,000	3,881,003	1,218,997	0	A commercial property was purchased in August 2018. The purchase price was below the funds made available by Council. Other opportunities are being considered within the scope of the budget approval.
Community Grants	32,336	31,555	781	2	Payments in Q2 are in line with expectations.
Housing & Business Grants	175,000	222,672	(47,672)	(27)	There has been an increase in expenditure on Disabled Facilities Grants compared to the last couple of years. This is not an issue for the capital budget as expenditure is still within the overall funding allocation for this scheme from central government.
	6,372,336	5,314,508	1,057,828	17	
Transformational projects from Capital	103,000	7,657	95,343	93	Implementation of transformation projects have only just begun and so there is slippage on delivery against the budget profile.
	6,475,336	5,322,165	1,153,171	109	

Appendix 4 - Revenue Reserves for 2018/19

Reserve	Balance 31st March 2018	Spent in Reserve Quarter 2	Reserve Remaining	Note
	£	£	£	
Service Reserves				
Asset Management Reserve	1,156,802	32,527	1,124,275	1
Borough Regeneration Reserve	18,703	180	18,523	
Business Rates Reserve	637,371	-	637,371	
Business Support Reserve	220,140	44,153	175,986	
Business Transformation Reserve	355,882	34,343	321,539	
Community Support Reserve	114,278	8,736	105,542	
Development Management Reserve	238,002	8,450	229,552	
Development Policy Reserve	525,428	44,262	481,166	
Elections Reserve	68,500	-	68,500	
Flood Support and Protection Reserve	13,682	952	12,730	
Health & Leisure development reserve	1,989	-	1,989	
Housing & Homeless Reserve	430,735	- 136	430,871	
IT Reserve	18,231	-	18,231	
MTFS Equalisation Reserve	866,004	-	866,004	
Organisational Development Reserve	166,372	35,652	130,720	
Risk Management Reserve	5,000	-	5,000	
Transport Initiatives Reserves	520,391	- 13,262	533,653	
Waste & Recycling development Reserve	535,641	13,017	522,624	
Totals	5,357,509	195,857	5,161,651	

Notes

1 Allocation from PSC refurbishment capital budget will take place in third quarter

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	27 November 2018
Subject:	Grass Cutting Improvement Plan Working Group
Report of:	Head of Community Services
Corporate Lead:	Deputy Chief Executive
Lead Member:	Lead Member for Clean and Green Environment
Number of Appendices:	1

Executive Summary:

The Overview and Scrutiny Committee had in-depth discussions about the grass cutting service and the improvement plan at its meetings on 17 July and 4 September 2018.

In order to involve Members fully in the improvement plan, the Committee agreed to the setting up of a Member Working Group to input and oversee the work.

This report and the appended draft Terms of Reference set out the methodology for the Working Group to work with the Head of Community Services to implement the approved Grass Cutting Improvement Plan.

Recommendation:

To establish a Grass Cutting Improvement Plan Working Group in accordance with the Terms of Reference at Appendix 1.

Reasons for Recommendation:

To ensure Member involvement in the implementation of the plan.

Resource Implications:

The setting up of a Working Group will not require any additional resources.

Legal Implications:

None in respect of this report.

Risk Management Implications:

Grass cutting is a high profile service and any service failings impact on the reputation of the Council.

Performance Management Follow-up:

The Working Group is required to report to the Overview and Scrutiny Committee in February 2019.

Environmental Implications:

Will be considered as part of the work of the Group.

1.0 INTRODUCTION/BACKGROUND

1.1 Following an unacceptable level of complaints being received about grass cutting from members of the public, and the Executive Committee expressing concern about the level and quality of grass cutting, an improvement plan was adopted to be monitored by the Overview and Scrutiny Committee.

2.0 GRASS CUTTING IMPROVEMENT PLAN WORKING GROUP

2.1 The Overview and Scrutiny Committee had in-depth discussions about the grass cutting service and the improvement plan at its meetings on 17 July and 4 September 2018.

2.2 From those discussions, it was apparent that there is some detailed work to be done, in particular on the future standard of the service, number of cuts, level of cut in different areas, resources etc. The Overview and Scrutiny Committee asked for a further report on plan monitoring and implementation to be submitted to its meeting in February 2019; however, prior to this, it was felt important to involve Members and get their feedback and views on various aspects of the service, including the future level of service, Key Performance Indicators etc.

2.3 Accordingly, it is proposed to set up a small Working Group to work with the Head of Community Services on all aspects of the Improvement Plan, as set out in the Terms of Reference attached at Appendix 1, and to report back to the Overview and Scrutiny Committee in February 2019.

3.0 OTHER OPTIONS CONSIDERED

3.1 N/A

4.0 CONSULTATION

4.1 The Working Group will undertake any consultation necessary in order to achieve its objectives.

5.0 RELEVANT COUNCIL POLICIES/STRATEGIES

5.1 N/A

6.0 RELEVANT GOVERNMENT POLICIES

6.1 N/A

7.0 RESOURCE IMPLICATIONS (Human/Property)

7.1 N/A

8.0 SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)

8.1 Will be considered as part of the work of the Working Group.

9.0 IMPACT UPON (Value For Money/Equalities/E-Government/Human Rights/Health And Safety)

9.1 Will be considered as part of the work of the Working Group.

10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

10.1 Executive Committee – 6 June 2018

Overview and Scrutiny Committee – 17 July 2018

Background Papers: None

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Appendices: Appendix 1 – Grass Cutting Improvement Plan Working Group Draft Terms of Reference

Grass Cutting Improvement Plan Working Group Terms of Reference

1. AIMS AND OBJECTIVES

To work with the Head of Community Services to implement the Grass Cutting Improvement Plan approved by the Executive Committee at its meeting on 6 June 2018.

2. CONSTITUTION AND POWERS

- i. The Working Group shall comprise four Members of the Overview and Scrutiny Committee and the Lead Member for Clean and Green Environment.
- ii. The quorum of the Working Group shall be three Members.
- iii. The Working Group shall, at its first meeting, appoint a Chair; and Vice-Chair, if necessary.
- iv. Substitution arrangements will not apply.

3. FREQUENCY OF MEETINGS

The Working Group will meet as required in order to produce a detailed report on progress in implementing the Grass Cutting Improvement Plan for the meeting of the Overview and Scrutiny Committee on 12 February 2019.

4. TERMS OF REFERENCE

- i. To monitor the Grass Cutting Improvement Plan.
- ii. To hear from partners and other Councils as necessary to make recommendations on the number of cuts required, the level of cut across different area of the borough and the spend required to achieve this.
- iii. To ensure arrangements are in place for a suitable grass cutting service for the borough when the 2019 season commences via the delivery of the Improvement Plan.
- iv. In conjunction with the Head of Community Services, to develop specific Key Performance Indicators to monitor the grass cutting service.

5. DELEGATED POWERS

To prepare a monitoring report to the Overview and Scrutiny Committee in February 2019 with any service recommendations being made to the Executive Committee, and Council if additional financial resources are required.