

2 March 2020

Committee	Overview and Scrutiny
Date	Tuesday, 10 March 2020
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

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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 11 February 2020.	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 - 14
6.	OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2019/20 To consider the forthcoming work of the Overview and Scrutiny Committee.	15 - 18
7.	PERFORMANCE REPORT - QUARTER 3 2019/20 To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.	19 - 66
8.	GLOUCESTERSHIRE ECONOMIC GROWTH SCRUTINY COMMITTEE UPDATE To receive an update from the Council's representative on matters considered at the last meeting (26 February 2020).	

DATE OF NEXT MEETING
TUESDAY, 14 APRIL 2020
COUNCILLORS CONSTITUTING COMMITTEE

Councillors: G J Bocking, C L J Carter, K J Cromwell (Chair), P A Godwin, H C McLain, P D McLain, H S Munro, J W Murphy (Vice-Chair), J K Smith, R J G Smith, S A T Stevens, P D Surman, S Thomson, M J Williams and P N Workman

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, 11 February 2020
commencing at 4:30 pm**

Present:

Chair
Vice Chair

Councillor K J Cromwell
Councillor J W Murphy

and Councillors:

G J Bocking, P A Godwin, P D McLain, J K Smith, R J G Smith, P D Surman, M J Williams,
P N Workman, S Thomson and D J Harwood (Substitute for S A T Stevens)

also present:

Councillor R A Bird

OS.76 ANNOUNCEMENTS

- 76.1 The evacuation procedure, as noted on the Agenda, was taken as read.
- 76.2 The Chair welcomed the Growth Hub Manager to the meeting and indicated that she was in attendance for Agenda Item 7 – Growth Hub Presentation. It was noted that the Lead Member for Economic Development/Promotion was also present for that item.

OS.77 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

- 77.1 Apologies for absence were received from Councillors C L J Carter, H C McLain, H S Munro and S A T Stevens. Councillor D J Harwood would be acting as a substitute for the meeting.

OS.78 DECLARATIONS OF INTEREST

- 78.1 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.

78.2 The following declarations were made:

Councillor	Application No./Item	Nature of Interest (where disclosed)	Declared Action in respect of Disclosure
K J Cromwell	Item 12 – Gloucestershire Health Overview and Scrutiny Committee 2020/21 Financial Contribution.	Is a Gloucestershire County Councillor.	Would not speak or vote and would leave the room for consideration of this item.

78.3 There were no further declarations made on this occasion.

OS.79 MINUTES

79.1 The Minutes of the meeting held on 14 January 2020, copies of which had been circulated, were approved as a correct record and signed by the Chair.

OS.80 EXECUTIVE COMMITTEE FORWARD PLAN

80.1 Attention was drawn to the Executive Committee Forward Plan, circulated at Pages No. 8-9. 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.

80.2 It was noted that the Agenda for the meetings on 4 March and 8 April 2020 were very light; this had been raised at the previous Overview and Scrutiny Committee meeting. The Chief Executive provided assurance that the Corporate Management Team was aware of this and was considering how to populate the Agenda for those two meetings and beyond; the Agenda for the Executive Committee meeting the previous week had been particularly lengthy so it was a question of how to achieve the correct balance. He recognised that it was important for the Overview and Scrutiny Committee to be aware of what was coming forward in order to determine what scrutiny may be required.

80.3 It was
RESOLVED That the Executive Committee Forward Plan be **NOTED**.

OS.81 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2019/20

81.1 Attention was drawn to the Overview and Scrutiny Committee Work Programme 2019/20, circulated at Pages No. 10-15, which Members were asked to consider.

81.2 The Head of Corporate Services explained that the Workforce Development Strategy Review which was on the Agenda for the Overview and Scrutiny Committee meeting on 10 March 2020 would now be brought to the meeting in June to allow final outturn figures for the set of Key Performance Indicators (KPIs) contained within the strategy to be provided. It was also noted that it was intended to establish an Overview and Scrutiny Committee Working Group to look at the Council Tax Reduction Scheme and Terms of Reference would be brought to the Committee in April.

81.3 It was

RESOLVED

That the Overview and Scrutiny Committee Work Programme 2019/20 be **NOTED** subject to the following amendments:

- Workforce Development Strategy Review – to be moved from March 2020 to June 2020; and
- Council Tax Reduction Scheme Working Group – to be added to the Agenda for the meeting on 14 April 2020.

OS.82 GROWTH HUB PRESENTATION

82.1 The Chair indicated that the GFirst Local Enterprise Partnership (LEP) had attended the previous Overview and Scrutiny Committee to give a presentation on its work of which Growth Hubs were a key element. The Growth Hub Manager would now give a more specific presentation in relation to the Tewkesbury Growth Hub.

82.2 The following key points were made during the presentation:

- Tewkesbury Growth Hub: Flagship delivery – First Growth Hub in the world delivered in a local authority setting, opened in 2018; key aims of the Growth Hub network: to help businesses to start-up, grow, boost performance and exploit their full potential, provide support for businesses to accelerate growth and create opportunities for businesses to meet, network and promote their services to each other; the award winning Tewkesbury Growth Hub was doing just that and was a flagship for the county and Growth Hub network; praised for innovative approach to supporting high growth potential businesses; successfully delivering the unique selling point of linking hub support with Council services.
- First year success – Achieved high delivery rate; within the eight months – exceeded annual target for hub visitors, supported over 100 start-up businesses, delivered over 4,000 business support interactions, delivered 160 intensive business growth plans and delivered 55 business events in the hub; punched above its weight in comparison to other larger hubs.
- Businesses supported – 40:60 ratio of start-ups to existing businesses; borough coverage and diverse range of sectors including manufacturing, food/drink, tourism and retail; supported businesses to invest in borough – positive growth rates, employment and business rates; connector of businesses and supply chain development e.g. gin and tea collaboration; working with library growth Hubs – creative sector business group; integrated delivery with other agencies within the building including Job Centre Plus e.g. helping tenants with staffing/employment needs, upskilling and confidence workshops, job fair, self-employed.
- Hub events/Meeting space – Free workshops and one-to-ones led by business experts who give their time free of charge; demand-led e.g. social media, marketing, leadership, HR, sales, funding, green business, video, social enterprise; meeting spaces – local business hub hire and Committee Rooms for training, events and team meetings; co-working – drop in, free workspace, builds local business community.
- Hub Incubator Offices – Support businesses to start and grow; one year lease and growth support from hub and partners; first year - IT company, graphic design and domiciliary care company.
- Hub tenant testimonials – Members were provided with a selection of testimonials from previous and current tenants.

- Hub USP – Council services – Hub is unique in its support as unparalleled access to Council services; offering a one-stop shop approach for regulatory, planning and environmental health advice; positive change to our service delivery model for businesses, putting them at the heart of what we do; business champions – simplifying support services with a single point of contact (planning, building control, environmental health etc); business advice surgery sessions e.g. planning – 37 sessions delivered to date; positive feedback from businesses.
- Business surgeries – positive feedback – Members were given feedback from some of the businesses that had benefitted from the surgeries.
- Case study – Members were taken through a case study on a local delicatessen that had been supported by the Growth Hub.
- Best location for business – Tewkesbury Hub held as an example of best practice by government and other local authorities; visits from the Department for Business, Energy and Industrial Strategy; visits from other councils interested in replicating in their areas; linking Growth Hub, economic development and Council services into a seamless business support service; all combined with the fact that Tewkesbury Borough was the fastest growing district outside of London.

82.3 A Member queried whether figures were available to demonstrate how many new jobs had been generated through new and existing businesses locating to the area and the Growth Hub Manager confirmed that, if it was anticipated that jobs would be created then this would be monitored over the year so she would be happy to provide that information following the meeting. The Member went on to question how the Tewkesbury Growth Hub was advertised and promoted and whether there were plans for expansion. In response, the Growth Hub Manager advised that the Borough News was used for promotion and always generated a spike in enquiries, in addition, there was a social media channel dedicated to the hub and marketing campaigns were run in conjunction with the wider hub network. She explained that using themes to appeal to the right markets and generate new interest was crucial. In terms of expansion, a bid had been made to the GFirst LEP for funding which would double the space to give greater flexibility and entice more people in. The Member questioned whether there was any potential to generate income from Growth Hub events and confirmation was provided that consideration would be given to this going forward, for instance, if the expansion went ahead, it was proposed to introduce a membership model with charges for working in the hub, as had been done in other hubs across the country. The Chief Executive reminded Members that the Growth Hub was run in partnership with the GFirst LEP – the LEP had provided the capital for the Council to provide the hub and to support the upgrade of the Committee Suite which was used as a venue for events for businesses. Tewkesbury Borough Council provided staff for the Growth Hub, which was effectively based on the Council's own economic development unit, therefore, it had been more a question of refocusing how the service would work as opposed to additional resources. The three incubator units provided a small rental income which offset some of the costs to the Council and it was noted that these had been incredibly successful; nevertheless, it was important to remember that this was a partnership between the Council and the LEP.

82.4 A Member sought clarification as to who the business champions were and was advised that they were internal officers who worked within different departments of the Council and represented their services, for instance, a senior planning officer and a business rates officer. The Member also asked whether the short courses were run internally or externally and the Growth Hub Manager confirmed they were all led by businesses who donated their time; in response to a query as to why they did this, Members were advised that a lot wanted to give something back to the

community but it also gave them a platform to interact with other businesses, although she stressed that the courses were all impartial. The Member noted that the Tewkesbury Growth Hub had been described in the presentation as being the first Growth Hub in the world to be delivered in a local authority setting which he found very impressive. The Chief Executive confirmed that it was certainly the only one in the UK and he was not aware of any others on a global scale. He clarified that there were three tiers of Growth Hub – tier one hubs were the headquarters in Oxstalls and Cirencester; Tewkesbury Growth Hub was the only tier two hub; and tier three hubs were basic information points within libraries.

82.5 Another Member questioned what progress was being made in attracting larger companies across the borough in terms of mentoring; whether accommodation packages were offered to attract new companies to the borough; what feedback was received from existing partners and users; and what links had been put in place with other organisations within the Public Services Centre such as the Police. The Growth Hub Manager advised that all authorities within the county were partners with the LEP in terms of the inward investment programme which aimed to attract businesses to the area. With regard to accommodating businesses, she explained there was a land allocation coming forward and they were always looking to allocate more land, for instance, through the Garden Town where there may be an opportunity for an area for advanced manufacturing businesses; the Growth Hub was looking to promote key sectors which had been identified as advanced manufacturing, renewables, agri-tech and cyber. Working with existing companies was also important to allow businesses to expand and the Growth Hub provided assistance with identifying premises etc. With respect to mentors, they were extremely valuable and the team was always looking for new volunteers and was keen to sign up as many large and medium sized businesses as possible. In terms of feedback, the Growth Hub Manager recognised the importance of returning to businesses to establish their wants and needs - that was a question which was regularly asked at the majority of sessions and would be a particular focus now that the Tewkesbury Growth Hub had been open for a year. She explained that the team tried to offer things which businesses would need, for instance there had recently been a sold out event on sustainability, as well as on the demand from businesses which they heard on a daily basis. The Chief Executive explained that the Growth Hub team had worked very hard to help larger business re-locate to the borough and they had been extremely positive about the support they had received. Notwithstanding this, there was more work to do, particularly in terms of building businesses to ensure that the smaller ones could develop and he felt it would be very interesting to see what happened over the next 12 month period.

82.6 A Member queried whether the Growth Hub was looking to make any links with the Tewkesbury District Twinning Association which had a relationship with Miesbach in Germany and the Growth Hub Manager provided assurance that the team worked closely with the Deputy Chief Executive of the GFirst LEP who was the lead on the inward investment programme and was keen to liaise with the Twinning Association in relation to the advanced manufacturing campaign. The Chief Executive explained that this had been discussed with representatives from Miesbach during the last trade visit and was an area of potential; however, one difficulty was that smaller businesses tended to be locally focused due to their nature and larger businesses believed they already had the links they needed to be able to do business without the support of the Growth Hub. Notwithstanding this, he felt that maintaining links was worthwhile, particularly as Miesbach had very similar agricultural businesses to Tewkesbury Borough and there was a particular movement in Germany around sustainability and quality of food production which could be beneficial.

82.7 The Chair thanked the Growth Hub Manager for her presentation and congratulated the team on their hard work and dedication which had ensured the Tewkesbury Growth Hub was a huge success. In terms of going forward, he asked how the success of the Growth Hub would be measured. The Chief Executive explained that Tewkesbury Borough Council was in a contract with the LEP and was required to provide statistics in order to make national comparisons. In addition, the Council monitored economic growth more widely and he suggested that the Committee could receive an annual report on the general economy of the borough. He advised that the Council had been nominated for an award for promoting growth and a lot of statistics had been produced as part of that submission which were extremely positive about the performance of the Council. As such, the Committee may also wish to monitor the general performance of businesses in the borough. The Chair welcomed these suggestions and felt they could all be incorporated into an annual report to the Committee. The Head of Corporate Services reminded Members that the Corporate Risk Register was considered on a quarterly basis by the Audit and Governance Committee and this included an item on effectiveness of the Growth Hub. The Internal Audit team would be conducting an audit on the Growth Hub shortly to ensure it was delivering the partnership agreements with the LEP and to agree a set of Key Performance Indicators (KPIs).

82.8 The Lead Member for Economic Development/Promotion wished to commend the Growth Hub Manager for her drive, leadership and enthusiasm in taking the Growth Hub from a mere concept to something that was being treated as the gold standard to which others should aspire. The breadth of work that went on in the Growth Hub was extraordinary and one of the most valuable aspects was that businesses could be referred to other businesses in order for them to support one another; networking was another important aspect. In terms of statistics and monitoring performance, he felt that the biggest indicator of success could be seen in business rates for the borough.

82.9 It was subsequently

RESOLVED

1. That the Growth Hub Presentation be **NOTED**.
2. That an annual report on economic growth be provided to the Overview and Scrutiny Committee to include performance of the Growth Hub and businesses within the borough.

OS.83 GROUNDS MAINTENANCE WORKING GROUP REPORT

83.1 The report of the Grounds Maintenance Working Group, circulated at Pages No. 16-24, outlined progress made by the Working Group which had met on four occasions between September 2019 and January 2020. Members were asked to consider the report and to recommend to the Executive Committee that the recommendations set out at Paragraph 3 of the report, including that future monitoring of grounds maintenance be undertaken by the Depot Services Working Group, be approved.

83.2 The Chair of the Overview and Scrutiny Committee indicated that he had also chaired the Working Group and he thanked Members and Officers for their participation in what he considered to be a very productive Working Group in terms of outcomes. The Head of Community Services echoed these sentiments with regard to it being an effective piece of scrutiny which had really allowed monitoring of how grounds maintenance had been undertaken in the borough. He was pleased to report that, of the 94 areas monitored over the summer, 68 had been maintained to grade A or B standard with only 26 areas classed as C or D. The Working Group had considered a range of aspects of grounds maintenance and made a number of recommendations which were set out at Paragraph 3 of the report. It was noted that there were two particular pieces of work which had not been completed due to time

constraints – exploring potential for introducing a hire contract for equipment; and working with partners, including Parish Councils and housing associations, to look for opportunities to optimise efficiencies – both of which were significant undertakings. As such, it was felt that there was a continuing role for Members to play in terms of monitoring grounds maintenance but it was recommended that this be subsumed into the work of the Depot Services Working Group which had a wider remit to look at the Ubico contract generally.

83.3 A Member pointed out that Page No. 19, Paragraph 2.8 - which stated that Members received an update on the pilot that had been undertaken at Brook Close in Winchcombe where a small discreet piece of highways land had only been cut twice during the growing season and had been closely monitored - did not make sense without reading Page No. 20, Paragraph 3.1.4 which provided a greater explanation of maintenance of land on behalf of Gloucestershire County Council and the trial that had been undertaken to reduce the number of cuts. In addition, he was unclear about Page No. 21, Paragraph 3.1.5 which stated that areas of land that were rated as category D should be “eliminated”. The Head of Community Services apologised that these sections had been confusing and, with regard to the latter, clarified that this meant that the quality of cuts should be raised from category D to category C or higher. The Member also indicated that Page No. 21, Paragraph 3.1.6 in relation to the potential for a hire contact for equipment/sharing across Ubico partners did not specifically state that this would be a comparison between hire and purchase.

83.4 A Member noted the recommendation that the future monitoring of grounds maintenance be undertaken via the Depot Services Working Group and he queried whether any Members of the Grounds Maintenance Working Group also sat on the Depot Services Working Group, and how the wider membership would be kept informed of its work. In response, the Chair confirmed there were three Members who sat on both Groups and the Depot Services Working Group was required to report back to the Overview and Scrutiny Committee on a biannual basis. He stressed that the Committee received quarterly performance reports and, should any further issues be identified in respect of grounds maintenance, they could be picked up and dealt with accordingly at that time.

83.5 It was

RESOLVED That the progress made by the Grounds Maintenance Working Group be **NOTED** and that it be **RECOMMENDED TO THE EXECUTIVE COMMITTEE** that the recommendations set out in Paragraph 3 of the report, including that future monitoring of grounds maintenance be undertaken by the Depot Services Working Group, be **APPROVED**.

OS.84 REVISED SAFEGUARDING POLICY

84.1 Attention was drawn to the report of the Head of Community Services, circulated at Pages No. 25-36, which asked Members to consider the revised Safeguarding Policy and to recommend to the Executive Committee that it be adopted.

84.2 The Head of Community Services explained that the Council had a Safeguarding Policy which detailed issues regarding children and vulnerable adults and how to respond, report and work with other local authorities. The original policy had been adopted in November 2016 and required periodical review to ensure it was fit for purpose. There had been a few significant changes to the policy including the incorporation of Adverse Childhood Experiences (ACEs) and there had been changes at county level which did not affect Tewkesbury Borough Council directly but needed to be acknowledged due to the changes to working together guidance – there had a been a big change in the way safeguarding, especially safeguarding

children, was delivered countywide in that the statutory responsibility was now with Gloucestershire County Council, NHS Gloucestershire Clinical Commissioning Group and Gloucestershire Constabulary as opposed to the County Council being the sole accountable body. One further change which did impact Tewkesbury Borough Council was in relation to the annual audit; previously, district and borough councils were required to complete a Section 11 audit to demonstrate compliance with safeguarding duties; however, this was not the best way to reflect the activities undertaken by those authorities. As such, in future, each agency would provide an annual safeguarding report and the relevant Officer may be invited to an assurance panel to answer questions.

- 84.3 A Member questioned what training was in place for staff and Members in relation to safeguarding. The Head of Community Services advised that he was working with HR and Democratic Services on training for Members and that would be coming forward shortly; in future, Members would receive initial training on induction with periodic refresher training. He provided assurance that the majority of staff and Members needed more of an awareness in terms of what to look out for and who to report it to as opposed to in-depth training. The training was likely to be a seminar as feedback from the previous online Member training had been that it was too long and detailed. He undertook to raise the subject of training at the next District Safeguarding Network meeting which was taking place within the next couple of months and he would then be able to confirm a date for the training.
- 84.4 A Member questioned who had made the changes to the policy and why they had not been highlighted as it was difficult to see what had been amended or updated. The Head of Community Services confirmed that he had made the changes in consultation with the District Safeguarding Network and he undertook to ensure that he provided the current policy as well as the revised policy in future so that changes could be highlighted. Another Member questioned how compliance was monitored to ensure that the Council was not putting people at risk and was advised that the Corporate Management Team considered safeguarding activities on a quarterly basis and he provided assurance that action would be taken if any issues were identified; he stressed that, due to the sensitive nature of the material being handled, it was important that none of this was done within the public domain.
- 84.5 A Member drew attention to Page No. 36, Paragraph 11.1 of the revised policy which related to volunteers and he queried whether they should be required to undergo a Disclosure and Barring Service (DBS) check as children quite often helped with activities such as litter picking. In response, the Head of Community Services explained that it was a question of assessing the risk of individuals being alone with children and vulnerable adults and having the opportunity to potentially cause harm – generally litter picking and other voluntary activities were carried out in the open, in full view of other people. He was not aware of volunteers having undergone DBS checks elsewhere but undertook to look into this further. Another Member drew attention to Paragraph 12.1 which referred to elected Members being fully trained and aware of their responsibilities and the correct procedures to follow with regard to safeguarding and he asked whether Members could volunteer for a DBS check to highlight any potential risks. The Head of Democratic Services confirmed that, the level of risk had been carefully considered in relation to Members and, whilst Members were not DBS checked, the Mayor and Deputy Mayor were required to undergo a check given their exposure to children and vulnerable adults as a result of their civic duties. Previous training had highlighted to Members that they should not put themselves in a position where they were alone with a child or vulnerable person and she was not aware that any other local authorities in Gloucestershire carried out DBS checks on their Members. A Member questioned whether volunteers received any training when they enrolled with the Council and if this included safeguarding and the Head of Community Services undertook to find out and advise Members following the meeting. A Member indicated that, in his opinion, the priority should be staff who carried out visits who

would potentially be able to identify vulnerable children and adults, for instance, those who worked in housing, environmental health etc. The Head of Community Services provided assurance that those staff received in-depth training.

84.6 In response to a query as to what lessons had been learnt from reviewing the policy, the Head of Community Services advised that the main change was introducing ACEs which was a very important element. A Member drew attention to Page No. 33, Paragraph 6.2.2 of the report which stated that nearly half of all people in England experienced at least one ACE with around 9% experiencing four or more, and that people with six ACEs died on average 20 years younger than people with no ACEs and he questioned where these statistics were from and what the sample size had been. The Chief Executive advised that the figures were from national research papers and were taken on board by Police and health partners when the ACEs project was established; this had led to a number of projects up and down the country to research and understand that people's behaviour was often as a result of things which had happened in childhood. The Member felt that the source of the statistics should have been noted in the report. The Head of Community Services suggested that it may be beneficial to invite the lead Police Officer to give a Member seminar on ACEs and the Chair indicated that, whilst he would welcome a seminar, Gloucestershire County Council often ran similar events which were open to other local authorities which would avoid duplication.

84.7 A Member drew attention to Page No. 35, Paragraph 8.1 of the report and indicated that bullet point 6 should be amended to read: "6. ~~Regularly review~~ **Safeguarding referrals are regularly reviewed**" and bullet point 7 should be amended to read: "7. ~~Review~~ **This policy and procedure, associated documentation and training plans are reviewed** to ensure that they are fit for purpose". It was subsequently

RESOLVED

That the revised Safeguarding Policy be **NOTED** and that it be **RECOMMENDED TO THE EXECUTIVE COMMITTEE** that the policy be **APPROVED**, subject to the following amendments:

- Page No. 35, Paragraph 8.1, bullet point 6 to read: "6. ~~Regularly review~~ **Safeguarding referrals are regularly reviewed**"; and
- Page No. 35, Paragraph 8.1, bullet point 7 to read: "7. ~~Review~~ **This policy and procedure, associated documentation and training plans are reviewed** to ensure that they are fit for purpose".

OS.85 TEWKESBURY BOROUGH NEWS REVIEW

85.1 The report of the Corporate Services Manager, circulated at Pages No. 37-47, provided an update on the progress against recommendations arising from the Tewkesbury Borough News Review. Members were asked to consider the report and to agree that no further reports be brought to the Committee on the basis that all recommendations had been implemented.

85.2 The Head of Corporate Services explained that an Overview and Scrutiny Working Group had been established at the end of 2016 to review the Tewkesbury Borough News. The Working Group report was attached at Appendix 1 to the report and included a set of recommendations which had been agreed by the Executive Committee. The review had resulted in a move from a newspaper to a magazine format and the number of editions had been reduced from three per year to two per year. As the recommendations had all been implemented, it was proposed that the review be closed and no further reports brought to the Committee.

- 85.3 A Member raised concern that he had still never received an edition of the Tewkesbury Borough News; some other Members indicated that they had not received one either but others confirmed that they did receive them regularly. The Head of Corporate Services explained that this had been raised as an issue previously and quite a lot of work had been done with the distribution company as a result. Whilst it was impossible to be 100% accurate with delivery, it had been hoped that the situation would improve and the Communications Officer would contact all Members ahead of the next issue to ask them to keep an eye out for it and report any incidents of non-delivery. A Member drew attention to Page No. 45 of the Working Group report and the last paragraph in the first column which referred to the Council having the “driest recycling rate in the county” and he questioned whether this was a typographical error. In response, the Head of Corporate Services confirmed that this was correct and was an industry term which referred to any recyclate collected in the blue bin e.g. paper and glass as opposed to food waste and compost.
- 85.4 It was
- RESOLVED** That the progress made against the recommendations arising from the Tewkesbury Borough News Review be **NOTED** and that it be **AGREED** that no further reports be brought to the Committee on the basis that all recommendations had been implemented.
- OS.86 GLOUCESTERSHIRE HEALTH OVERVIEW AND SCRUTINY COMMITTEE UPDATE**
- 86.1 Members received an update from the Council’s representative on the Gloucestershire Health Overview and Scrutiny Committee (HOSC) on matters discussed at the meeting on 14 January 2020.
- 86.2 The Council’s representative explained that, in relation to the Minutes of the November meeting, a presentation had been given on access to psychological therapies; this was a national programme that had started its roll out in 2008. Over one million adults had accessed this support and the NHS Long Term Plan was to increase this funding to £1.9m by 2023/24. It was concluded that a more detailed look was required to understand how these therapies were accessed and that more joined up working across the age ranges should take place. The power of technology to improve the quality of NHS services was also discussed and generally it was felt that it was not as well used as it could be – currently only 18% of repeat prescriptions were done electronically. The Clinical Commissioning Group performance report updated Members on areas of improvement and it was noted that the four hour accident and emergency target had seen reduced performance but still compared well nationally. Further work was required regarding performance relating to cancer and the 62 day target regarding GP referral, screening and consultant upgrade. Concern had been expressed but the explanation was that the focus had been on assessment targets so that 90% of patients would be reassured within two weeks that they did not have cancer.
- 86.3 Other reports received at the January meeting included fit for the future; the latest Gloucestershire Clinical Commissioning Group performance report; the Gloucestershire Integrated Care System lead report; and the Gloucestershire Clinical Commissioning Group/Accountable Officers report. Copies of these reports were available in the Members’ Lounge. The Council’s representative went on to advise that there was currently a trial in relation to the 999 call handling service whereby less urgent calls were advised how long an ambulance would take in order for them to make a choice on whether to wait or find an alternative method of getting

to hospital. It was also noted that a review of neurology inpatient care was about to commence to establish whether better use could be made of staffing and resources.

86.4 A Member indicated that he had needed to take someone to Accident and Emergency at Gloucester Royal Hospital on Sunday morning and had checked the website to find out the waiting time which was 147 minutes with 32 people in front; however, when he had arrived there were only six people in front and the wait was due to the doctor having not arrived. He raised concern that the website was not giving the correct information. The Council's representative undertook to feed this back to the Gloucestershire Health Overview and Scrutiny Committee.

86.5 It was

RESOLVED That the Gloucestershire Health Overview and Scrutiny Committee Update be **NOTED**.

OS.87 GLOUCESTERSHIRE HEALTH OVERVIEW AND SCRUTINY COMMITTEE 2020/21 FINANCIAL CONTRIBUTION

87.1 The report of the Head of Corporate Services, circulated at Pages No. 48-51, asked Members to consider the effectiveness of the Council's continued involvement in the Gloucestershire Health Overview and Scrutiny Committee and, subject to the Committee being satisfied that value for money was being achieved, Officers be authorised to make the payment of £2,500 from the Council's base budget as its 2020/21 contribution to the Gloucestershire Health Overview and Scrutiny Committee.

87.2 The Head of Corporate Services explained that Tewkesbury Borough Council made a contribution towards the funding of the Gloucestershire Health Overview and Scrutiny Committee and was represented on that group by a Member nominated by the Council's Overview and Scrutiny Committee who reported back on its work and the action being taken at a county level. Page No. 50, Paragraph 3 of the report set out the work that had been carried out during 2019/20.

87.3 A Member pointed out that the Overview and Scrutiny Committee did not get advance notice of what the Gloucestershire Health Overview and Scrutiny Committee would be looking at and he felt it would be helpful to be notified in order for Members to give comments to the Council's representative to feedback in advance of the meeting. The Council's representative confirmed that the Gloucestershire Health Overview and Scrutiny Committee had a work programme which she could circulate to Members. A Member questioned whether a breakdown was available to show what the £2,500 was used for and the Chief Executive explained that this was purely for a seat at the table; if the Council chose not to make the contribution, they would no longer be entitled to send a representative to meetings.

87.4 It was

RESOLVED That Officers be authorised to make the payment of £2,500 from the Council's base budget as its 2020/21 contribution to the Gloucestershire Health Overview and Scrutiny Committee.

OS.88 SEPARATE BUSINESS

88.1 The Chair proposed, and it was

RESOLVED That, under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely discussion of exempt information as defined in Part 1 of Schedule 12A of the Act.

OS.89 SEPARATE MINUTES

89.1 The separate Minutes of the meeting on 14 January 2020, copies of which had been circulated, were approved as a correct record and signed by the Chair.

The meeting closed at 6:10 pm

EXECUTIVE COMMITTEE FORWARD PLAN 2019/20

REGULAR ITEM:

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

<p>Addition to 4 March 2020</p> <ul style="list-style-type: none"> • Revised Safeguarding Policy. • City Region Board.

Committee Date: 8 April 2020 (changed to 1 April)

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 2019/20.	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 2018/19.	Head of Corporate Services.	No.
Regulation of Investigatory Powers (RIPA).	To receive a recommendation from the Audit and Governance Committee.	Head of Corporate Services.	No.
Retained Business Rates Update	To receive an update.	Head of Finance and Asset Management.	No
Recycling Matters.	To bring to the attention of the Committee and to consider emerging issues affecting the Council’s recycling service.	Head of Community Services.	No.

13

Agenda Item 5

PENDING ITEMS

Agenda Item	Overview of Agenda Item
Shopfronts Supplementary Planning Document (SPD).	To agree the document for the purposes of consultation.
Spring Gardens Regeneration Phase 1a report.	To agree the recommendation of the preferred option for the regeneration of Spring Gardens.
Parking Strategy Review – July 2020.	To consider the recommendations from Overview and Scrutiny Committee.
Parking Strategy Review – September 2020.	To consider the statutory responses to the Parking Strategy Review.

OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2019/20

REGULAR ITEMS:

- Executive Committee Forward Plan
- Overview and Scrutiny Committee Work Programme 2019/20

Additions to 10 March 2020

-

Deletions from 10 March 2020

- Parking Strategy Review – moved to June due to delays in timetable as a result of Parliamentary Election and unforeseen circumstances
- Workforce Development Strategy Review – to allow the Key Performance Indicators to be calculated at the end of the financial year (as advised at the Overview and Scrutiny Committee meeting on 11 February 2020).
- Gloucestershire Health Overview and Scrutiny Committee Update – Meeting moved from 3 March to 17 March so no update to give.

Committee Date: 14 April 2020

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Depot Services Working Group Updates	To receive the biannual update on the progress of the Depot Services Working Group.	Head of Community Services	No – moved from pending items section.
Council Tax Reduction Scheme Working Group	To approve the Terms of Reference and establish membership of the Working Group.	Head of Corporate Services.	No.
Review of Corporate Enforcement Policy	To consider the revised Corporate Enforcement Policy and recommend to the Executive Committee that it be approved.	Head of Corporate Services	No – Moved from pending items – agreed by the Overview and Scrutiny Committee at its meeting on 13 June 2017.

15

Agenda Item 6

NB – Changes from previous work programme highlighted in bold

Committee Date: 14 April 2020			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Overview and Scrutiny Committee Work Programme 2020/21	To approve the Overview and Scrutiny Committee Work Programme for the forthcoming year.	Head of Corporate Services	No.
Overview and Scrutiny Committee Annual Report 2019/20	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.
Community Safety Partnership Update	To consider the report on local arrangements for community safety.	Head of Community Services	No. – Yes – deferred due to purdah for Police and Crime Commissioner Elections.
Housing Strategy Monitoring Report	To consider the progress made in respect of the outcomes identified in the Housing Strategy Action Plan.	Head of Community Services	No.
Customer Care Strategy	To consider the progress made in relation to the actions contained within the Customer Care Strategy Action Plan 2019/20 and to endorse the action plan for 2020/19.	Corporate Services Manager	No.

Committee Date: 14 April 2020			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Development Services Improvement Plan	To receive an update on the outcomes of the customer satisfaction survey on experience of planning application process and the pre-application planning advice service and, if relevant, an explanation on any outstanding actions.	Head of Development Services.	No – agreed at the Overview and Scrutiny Committee meeting on 22 October 2019.
Gloucestershire Police and Crime Panel Update	To receive an update from the Council's representative on matters considered at the last meeting (27 March 2020).	N/A	No. Deferred to June due to purdah for Police and Crime Commissioner Elections.
Gloucestershire Health Overview and Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (17 March 2020).	N/A	Yes – Gloucestershire Health Overview and Scrutiny Committee meeting was originally due to take place on 3 March 2020 so the update would have been taken to the Overview and Scrutiny Committee meeting on 10 March 2020.
Gloucestershire Economic Growth Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (18 March 2020).	N/A	No.

PENDING ITEMS

Agenda Item	Overview of Agenda Item
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 – Overview and Scrutiny Committee advised at its meeting on 10 September 2019 that this will be via Workshop or Working Group.
Depot Services Working Group Updates	Bi-annual updates to Overview and Scrutiny Committee to be scheduled at appropriate times once the Working Group has agreed its work programme. – First updated scheduled for 14 April 2020.

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	10 March 2020
Subject:	Performance Management – Quarter 3 2019/20
Report of:	Head of Corporate Services
Corporate Lead:	Chief Executive
Lead Members:	Lead Member for Commercial Transformation
Number of Appendices:	4

Executive Summary:

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 then 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** 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 third monitoring report for 2019/20. 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 December 2020 (Quarter 3). The tracker includes actions that have been refreshed to ensure the Council Plan is a 'live' document. The refreshed plan was approved by Council on 16 April 2019. This is the last year of the four year plan. A new Council Plan (2020-24) was approved by Council on 28 January 2020.

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 This report presents the second quarter of the final year of the current plan. Key successful activities to bring to Members' attention since the last performance report include:

- A full review of the bulky waste service has commenced. This includes a review of the pricing policy, service provider, lead times, booking system and ability to recycle.
- The Medium Term Financial Strategy (MTFS) was approved at Council in January 2020.
- Given its success, the pool car pilot has been signed off and is now part of routine Council business.
- Electric charging points have been installed in the Council's staff car park, which can be used by staff and the public.
- A new Business Transformation Team has been implemented, which will help support internal service improvements, particularly around digitalisation.
- Council approved a Council Tax increase of £5; despite the increase, the Council remains the fifth lowest in the country at £119.36 (Band D).
- The Growth Hub celebrated its first year following the launch in November 2018; 1696 businesses have benefited from the support the hub provides.
- A project delivery plan was agreed by Homes England which set out the key components to deliver the Garden Town at Ashchurch, Tewkesbury.
- A strategic Tewkesbury Locality Partnership group has been established following a successful workshop with health and wellbeing partners.
- A review of the Council's website was endorsed by Transform Working Group.

2.4 Due to the complex nature of the actions being delivered, inevitably some may not progress as smoothly or quickly as envisaged. Actions with either a ☹️ or 😊 are highlighted below:

Action	Status and reason for status
Disposal of the Ministry of Agriculture, Food and Fisheries (MAFF) site.	☹️ Disposal is on hold pending the outcome of the Spring Gardens regeneration project and the Parking Strategy Review to understand any potential requirements arising from the projects. The target date has been amended twice previously.
Work with the Local Enterprise Partnership (LEP) and other partners to contribute to the Local Industrial Strategy (LIS).	☹️ Date has been amended from December 2019 to June 2020 to account for the final publication of the LIS.
Deliver employment land through the Joint Core Strategy (JCS) and Tewkesbury Borough Plan.	☹️ Target date for the Tewkesbury Borough Plan has been amended from December 2019 to Spring 2021 . This to allow for the final stages; examination in public and the production of the inspector's report. The target date has been amended four times previously.
Prepare and adopt the Tewkesbury Borough Plan.	☹️ Target date for the Tewkesbury Borough Plan, has been amended from December 2019 to Spring 2021 . This to allow for the final stages; examination in public and the production of the inspector's report. The target date has been amended four times previously.
Ensure land is allocated for housing as part of the Junction 9 masterplan.	☹️ Target date has been amended from December 2019 to Summer 2020 to seek the wider Garden Town at Tewkesbury as a strategic allocation. The target date has been amended one time previously.
With partners, explore options for the provision of modular and innovative housing to meet housing needs.	☹️ Date has been amended from December 2019 to March 2021. This has been extended to allow Rooftop Housing further time to allocate modular housing and the Council to explore more options. The target date has been amended two times previously.

<p>Ensure adequate land is allocated within the JCS and Tewkesbury Borough Plan to meet housing need.</p>	<p>☹️ Target date for the Tewkesbury Borough Plan has been amended from December 2019 to Spring 2021. This to allow for the final stages; examination in public and the production of the inspector's report. The target date has been amended two times previously.</p>
<p>Integrate Community Infrastructure Levy (CIL) into community planning.</p>	<p>☹️ Date has been amended to June 2020 from December 2019, to allow time for the governance arrangements for spending of CIL to be considered by all three JCS authorities.</p>
<p>Achieve the Council's affordable homes target by working with local housing providers.</p>	<p>☹️ Whilst 142 affordable homes have been delivered it is highly unlikely the target of 220 will be met by the end of Q4.</p>
<p>Develop a programme to work with landlords to ensure residents have a supply of rented properties to meet their needs.</p>	<p>☹️ Target date has been amended from December 2019 to November 2020. Soft launch has taken place and will be run as a pilot scheme for the first six months. Date has been amended to reflect the funding of the officer in post to continue until the end of November 2020. The date for this action has been amended three times previously.</p>
<p>Review our Advice and Information Centres (AICs).</p>	<p>☹️ Date to review the AICs has been programmed into the Overview and Scrutiny Work Programme for June 2020. The target date has been amended from April 2020 to June 2020.</p>

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 December 2019.

3.2 Of the 17 indicators with targets, their status as at the end of quarter three is:

 (on target)	 (below target but confident annual target will be achieved)	 (below target and target unlikely to be achieved)
10	3	4

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)	↔ (on par with previous year performance)	↓ (not as good as last year)
9	2	8

3.3

KPI's where the direction of travel is down ↓ and/ or KPI is either a  or  are highlighted below:

KPI No.	KPI description	Reason for  ,  or ↓
5	Number of visitors to Tewkesbury Tourist Information Centre (TIC).	↓  Footfall is down compared to last year and is unlikely to achieve its target of 28,000 by the end of the year as a result of the time of year and poor weather.
12	Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant.	↓  Figure is down compared to the outturn of 2018/19, from 93.3% to 81%. This is a result of four major applications missing the target timescale during Q3. Bringing it also below the local target of 85%.
13	Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the applicant.	↓  Due to the complexity of the issues needed to address some of the 'minor' applications, it has taken longer for nine minor applications to be determined within the agreed timescale during Q3.
14	Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant.	 The Q3 cumulative figure, 87%, is below the 2019/20 target of 90% due to 11 applications being answered outside of the agreed timescale.
18	Number of reported environmental crimes.	↓  282 crimes were reported in Q3 making it 907 for the year, compared to a total of 1,089 reported in 2018/19.

26	Number of overall crime incidents.	↓ There has been an increase in the number of overall crime incidents of 5.43% during 12 month period.
27	Average number of sick days per full time equivalent (FTE).	↓ 😞 The number of sick days in Q3 increased, making the outturn of Q3 9.87 days, which is over the 8 days target for the year.
29	Residual household waste collected per property in kgs.	😞 During Q2 there were some waste which was diverted during the commissioning stage of Javelin Park energy which saw a slight increase but at the end of Q3 the plant was made fully operational.
31	Percentage of Freedom of Information (FOI) requests answered on time.	↓ Whilst the target of 80% has been achieved, the quarterly figure has dropped when compared to the outturn (92%) for 2018/19. This is due to 11 responses not meeting the 20 working day timescale in Q3.
32	Percentage of formal complaints answered on time.	↓ The accumulative figure for the year, 90%, is slightly lower when compared to last year's outturn figure of 92% as a result of 16 complaints out of 160 received during 2019/20 not being answered within the 20 working day timescale. Two complaints were answered late during Q3.

Areas where KPIs are performing particularly well, include:

- KPI 7: 1077 visitors entered the Growth Hub during 2019/20, achieving its target of 1000 visitors.
- KPI 22: The number of days to process change in circumstances has also improved as a result of new ways of working from five days to three days.
- KPI 23: with an additional 659 dwellings being added to the valuation list the percentage of Council Tax collected remains on target to meet the 98.3% by the end of the year.
- KPI 24: Business rates collection is on target to meet the end of year collection rate of 98.5%
- KPI 28: An increase of food waste, on average 10 tonnes per month, has helped increase the percentage of waste recycled or composted to 53.13% above the 52% target and last year's outturn of 52.59%.

4.0 FINANCIAL SUMMARY - REVENUE POSITION

4.1 The financial budget summary for Q3 shows a £310,256 surplus against the profiled budget, a significant improvement on the reported deficit of (£18,530) as at Q2. Below is a summary of the expenditure position for the Council split out between the main expenditure types.

4.2	Services expenditure	Budget	Budget Q3	Actual Q3	Variance
		£	£	£	£
	Employees	9,864,860	6,646,370	6,498,019	148,351
	Premises	640,349	528,913	549,734	(20,822)
	Transport	157,779	112,337	98,358	13,979
	Supplies & Services	1,985,608	1,190,880	1,264,113	(73,232)
	Payments to Third Parties	5,497,115	3,953,328	4,168,301	(214,973)
	Transfer Payments - Benefits Service	13,611,266	10,499,730	10,529,730	(30,000)
	Income	(21,474,965)	(5,496,230)	(5,850,992)	354,763
		10,282,012	17,435,329	17,257,263	178,066
	Corporate Codes				
	Interest Received	(394,822)	(296,117)	(378,433)	82,316
	Interest Costs	650,500	487,875	345,546	142,329
	Investment Properties	(2,753,605)	(2,268,096)	(2,010,845)	(257,251)
	Corporate Savings Targets	(7,500)	0	0	0
	RSG and other grant funding	(36,565)	(27,428)	(31,097)	3,669
	New Homes Bonus	(3,273,399)	(2,455,050)	(2,455,049)	(1)
	Business rates	(2,497,557)	0	(161,129)	161,129
		1,969,064	12,876,513	12,566,257	310,256

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

4.3 Position on Service Expenditure

The budget position in relation to service expenditure shows an overall budget surplus of £178,066 as at the end of December 2019 (deficit at Q2 of £70,705).

4.4 Employee Costs – surplus of £148,351

These savings are being generated mainly through staff vacancies, across most services, with Corporate Services generating the most savings at £56,000. Services have managed vacancies during the period by utilising current staff to cover work in the short term and limiting, where possible, use of agency staff. In addition, savings are arising on the Chief Executive post following a decision to grant flexible retirement.

4.5 Supplies & Services – deficit of (£73,232)

There is a deficit being reported on Supplies and Services which is in relation to European and Parliamentary elections (which is also affecting the deficit position on payments to third parties). The Council receives grant income to cover the cost of the elections and therefore an income surplus within Democratic Services matches off this expenditure. The Borough election expenditure is also contained within Democratic Services and this is matched through one-off funding from reserves and New Homes Bonus. Overall, Democratic Services is in a cost neutral position.

4.6 Payments to Third Parties – deficit of (£214,973)

- 4.6.1** Community Services is reporting a deficit of (£200,929), which mainly relates to the delivery of the contract sum with Ubico. At the end of quarter 2, we reported a half year deficit position on the contract sum of (£99,536), with a projected year end overspend of (£199,072). As at quarter 3, this has now increased to a deficit of (£204,643) and a projected year end overspend of (£272,857).
- 4.6.2** We have previously reported the increased resources being deployed in the grounds maintenance service and the increased cost of depot rental at Swindon Road, Cheltenham. The additional spend in these areas will be covered by contribution from reserves for the year. There have also been additional costs of hire vehicles and repairs to vehicles, as reported in Q2.
- 4.6.3** The Council has now received notification that previous finance reports presented had focussed on the contract specific costs, overlooking the corporate costs of the business and the potential cost of these to shareholder councils. This issue has now been reviewed and a significant overspend identified. This can be broken down into four key categories:
1. Insufficient recovery rate at budget setting for 19/20, previously agreed at 5.8% of contract sums.
 2. 19/20 budget deficiencies for items such as ICT support and absence management systems.
 3. Shareholder agreed increased costs such as the appointment costs of Non-Executive Directors and the Financial Director.
 4. Cost movements during year such as support costs from Publica.
- 4.6.4** As a result of this review, an additional £77,000 of costs relating to the corporate core of Ubico has been added to the Tewkesbury contract. All Ubico contracts have been affected by this issue.
- 4.6.5** Senior management at Ubico have frozen all non-essential spending across the organisation in order to reduce costs. This may have some small beneficial effect to the contract sum at year end. In addition, a value for money review of all elements of expenditure throughout the organisation has been started, which may lead to reduced cost in future years.
- 4.6.6** Ubico have given assurance that the budget for 2020/21 will not be increased as a result of the additional corporate costs, and it will present cost reduction proposals to cover the additional expenditure.
- 4.6.7** S151 Officers of all shareholding Councils have agreed to support Ubico, in particular the newly appointed Financial Director, in a review of the corporate costs of the organisation. This will include the allocation basis, which is currently based on turnover.
- 4.7** Transfer Payments – deficit of (£30,000)
- 4.7.1** The deficit on transfer payments relates to expenditure on Housing Benefit and recovery of subsidy from the Government.
- 4.7.2** During the year several significant overpayments relating to claimant error, which go back over several years, have been identified. This has reduced the subsidy that can be recovered from government, leading to the deficit position. The forecast full year deficit being reported as at this quarter end is a significant improvement on the previously reported position of a forecast overspend of £130,000 and reflects the positive direction of travel over the last three or four months.

4.7.3 The Council aims to recover 100% of the debt from the claimant, therefore, in the long run the deficit on the Housing Benefit claim could be eradicated. Unfortunately recovering significant overpayments can take time.

4.8 Income – net surplus of £354,763

4.8.1 Current year income is showing a surplus position of £354,763. This surplus includes the following:

- £194,000 of grant funding for European Elections as discussed above.
- £55,000 of grant funding for the revenues and benefits service.
- £41,000 gain from the garden waste service.
- £22,000 gain on car parking income.
- £26,000 of various other Government grant funding.
- £19,000 surplus on building regulations.

4.8.2 This positive position is being offset by a deficit (£105,000) on planning income at the end of December 2019. The expectation is that by the year end, planning applications received may reduce the deficit to (£77,000). Planning expect applications not submitted in the current financial year to be submitted in 2020/21 instead. The budgeted income target for 20/21 has been set and reduced for next financial year and, should larger applications be delayed until 20/21, we would expect surpluses to be generated within this service area.

4.8.3 There is also a deficit (£81,000) on the amount of recycling credits received. This is due to the actual level of recyclate being collected being less than was included in the budget. It has also been identified that the budget did not include a sufficient allowance for non-recyclable material in the system and, therefore, overestimated the recycling credits due. This means that we are receiving less income than predicted. The Community team are working with the contractor, Suez, to manage the level of rejected materials to maximise the income received from recycling credits.

4.9 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 Services' responsibility have a variance over £10,000, a short explanation for the reason for the variance has been provided.

4.10 Corporate codes

4.10.1 The Corporate codes include the other sources of financing which are needed to balance the budget.

4.10.2 There is a significant budget deficit being shown on investment properties which is due to the inability to secure another commercial property during the year as expected. Paragraphs 3.2 and 3.3 provide more information on this. This has meant that the income expected to be received in rent has not been achieved; however, this loss has been mitigated to a large extent by treasury management costs having been reduced through less borrowing and no minimum revenue provision being made.

4.10.3 Business rates is showing a surplus of £161,129 at December 2019. In addition, the Council is a member of the Gloucestershire business rates pool. The pool's latest position shows a positive return and it is expected that a windfall surplus of circa £250,000 can be delivered by the year end.

4.11 Management Team is pleased with the reported surplus at the end of the third quarter, particularly considering the deficits reported in the two previous quarters. It is expected that the position will remain positive over the final quarter. Despite the likelihood of a surplus at outturn, there are still significant deficits as far as ongoing budgets are concerned. The Medium Term Financial Statement currently projects a five year deficit of £5m. It would be prudent to set aside reserves for future financial sustainability.

5.0 CAPITAL BUDGET POSITION

5.1 Appendix 3 shows the capital budget position as at Q3. This is currently showing a surplus against the profiled budget of £12,027. The saving is being generated from a slippage in spend on community grants scheme. The Executive Committee reviewed the position on the two outstanding schemes at the meeting on the 8 January 2020 and allowed an extension of time to complete the schemes. This is being offset by incurring a higher than predicted expenditure on Disabled Facilities Grants; however, as we have a large grant allocation from central government to pay for these, it is not depleting the Council's capital allocation.

5.2 The capital programme still includes a budget of £6.6m to secure a commercial investment acquisition which is now profiled to happen in the final quarter of the financial year. The Council has reviewed a number of opportunities in the current year and made a decision to bid on two specific properties. Unfortunately, it has failed to secure either of these properties as the first one was withdrawn from sale by the vendor and the Council was outbid on the second property. Other properties have also passed the Council's due diligence processes but again have failed to come to market due to vendors withdrawing the properties from the market.

5.3 The market for investment properties, specifically in the industrial or alternative sector which the Council requires for a balanced portfolio, has become increasingly competitive with less high quality investments coming to the market. The Council continues to work with its advisors to source and secure new property and hopes to conclude a suitable investment within the calendar year. An opportunity within the industrial sector has recently been identified and due diligence is currently taking place.

5.4 Other capital schemes are progressing in line with budgets.

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 Q3 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

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Appendices: Appendix 1 – Council Plan Performance Tracker Quarter 3 2019/20
Appendix 2 - Revenue Budget
Appendix 3 - Capital Budget
Appendix 4 - Reserves

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2019-20 Progress Report

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 2020	Corporate Leadership Team (CLT) Lead Member for Commercial Transformation	☺	<p>Projects within the transform programme have their individual milestones and target dates. March 2020 is an annual target date used to assess the overall in year success of the programme. For example;</p> <ul style="list-style-type: none"> • Bulky waste service review – this has commenced and is a full review, looking at pricing policy, on-line bookings, recyclables, service provider. • Pool cars – the pilot has been signed off and this is now part of routine council business. Electric charging points have also been installed to the rear car park. • Implementation of a new business transformation team to take forward internal service improvements, particularly around digitalisation. • Mental Health work plan – to support workforce resilience all staff have received mental health training

and a number of staff are trained mental health first aiders.

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.				
32 b) Maximise retention around business rates.	Target date: 31 March 2020	Head of Finance & Asset Management Lead Member for Finance and Asset Management		<p>Our projection of retained rates for the current year is £680,000. Whilst we are not in a pilot this year following our unsuccessful bid, we are in the county wide pool. This allows us to retain higher amounts than if we acted as an individual authority. As at Q3, we are reporting an additional £161,000 of retained business rates and have an expectation of circa £250,000 windfall from the pool.</p> <p>In addition, a recent court ruling has found that NHS bodies cannot be considered as charities for business rating purposes which removes significant risk from the Gloucestershire position. The budget proposal for 20/21 includes a one-off item for an 18 month business rates intelligence officer. This will allow for dedicated resources to be deployed in ensuring our valuation list accurately reflects the very latest position with regards to businesses in the borough.</p>
c) Work to reduce the council's deficits, outlined in the Medium Term Financial Strategy (MTFS).	Target date: 18 Feb 2020	Head of Finance and Asset Management Lead Member for Finance and Asset Management		<p>The 20/21 MTFS was approved at Council in January 2020. This has highlighted a significant increase in the five year deficit as a result of the potential business rates reset and the potential withdrawal of new homes bonus. The MTFS reacts to the new forecast of a £5m deficit by suggesting a number of areas that will need to be reviewed should the deficit be delivered in line with current expectations.</p> <p>The first year of the MTFS covers 20/21 with an expectation of a deficit of circa £800,000. A balanced budget for 20/21 has subsequently been developed and includes a range of savings on items such as pensions and business travel as well as the generation of extra income through treasury activities, the garden waste scheme and council tax.</p>

Objective 2. Maintain a low council tax.				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
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: 31 January 2020	Head of Finance & Asset Management Lead Member for Finance and Asset Management	✓	The newly approved MTFS suggests the potential for £5 annual council tax increases over the medium term. This would mean that our council tax, which at £119.36 is currently the fifth lowest in the country and £43 below the lowest quartile threshold, would remain within the lowest quartile even without allowing for likely increases in the threshold.
PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 3. Investigate and take appropriate commercial opportunities.				
3 a) Deliver the aims and objectives of the commercial property investment strategy.	Target date: 31 March 2020	Head of Finance & Asset Management Lead Member for Finance and Asset Management	😊	The council now has a commercial property portfolio of £39.5m producing an annual gross income of £2.4m. In October, Council approved further sum of £20m to add to the balance of £6.7m. The Commercial Investment Board continue to source suitable, high quality investments to meet the portfolio needs.
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 December 2019 June 2020 (reported to O&S 14 Jan 2020)	Head of Community Services Lead Member for Clean and Green Environment	😊	A report on the strategic direction of the service was subject to robust challenge at O&S committee in January. Following further consideration at Executive Committee, wider options on the service need to be taken into account as part of business case. A business case will be presented to O&S on 16 June.

c) Increase commercial activity in all services in line with our commercial strategy.	Target date: March 2020	Heads of service Deputy Chief Executive / Lead member for Finance and Asset Management.		Since the approval of the commercialisation strategy in 2019, awareness of its principles and objectives has been delivered across all levels of the council. A lead member portfolio has also been established. There are a number of projects currently in progress with a commercial element to them, e.g. garden waste, bulky waste and trade waste. A new business transformation team is also currently being established. A key role of this team will be to look at service improvement and efficiencies particularly around improving digital and on line offering to customers.
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PRIORITY: FINANCE AND RESOURCES

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
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Objective 4. Use our assets to provide maximum financial return.

34	a) Explore options for the regeneration of Spring Gardens.	Target date: June 2019 July 2019 March 2020 (reported to O&S 12 March 2019)	Head of Finance and Asset Management Lead Member for Finance and Asset Management		Council has received and approved a report on the progress made to date and the recommendation to short list four options. This phase of the project is now complete. The project is now in the next phase of due diligence and is currently considering the social and economic impact of the four options on the town and also reviewing the data gained from car parking surveys undertaken in the summer. Due to the delay in gaining parking information and with a need to understand how this project, together with other key sites in the town, fit into the transformational element of the Garden Town project, there may be a need to reset timescales. Officers are currently working with Mace to re-programme the project.
	b) Disposal of the Ministry of Agriculture, Food and Fisheries (MAFF) site.	Target date: 31 March 2020	Head of Finance & Asset Management Lead Member for Finance and Asset Management		Disposal on hold pending the outcome of both the Spring Gardens regeneration and the parking strategy review. In the interim, a study was commissioned looking at the viability of the site for residential development which concluded that, in the current market conditions, the site was not viable for this purpose. A further study is underway looking at other options.

c) Investigate the potential use of remaining vacant areas in the Public Services Centre (PSC).	Target date: December 2019	Head of Finance & Asset Management Lead Member for Finance and Asset Management	✓	The use of the Public Service Centre has been extended to include the letting of a further 1000 sq ft to Gloucestershire County Council. The Public Services Centre is effectively now operating at full capacity at this time with a small area retained to flexibly meet the council's ongoing needs.
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PRIORITY: PROMOTING AND SUPPORTING ECONOMIC GROWTH

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Deliver our strategic plans.				
a) Deliver year three of our Economic Development and Tourism Strategy.	Target date: June 2020	Head of Development Services Lead Member for Economic Development/ Promotion	☺	Year three of the strategy commenced in June 2019. Work achieved includes: <ul style="list-style-type: none"> • Growth Hub first full year of operation (see below) • Successful Heritage Action Zone Programme Design submitted. • Delivery of inward investment programme with Local Enterprise Partnership (LEP). • Business support, including business grants awarded
b) Deliver growth hub services in the Public Services Centre.	Target date: April 2020	Head of Development Services Lead Member for Economic Development/ Promotion	☺	Ongoing successful delivery of hub services – following launch in November 2018: <ul style="list-style-type: none"> • To date 1696 businesses have visited the hub, benefiting from support • Delivery of 19 business workshops and 1-2-1 events in this quarter – including social media, marketing, export, branding and growth reviews. The number of events delivered increased by 4 in this quarter. • Agreed lease for Incubator 1 to start 1 Jan 2020 – Acumen Care Services Ltd. • In partnership with Job Centre Plus and Adult Education delivery of

				<p>a second confidence building workshop.</p> <ul style="list-style-type: none"> • First successful meeting of Tewkesbury Creatives – a partnership project between the hub, Gloucestershire Libraries and Create Gloucestershire.
c) Work with the Local Enterprise Partnership (LEP) and other partners to contribute to the Local Industrial Strategy (LIS).	<p>Target date: December 2019</p> <p>New revised date: June 2020 (new revised date reported to O&S committee on 10 March 2020)</p>	<p>Head of Development Services</p> <p>Lead Member for Economic Development/Promotion</p>	☹	<p>Officers are engaged with the LEP to help deliver the strategic action required through the Local Industrial Strategy (LIS) in the Economic Development and Tourism Strategy.</p> <p>The draft LIS is complete and circulated widely within Gloucestershire for consultation. GFirst LEP have received consultation responses and the final LIS, co-authored with Government, is being completed. The target date has been amended to reflect the final publication which is envisaged May - June 2020.</p>

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.

a) Deliver employment land through the Joint Core Strategy (JCS) and Tewkesbury Borough Plan (TBP).	<p>JCS target date: Autumn 2019 (Draft JCS Consultation) Spring 2020 (Draft JCS Consultation) (reported to O&S 3 December 2019)</p>	<p>Head of Development Services</p> <p>Lead Member for the Built Environment</p>	☺	<p>Following adoption of the JCS, which includes 112ha of employment land, planning and economic development officers are working to promote employment land in the borough. The take up of employment land will be monitored in the Authority Monitoring Report (AMR) which government planning guidance requires the council to publish.</p> <p>The JCS review is underway which will consider future employment land needs. The initial Issues and Options consultation was completed on 11 January 2018. Responses to the consultation are now being considered in order to progress the review to Draft Plan stage. This will include further evidence gathering on employment needs – as part of this a Gloucestershire-wide economic needs assessment has been commissioned and is underway. This will inform the amount and type of employment required.</p> <p>The target date has been amended to Spring 2020 (from Autumn 2019) to allow a more comprehensive draft plan to be produced for the next public</p>
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37				consultation in order to save time in the overall process of getting the plan adopted.
	<p>Borough plan target date: Spring/ Summer 2019 December 2019</p> <p>New revised date Adoption: Spring 2021</p> <p>(new revised date reported to O&S committee on 10 March 2020)</p>		☹	<p>The Tewkesbury Borough Plan has identified further employment sites which will be informed by the Employment Land Review. As part of the development of the Borough Plan, 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.</p> <p>The Pre-submission of the plan was published for public consultation on 4 October 2019 for six weeks. The plan and its related evidence base is now being prepared for submission to the Government for its independent examination. The Pre-Submission plan seeks to allocate sites totalling around 45ha of employment as well as providing significant further potential at Gloucestershire Airport.</p> <p>The target date has been amended to Spring 2021 (from December 2019) to reflect the final stage for the TBP following the achievement of the pre-submission. The next stage involves the Examination in public and the production of the Inspectors report. The council are not in control of the time schedule following the pre-submission.</p>

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 detailed strategy for the delivery of growth at Junction 9.	Target date: Project Delivery Plan- September 2019	Head of Development Services Lead Member for Economic Development/ Promotion	✓	<p>The Ashchurch area has been awarded Garden Town status. Officers have worked with Homes England to produce a Project Delivery Plan which sets out the key components to deliver the Garden Town. A team of officers is being created to deliver the Garden Town with the first appointment of the Programme Director secured in August 2019. Work is progressing on the creation of the framework masterplan for phase one development. In parallel, work is progressing on the JCS to secure the strategic site allocation.</p> <p>The project delivery plan was agreed by Homes England in September 2019.</p>

<p>b) Work with partners to secure transport infrastructure improvements around the borough, including the all-ways Junction 10, Junction 9 and A46 improvements.</p>	<p>Target date: 2021 (approved business case)</p>	<p>Head of Development Services Lead Member for Economic Development/Promotion</p>	<p>😊</p>	<p><u>All-ways Junction 10</u> Led by Gloucestershire County Council with district council support, the business case for all – ways J10 was submitted in March 2019. Subject to Government’s review, it is expected that the outcome will be made available later this year. This consists of an all-ways motorway junction and associated link roads to the development sites, notably the Cyber Park and based upon the funding criteria is to be delivered by 2023. The council, working with partners Cheltenham Borough Council and Gloucestershire County Council, is responding to questions from Government on the submission to ensure that the case is made to achieve the funding. Various officer groups are set up and officers are feeding into the programme. A recent ministerial visit has allowed the case to be heard at government. Officers and Members are working together across the JCS authorities to secure this funding.</p> <p><u>J9 and A46</u> The council continues to be actively engaged in both the A46 Partnership and Midlands Connect to promote the development opportunities at Ashchurch and hence the need for an off-line solution. The J9/A46 off-line bid has now been submitted at the Strategic Outline Business Case (SOBC) phase to the Western Gateway Sub National Transport Body. Feedback from the bid is scheduled summer 2020.</p>
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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 4. Deliver regeneration for Tewkesbury town.

<p>a) Prepare and adopt a supplementary planning document for the regeneration of Tewkesbury Town.</p>	<p>Target date: April 2018 September 2018 October 2018 November 2018 April 2019 (reported to O&S 12 March 2019)</p>	<p>Head of Development Services Lead Member for Built Environment</p>	<p>✓</p>	<p>The Supplementary Planning Document (SPD) was approved for adoption by Council on 16 April 2019.</p>
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<p>b) Develop a programme with partners to progress Healings Mill and other key development opportunity sites to support the regeneration of Tewkesbury.</p>	<p>Target date: September 2017 January 2018 March 2018 September 2018 March 2019 (reported to O&S 4 Sept) September 2019 (reported to O&S 18 June 2019) March 2020 (reported to O&S on 10 Sept 2019)</p>	<p>Head of Development Services Lead Member for Economic Development/ Promotion</p>	<p style="text-align: center;">😊</p>	<p>Discussions are being held with the developer and agencies to explore what options may exist to try and bring forward an acceptable development proposal. However, this site remains very difficult due to a number of constraints, for example flooding and heritage issues, which are incorporated in the discussions.</p> <p>The site has also been designated as a grade II listed building which brings with it further challenges. Officers have met with the owners to discuss the opportunities and constraints with this designation in place.</p> <p>Officers were successful with the bid for high street heritage funds. A second stage bid will be submitted before end of December to ascertain in detail options for moving projects forward and the amount of funding and officers are working to progress this with Historic England.</p> <p>Further discussions between the owner and key agencies are ongoing.</p>
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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 5. Promote the borough as a visitor attraction.

<p>a) Explore with partners- including the Battlefield Society- the potential to increase the heritage offer at the Battlefield site.</p>	<p>Target date: Complete feasibility December 2017- April 2018 September 2018 December 2018 March 2019 (reported at O&S committee 12 March 2019) March 2021 (reported to O&S on 10 September 2019).</p>	<p>Head of Development Services Lead Member for Economic Development/ Promotion</p>	<p style="text-align: center;">😊</p>	<p>Productive meetings have recently been held with representatives from the Abbey and the Battlefield Society and other partners.</p> <p>A project plan has been produced outlining the key milestones and potential council involvement. Discussions are ongoing regards land ownership and permissions.</p> <p>The plans have also been shared with the 2021 Group with the aim that this celebration will also act as a catalyst for the Battlefield.</p> <p>In 2021 Tewkesbury will be celebrating 550 years since the Battle of Tewkesbury, as well as 900 years since the consecration of Tewkesbury Abbey. This year will mark a number of celebrations and events. The anticipation is that the development of the heritage offer and concept for the Battlefield will be part of the 2021 celebrations. Through a new Cultural Consortium, the council will be looking to facilitate a cultural programme funding application. This will sit alongside the Heritage Action Zone work.</p>
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				<p>This group will meet again in the Spring to start formulating a plan.</p> <p>In addition the council are working with partners, led by the Abbey, on the story of Tewkesbury.</p>
<p>b) Review the tourism resources to maximise the tourist provisions in the borough.</p>	<p>Target date: April 2019 June 2019 October 2019</p> <p>March 2020</p> <p>(reported to O&S committee 3 December 2019)</p>	<p>Head of Development Services</p> <p>Lead Member for Economic Development/Promotion</p>		<p>Funding has been agreed to carry out an independent Tourism Review. A brief has been created and prices to carry out the work are currently being sought. This review will set out priorities, future direction and resources for the council's tourism service.</p> <p>Discussions are ongoing with Winchcombe Town Trust regarding the Tourist Information Centre provision as a result of their successful LEADER European bid, which is to develop a new heritage centre. Whilst building works are progressing, Winchcombe Library is hosting the Tourist Information Centre service.</p>

Key performance indicators for priority: Economic development

KPI no.	KPI description	Outturn 2018-19	Target 2019-20	Outturn Q1 2019-20	Outturn Q2 2019-20	Outturn Q3 2019-20	Outturn Q4 2019-20	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
40											
1	Employment rate 16-64 year olds.	84.7%		81.8%						81.8% relates to 45,900 people within the borough. This is above the national rate of 75.4% (Source ONS April 2018 – March 2019 current figures)	Leader Member Economic Development/ Head of Development Services
2	Claimant unemployment rate.	1.5%		1.5%	1.6%	1.7%				1.7% relates to 935 people within the borough. This rate is below the county rate of 2% and national rate of 2.9% (Source: ONS)	Leader Member Economic Development/ Head of Development Services
3	Number of business births.	415 (2017 figure)				425 (2018 figure)				These are the current ONS figures for Business Births and Death Rates.	Leader Member Economic Development/

4	Number of business deaths	405 (2017 figure)				395 (2018 figure)				Business births have increased with 425 new businesses in 2018. The number of business deaths has reduced on last year and remain below the county, regional and national average.	Head of Development Services
5	Number of visitors to Tewkesbury Tourist Information Centre (TIC)	27,697	28,000	7,578	9,487 (Q1 & Q2 = 17,065)	3,582 (Q1 – Q3 = 20,647)		↓	☹	Footfall is down year on year for Tewkesbury TIC, although increased in the Heritage Centre, although static in Winchcombe.	Leader Member Economic Development/ Head of Development Services
6 41	Number of visitors to Winchcombe Tourist Information Centre (TIC)	9,456	7,500	3,648	4,306 (Q1 & Q2 = 7,954)	1,006 (Q1 – Q3 = 8,960)		↑	☺		Leader Member Economic Development/ Head of Development Services
7	Number of visitors entering the Growth Hub	751 (Q3 & Q4)	1000	358	348 (Q1 & Q2= 706)	371 (Q1, Q2 and Q3 =1077)		↑	☺	Footfall is high and exceeding targets of 100 people per month due to ongoing success of the Growth Hub and the service provided to businesses. The figures have increased by 23 on the previous quarter showing the successful engagement of the hub within the local business community.	Leader Member Economic Development/ Head of Development Services

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.				
<p>a) Work with partners to undertake the required reviews to the JCS.</p> <p>42</p>	<p>Target date: Autumn 2019 (Draft JCS Consultation) Spring 2020 (Draft JCS Consultation) (reported to O&S 3 December 2019)</p>	<p>Head of Development Services Lead Member for the Built Environment</p>	<p>☺</p>	<p>The JCS Review and the initial Issues and Options consultation was completed on 11 January 2019. Responses to the consultation are now being considered in order to progress the review to Draft Plan stage.</p> <p>The review will consider future growth requirements in the area, including addressing the shortfalls identified in the adopted JCS.</p> <p>Key pieces of evidence for the review are being commissioned, including a retail assessment, a study on the potential for strategic sites and an assessment of economic need requirements</p> <p>Two dedicated JCS staff have also now been appointed to progress the plan towards a Draft for consultation.</p> <p>A comprehensive draft plan will be produced for the next public consultation in order to save time in the overall process of getting the plan adopted.</p>
<p>b) Prepare and adopt the Tewkesbury Borough Plan.</p>	<p>Target date: Winter 2018 / Spring / Summer 2019 Autumn 2019 December 2019 New revised date Adoption: Spring 2021 (new revised date reported to O&S committee on 10 March 2020)</p>	<p>Head of Development Services Lead Member for the Built Environment</p>	<p>☹</p>	<p>The JCS Review and the initial Issues and Options consultation was completed on 11 January 2019. Responses to the consultation are now being considered in order to progress the review to Draft Plan stage.</p> <p>The review will consider future growth requirements in the area, including addressing the shortfalls identified in the adopted JCS.</p> <p>Key pieces of evidence for the review are being commissioned, including a retail assessment, a study on the potential for strategic sites and an assessment of economic need requirements</p> <p>Two dedicated JCS staff have also now been appointed to progress the plan towards a Draft for consultation.</p> <p>The target date has been amended to Spring 2021 (from December 2019) to reflect the final stage for the TBP following the achievement of the pre-submission. The next stage involves the Examination in public and the production of the Inspectors report. The council are not in control of the</p>

				time schedule following the pre-submission.
c) Support communities in the preparation of the Neighbourhood Development Plans (NDP), where they are brought forward.	Target date: March 2020	Head of Development Services Lead Member for the Built Environment	😊	A total of 16 neighbourhood areas have now been designated across 21 parishes; the latest being Woodmancote parish. We have six 'made' NDPs: <ul style="list-style-type: none"> • Winchcombe & Sudeley • Highnam • Gotherington • Twyning • Alderton • Down Hatherley, Norton and Twigworth The Churchdown and Innsworth NDP was subject to independent examination in October 2019 and will now be subject to public referendum.
43 d) Ensure land is allocated for housing as part of the Junction 9 masterplan.	Target date: December 2019 New revised date: Summer 2020 (new revised date reported to O&S committee on 10 March 2020)	Head of Development Services Lead Member for the Built Environment	😞	The Joint Core Strategy is being prepared to secure the strategic site allocation. A programme to deliver the JCS is in discussion across the JCS partners. The JCS will seek to allocate the wider Garden Town at Tewkesbury as a strategic allocation. Alongside this work, the preparation of the masterplan, is being undertaken and regularly discussed with the members working group.
e) With partners, explore options for the provision of modular and innovative housing to meet housing needs.	Target date: December 2018 December 2019 New revised date: End of the Housing Strategy – March 2021 (new revised date reported to O&S committee on 10	Head of Development Services Lead Member for the Built Environment	😞	The Rooftop Housing rented properties have been advertised through Homeseeker Plus in February. They are expected to be allocated during March / early April 2020. Modern Methods of Construction (MMC) has been included in the agenda for the next JCS Affordable Housing Partnership meeting where Rooftop will share their experiences with other housing providers. MMC is viewed as a potential tool to help combat climate change and housing providers will be asked what plans they have for innovative construction methods in the future. The target date has been extended to the end of the housing strategy to explore options.

March 2020)

PRIORITY: GROWING AND SUPPORTING COMMUNITIES

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
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Objective 2. Ensure a supply of land to accommodate a five year requirement.

44 a) Ensure adequate land is allocated within the JCS and Tewkesbury Borough Plan to meet housing need.	Target date: Autumn 2019 (Draft JCS Consultation) Spring 2020 (Draft JCS Consultation) (reported to O&S 3 December 2019)	Head of Development Services Lead Member for the Built Environment	☺	<p>The JCS Review and the initial Issues and Options consultation was completed on 11 January 2019. Responses to the consultation are now being considered in order to progress the review to Draft Plan stage.</p> <p>The review will consider future growth requirements in the area, including addressing the shortfalls identified in the adopted JCS as well as planning for the long term. A key piece of ongoing work is an assessment of the potential options for strategic growth in the area.</p> <p>A comprehensive draft plan will be produced for the next public consultation in order to save time in the overall process of getting the plan adopted.</p>
	Target date: Spring/summer 2019 (TBP) December 2019 New revised date: Adoption: Spring 2021 (new revised date reported to O&S committee on 10 March 2020)		☹	<p>The Pre-submission of the plan was published for public consultation on 4 October 2019 for six weeks. The plan and its related evidence base is now being prepared for submission to the Government for its independent examination. It is expected that an examination of the plan will take place in Summer 2020.</p> <p>The Pre-Submission plan proposes to allocate sites that would deliver over 1100 new homes.</p> <p>The target date has been amended to Spring 2021 (from December 2019) to reflect the final stage for the TBP following the achievement of the pre-submission. The next stage involves the Examination in public and the production of the Inspectors report. The council are not in control of the time schedule following the pre-submission.</p>

b) Work with developers and stakeholders to deliver sustainable sites to meet housing needs.	Target date: March 2020	Head of Development Services Lead Member for the Built Environment	☺	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. In undertaking strategic duties with the planning authority, officers are working to deliver housing needs. The JCS Review will further consider development needs and the identification of additional sites to meet growth requirements going forward. This will involve further work with developers and stakeholders to progress sustainable site options.
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PRIORITY: GROWING AND SUPPORTING COMMUNITIES

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
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Objective 3. Deliver the homes and necessary infrastructure to create new sustainable communities in key locations.

45 a) Monitor annually the delivery of homes within the borough.	Target date: August 2019	Head of Development Services Lead Member for the Built Environment	✓	The 2018/19 housing monitoring has been completed and the housing monitoring report was published in August 2019. This report provides information on how many homes have been delivered within the previous year.
b) Work with partners, infrastructure providers and developers to progress the delivery of key sites.	Target date: March 2020	Head of Development Services Lead Member for the Built Environment	☺	<u>Innsworth</u> – Reserved matters applications are being submitted, with a first phase for 175 dwellings received. <u>Twigworth</u> – Conditions applications being resolved following outline permission for 725 dwellings. Further outline permission granted for 74 dwellings on separate parcel. Reserved matters application received and approved for the infrastructure on this site – vehicular access off the A38. <u>South Churchdown</u> - first phase of 425 homes has outline planning permission and reserved matters application has been submitted. <u>Brockworth</u> - reserved matters applications approved for phases 1, 2, 3 and 5 of the development, totalling circa 600 dwellings. <u>North West Cheltenham</u> - officers continuing to work with the developers on transport issues in order to progress the planning application. <u>West Cheltenham</u> - related to above, officers are working on transport matters as well as other master planning/development issues and a

				<p>masterplan SPD contract has been let. The SPD is now out for consultation in January and February 2020.</p> <p><u>Ashchurch</u> – The masterplan is being produced which will lead to the preparation of an SPD in parallel to the production of the JCS – which will formally allocate the site. The Secretary of States’ decision on the Fiddington site is expected in January 2020.</p>
c) Produce a business case for improvements to the A40 at Longford, including improvements to Longford roundabout.	<p>Target date: April 2019</p> <p>July 2019</p> <p>(Revised date reported to- O&S 12 March 2019)</p>	<p>Head of Development Services</p> <p>Lead Member for the Built Environment</p>	✓	LEP board approval was obtained in July.

PRIORITY: GROWING AND SUPPORTING COMMUNITIES

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
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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.	<p>Target date: March 2019</p> <p>March 2022</p> <p>(reported to- O&S 12 March 2019)</p>	<p>Head of Development Services</p> <p>Lead Member for the Built Environment</p>	☺	<p>The new railway bridge at Ashchurch has completed the stage of funding agreement with Homes England. Work to confirm the location of the bridge and prepare the necessary information for the planning approval process is now underway – scheduled planning application submission for Spring 2020. Due to the time taken to progress contracts (Homes England) the overall programme delivery was extended to March 2022. Gloucestershire County Council, through Atkins, is supporting with design work.</p>
e) Integrate Community Infrastructure Levy (CIL) into community planning	<p>Target date: Dec 2019</p> <p>New revised date: June 2020</p> <p>(new revised date</p>	<p>Head of Development Services</p> <p>Lead Member for the Built Environment</p>	☹	<p>Community Infrastructure Levy (CIL) was approved in October 2018 and brought into effect in January 2019. Since January 2019, all three JCS authorities have been levying CIL on all liable schemes.</p> <p>The Governance arrangements for the spending of CIL is due to be considered by all three authorities in the first quarter of 2020/21. This will determine the way that the strategic element of CIL is allocated to projects.</p>

processes.	reported to O&S committee on 10 March 2020)			A member seminar has been held. Officers are working with parishes in relation to spending CIL regards to the local element of CIL.
Objective 4. Deliver affordable homes to meet local need.				
47 a) Continue to improve the proactive Homelessness Prevention programme.	Target date: December 2019 End of the Housing Strategy – March 2021	Head of Community Services Lead Member for Housing	☺	<p>At the end of 2019, the following improvement related activities have been completed:</p> <p>All housing application decision letters have been reviewed and updated to reflect current legal changes and policy updates. Two officers have led on this as part of their Personal Professional Development (PPD) actions.</p> <p>Personal Housing Plan (PHP) agreements have been reviewed and changed to be of greater practical use to the officers and to reflect current interviewing practice, based on coaching and motivational interviewing. Two officers have lead on this as part of their PPD actions. PHP's will be reviewed and updated on a continual improvement basis.</p> <p>All officers are now using task management systems to ensure that their case work is organised and efficient.</p> <p>The improvement work on the housing department over the last 6 months (from June 2019) has had a measureable improvement in the short time that changes have begun to be made. The following are three useful metrics to track as indicators of system behaviour.</p> <p>Over the last 6 months, the number of non-appointment based presentations to housing has reduced from by 48%, from the previous 6 months of 2019, due to changing to a more structured process for allocating new cases.</p> <p>Over the last 6 months, the number of cases where homelessness has been successfully prevented has risen by 33%.</p> <p>Over the last 6 months, the number of cases where homelessness has been successfully relieved has risen by 6%.</p>
b) Achieve the council's affordable homes	Target date: March 2020	Head of Community Services	☹	Q3 had 33 Affordable Housing properties delivered at time of writing (still awaiting returns from registered providers). They came through in Ashchurch, Bishops Cleeve, Brockworth, Longford, Shurdington &

target by working with local housing providers.		Lead Member for Housing		<p>Wheatpieces. 26 affordable rent and 7 shared ownership. There have been a total of 142 for the first three quarters. Although monitored and target set by Tewkesbury Borough Council, the delivery of affordable homes is dependent on registered providers and is out of our control.</p> <p>The councils 2019/20 affordable homes target is 220.</p>
<p>c) Work in partnership to deliver the council's housing and homeless strategy.</p> <p>48</p>	Target date: March 2020	<p>Head of Community Services</p> <p>Lead Member for Housing</p>	<p>😊</p>	<p>Stroud District Council and Cheltenham Borough Council have made separate bids to the Ministry of Housing, Communities and Local Government to help support victims of domestic abuse. They Stroud scheme will support the existing refuge and the Cheltenham bid will provide a County domestic abuse worker who will deliver intensive help to more complex cases.</p> <p>A Local Housing Needs Assessment has been commissioned working with the other Gloucestershire local authorities. This will identify property and tenure types required to be delivered in Tewkesbury Borough and will be used for five years. Final report due Feb 2020 following delays through the consultant.</p> <p>We have continued to work in partnership to commission schemes such as homeless outreach work, target hardening and out of hour's service. Work has been completed with the County homeless network to agree protocols during cold weather (SWEPE) period November to March.</p> <p>An update to the Homeseeker Plus (housing register) policy is close to being agreed. It will be released for consultation by stakeholders and public. Executive Committee considered the policy ready for consultation.</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.

<p>d) Develop a programme to work with landlords to ensure residents have a supply of rented properties to meet their needs.</p>	<p>Target date: March 2019 June 2019 September 2019 December 2019. New revised target date: November 2020 (new revised date reported to O&S committee on 10 March 2020)</p>	<p>Head of Community Services Lead Member for Housing</p>	<p>☹</p>	<p>Following recruitment to a temporary fixed term post to focus on this we have initiated a Private Rented Sector Scheme for local residents in Tewkesbury Borough. This has an initial structure based on feedback from local letting agents and the landlord incentives developed by the partnership scheme across neighbouring authorities. A soft launch took place on 16 January and the initial phase will be run as a pilot scheme, to test what is required, acceptable and works at a local level, for the first six months.</p> <p>Ministry of Housing, Communities and Local Government (MHCLG) have confirmed that the funding for the officer in post will continue until the end of November and that the project will continue until the finances have all been spent. This is a much needed gap in our current offering and when up and running is anticipated to make a significant difference to the levels of successful homelessness prevention and relief.</p>
<p>e) Carry out housing needs assessments in parish areas with a view to delivering affordable housing in rural areas.</p>	<p>Target date: March 2020</p>	<p>Head of Community Services Lead Member for Housing</p>	<p>☺</p>	<p>Working in partnership with Gloucestershire Rural Communities Council, a programme of Housing Needs Surveys has begun to identify rural housing needs.</p> <p>A rolling programme will aim to ensure that every rural parish has an up to date (within five years) survey completed.</p> <p>We will always attempt to do this with engagement through the parish council/ meeting however the survey activity will not be contingent on this.</p> <p>Reports have been produced this year for Snowhill, Stanton, Stanway, Buckland and one based on employers in Staverton. Further surveys for Alderton, Dumbleton, Toddington, Teddington, Gretton, Prescott, Oxenton and Gotherington have been completed and reports will be available Feb 2020.</p> <p>The next round of surveys will be in Ashleworth, Deerhurst, Hasfield, Forthampton, Tirley and Chaceley and will focus on Community Led Housing benefitting from a funding bid to Homes England.</p>

Key performance indicators for priority: Growing and supporting communities

KPI no.	KPI description	Outturn 2018-19	Target 2019-20	Outturn Q1 2019-20	Outturn Q2 2019-20	Outturn Q3 2019-20	Outturn Q4 2019-20	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
8	Total number of homeless applications presented	620		173	177	143				This includes 78 Triage cases as an indication of total service demand.	Lead member for Housing Head of Community Services
50 9	Total number of homeless applications accepted	334		19	3	1				<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:</p> <ul style="list-style-type: none"> • Prevention duty which lasts 56 days: 38 • Relief duty for homeless households which lasts 56 days: 23 • Full statutory homeless duty, this is similar to the old duty: 3 • Advice/Triage: 78 	Lead member for Housing Head of Community Services

Key performance indicators for priority: Growing and supporting communities

KPI no.	KPI description	Outturn 2018-2019	Target 2019-20	Outturn Q1 2019-20	Outturn Q2 2019-20	Outturn Q3 2019-20	Outturn Q4 2019-20	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
10 51	Total number of active applications on the housing register	2214 1143 – 1 bed 664 – 2 bed 284 – 3 bed 93 – 4 bed 26 - 5 bed 3 – 6 bed		1973 One bed – 978 Two bed – 610 Three bed – 263 Four bed – 96 Five bed – 21 Six bed - 5	1645 One bed = 797 Two bed = 508 Three bed = 235 Four bed = 88 Five bed = 13 Six bed = 4	1699 1 bed single = 663 1 bed couple = 179 2 bed = 513 3 bed = 241 4 bed = 83 5 bed = 16 6 bed = 4				The breakdown of bands is: Emergency – 34 Gold – 75 Silver – 480 Bronze - 1086	Lead member for Housing Head of Community Services
11	Total number of homeless prevention, relief and legacy prevention cases	189		89	87 (Q1 & Q2 = 176)	67 (Q1-Q3 = 243)				Essentially, total demand minus the Triage cases.	Lead member for Housing Head of Community Services

Key performance indicators for priority: Growing and supporting communities

KPI no.	KPI description	Outturn 2018-2019	Target 2019-20	Outturn Q1 2019-20	Outturn Q2 2019-20	Outturn Q3 2019-20	Outturn Q4 2019-20	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
12 52	Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant.	93.3%	85%	90.91%	80% (Q1 & Q2= 85.71%)	66.67% (Q1-Q3= 81%)		↓	☹	<p>During Q3 6 major decisions were issued, 4 decisions were issued within the target timescales.</p> <p>66.67% of decisions were within the target timescales, which is significantly below the local target of 85%.</p> <p>However, as there was a relatively low number of applications determined, the performance for the year to date is 81% (27 decisions issued) which is slightly below the local target and considerably above the national target of 60%.</p>	Lead Member Built Environment/ Head of Development Services
13	Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the applicant.	86.05%	80%	72.73%	76.92% (Q1 & Q2= 74.46%)	75.56% (Q1-Q3 = 75%)		↓	☹	<p>75.56% (34 of the 45 decisions issued) were within agreed timescales. This similar performance compared to the previous quarter although still below the local target of 80%. This is partially due to the complexity of the issues to be addressed for some minor applications (includes 1-9 dwellings and commercial developments up to 999sqm).</p> <p>Performance for the year to date is 75% (149 decisions</p>	Lead Member Built Environment/ Head of Development Services

										issued) which is just below the local 80% target but above the national target of 70%.	
14	Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant.	86.17%	90%	87.23%	83.13% (Q1 & Q2 = 86.71%)	91.34% (Q1-Q3 = 87%)		↑	☹	<p>91.34% of other applications were within agreed timescales (116 out of 127 decisions issued).</p> <p>The performance was excellent, above the local target of 90% and higher than Q.1 and Q.2 performance.</p> <p>Performance for the year to date is 87% (328 decisions issued) which is slightly below the local 90% target but considerably above the national target of 70%.</p>	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) Implement the One Legal business review and associated case management system replacement.	Target date: March 2019 June 2019 April 2020 (reported to O&S 18 June 2019)	Head of Law Lead member for the Corporate Governance	☺	Case management system contract entered into, testing commenced in January and 'go live' on target for April 2020.

b) To continue to proactively enforce against enviro-crimes including fly-tipping and dog fouling in accordance with the action plan.	Target date: March 2020	Head of Community Services Lead Member for the Clean and Green Environment		Officers continue to take a robust proactive approach to tackling Enviro-crime. To date this year 21 fixed penalty notices have been issued (including our first for dog fouling) and six cases referred to One Legal for prosecution. The public space protection order continues to be promoted across the borough. Officers have attended 12 parish meetings, four community events and carried out 35 patrols.
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PRIORITY: CUSTOMER FOCUSED SERVICES

Actions	Target date	Reporting Line	Progress to date	Comment
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Objective 1. Maintain and improve our culture of continuous service improvement.

54	c) Deliver our Place Approach.	Target date: March 2020	Head of Development Lead Member for Community		Area meetings have now been held with the Members in each area to discuss priorities and ways of working. Each of the three areas are taking a varying approach, recognising the difference in each of the three locations. The principle objectives being to use council resources effectively, enable communities to help themselves and others and for the council to act in an enabling role utilising the strengths of our communities. Discussions at place meetings have covered issues such as community readiness for Community Infrastructure Levy (CIL), education provision and cycle routes.
	d) Review our Advice and Information Centres (AICs)	Target date: April 2020 New revised date: June 2020 (new revised date-reported to O&S committee on 10 March 2020)	Head of Corporate Services Lead Member for Customer Focus		A review of our Advice and Information centres has been programmed into the Overview and Scrutiny work programme for June 2020. In the meantime, preliminary work has started to understand how well the centres are used, and what people may wish to use them for if the set up was different.

Objective 2. Maximise partnership working within the Public Services Centre.

<p>55</p> <p>a) Develop a programme to create partnerships within Public Services Centre.</p>	<p>Target date: December 2019</p>	<p>Deputy Chief Executive Lead Member for Finance and Asset Management</p>	<p>✓</p>	<p>The council has a well-developed Locality Partnership (focussed on partner organisations based within the public service centre – detailed as follows; Police, Department of Work and Pensions (DWP), Gloucestershire Care Services – adult health and children’s services, Early Help Families First, Clinical commissioning group, Children’s Centre, Tewkesbury School, Severn Vale Housing Society and Gloucestershire Fire and Rescue.</p> <p>As well as a Financial Inclusion partnership. This partnership developed from major improvement work within the council’s revenues and benefits service which highlighted the need to be more proactive around supporting vulnerable people around welfare reform changes.</p> <p>It has grown well over the last two years and is well attended by a range of public and voluntary organisations with an interest in ‘welfare’ as detailed below: DWP, Gloucestershire County Council – Customer Services, Food Bank, Citizen Advice Bureau, Credit Union, Registered Providers, Severn Trent Water, Fire and Rescue and Families First.</p> <p>Following conversations with both groups, the next step in enhancing partnership working, will be to merge the two groups and increase the potential for joint working and networking between all parties.</p> <p>In addition, an ‘open afternoon’ was held on 3 October. Members were invited, as an informal opportunity to meet and discuss key projects and work streams with partner agencies.</p>
<p>b) To work with health and well-being partners to support the development of a Local Integrated Health Partnership (LIHP)</p>	<p>Target date: December 2019</p>	<p>Head of Development Lead Member for Health and Wellbeing</p>	<p>✓</p>	<p>Following the very successful workshop in October, this phase of the project is now complete. The key outcome is the creation of a Strategic Tewkesbury Locality Partnership group, which will take the lead role in implementing a combined health and council locality plan.</p>

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 June 2019 March 2020 (reported to O&S 18 June 2019)	Head of Development Services Lead Member for the Built Environment	☺	Web based online mapping is being developed using the council's existing Geographic Information System providers. The mapping information is currently being prepared to be uploaded to the online system. The online map is to be ready for the submission of the Tewkesbury Borough Plan for examination.
56 b) Introduce the option for paperless billing for council tax and business rates.	Target date: February 2019 June 2019 September 2019 February 2020 (reported to O&S on 3 December 2019)	Head of Corporate Services Lead Member for Customer Focus	☺	There has been a combination of issues relating to this project around GDPR, software integration and contract performance. An in-house solution to deliver a viable alternative is being worked on and this is looking positive.
c) Explore options for a corporate-wide customer relationship management (CRM) system.	Target date: March 2019 September 2019 (reported to O&S 18 June 2019)	Head of Corporate Services Lead Member for Customer Focus	✓	A new platform has been procured (Liberty Creates) to replace our current solution. This will support our digital ambitions to bring more services on-line and making it easier for our customers to contact us. Rollout will take place during 2020/21.
d) Investigate digital methods to improve customer	Target date: March 2020	Head of Corporate Services	☺	Our new Digital Strategy sets out the digital aspirations of the council, and the council's new Business Transformation team will be instrumental in improving digital methods for customer engagement.

engagement.		Lead Member for Customer Focus		Programmed work includes: improved recruitment process, digitisation of the licensing function, implementing a new digital platform, reviewing the council's website and online bookings for bulky waste.
e) Review our corporate website.	Revised date: March 2020	Head of Corporate Services Lead Member for Customer Focus	😊	A project team has been set up to progress this piece of work. While we already have an excellent website, there are some improvements to be made, including the search function and our recruitment pages. In addition, consideration will be given to bringing two external websites (Visit Tewkesbury and Tewkesbury Business) in-house for consistency and money-saving purposes.

Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2018-19	Target 2019-20	Outturn Q1 2019-20	Outturn Q2 2019-20	Outturn Q3 2019-20	Outturn Q4 2019-20	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
15	Total enquiries logged by the Area Information Centre (AIC).	985		256	204 (Q1 & Q2= 460)	123 (Q1-Q3= 583)				Q1, Q2, Q3 Bishops Cleeve 56, 66, 45 Brockworth 100, 77, 29 Churchdown 48, 36, 30 Winchcombe 52, 25, 19 Total 256, 204, 123	Lead Member Customer Focus/ Head of Corporate Services
16	Total number of people assisted within the borough by Citizens Advice Bureau (CAB).	1593		415	833	1,229				2,535 issues raised during quarter one – three. With 77% of the issued raised being represented by the following: Benefits 38% Debt 21% Employment 9% Relationships 5% Housing 3% Of the 1,229 clients seen, the heaviest demand was Tewkesbury South with 9.6%. The following six wards represent 47% of all clients	Lead Member Economic Development/ Promotion / Head of Development Services

										seen: Tewkesbury South 118, Northway 111, Churchown St Johns 100, Brockworth West 93, North Tewkesbury & Twynning 82, Brockworth East 78.	
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Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2018-19	Target 2019-20	Outturn Q1 2019-20	Outturn Q2 2019-20	Outturn Q3 2019-20	Outturn Q4 2019-20	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
17	Financial gain to clients resulting from CAB advice	£374,207		£540,285	£861,244	£473,254				During the nine months clients resident in Tewkesbury Borough have benefitted from £1,334,478 of financial gains, of which £477,215 represented debts written-off.	Lead Member Economic Development/Promotion / Head of Development Services
58											
18	Number of reported enviro crimes	1089	1000	281	344 (Q1 & Q2= 625)	282 (Q1 – Q3 = 907)		↓	☺	Enviro-crime figures for Q3. Figures in brackets Q3 2018/19 (allows seasonal comparison): <ul style="list-style-type: none"> fly tips- 163 (153) littering-3 (2) dog fouling- 34 (10) abandoned vehicles- 39 (47) noise- 43 (43) Total for Q3 – 282 (255) Overall figures are consistent with the norm. Reports of dog fouling has increased and this may be as a result on the increased awareness caused by the team being more proactive in this area.	Lead Member Clean and Green Environment/ Head of Community Services

19	Community groups assisted with funding advice	193		35	30 (Q1 & Q2=65)	27 (Q1-Q3=92)				In Q3 the council supported groups to raise £33,150, in external grants. Since July 2015 community groups have been supported by the borough to receive £2,074,417 in grants from external funders.	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 2018-19	Target 2019-20	Outturn Q1 2019-20	Outturn Q2 2019-20	Outturn Q3 2019-20	Outturn Q4 2019-20	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
59 20	Benefits caseload: a) Housing Benefit b) Council Tax Support	3,169 4,399		3,004 4,390	2,889 4,370	2,746 4,364				The housing benefit caseload continues to fall due to the migration of claimants to Universal Credit, however still not to the extent estimated previously. Delays in managed migration means that we will continue to deal with some claim types until September 2024.	Lead Member Finance and Asset Management/ Head of Corporate Services
21	Average number of days to process new benefit claims	22	15	10	5	6.67		↑	😊	Performance on new housing benefit claims continues to be well above the national average of 17 days.	Lead Member Finance and Asset Management/ Head of Corporate Services
22	Average number of days to process change	5	4	3	3	3		↑	😊	Performance on change in circumstances continues to be above the national average of 6	Lead Member Finance and Asset Management/

	in circumstances									days.	Head of Corporate Services
Key performance indicators for priority: Customer focused services											
KPI no.	KPI description	Outturn 2018-19	Target 2019-20	Outturn Q1 2019-20	Outturn Q2 2019-20	Outturn Q3 2019-20	Outturn Q4 2019-20	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
69	23	Percentage of council tax collected	98.1%	98.3%	29.9%	57.9%	86.1%	↑	☺	Council tax collection is slightly below the Q3 target of 86.5%. There continues to be considerable growth in the borough and a further 659 dwellings were added to the valuation list by 31 December 2019. This impacts on the profile of payments with more council taxpayers having instalments due in February and March. We are still on track to meet the collection target by the end of the year.	Lead Member Finance and Asset Management/ Head of Corporate Services
	24	Percentage of NNDR collected	99.3%	98.5%	33.1%	60%	85.9%	↑	☺	Business rates collection is on target to meet the end of year collection rate of 98.5%.	Lead Member Finance and Asset Management/ Head of Corporate Services
	25	Number of anti-social behaviour incidents	1937		501	438 (Q1 & Q2= 939)	358 (Q1- Q3= 1,297)		↑		Over a rolling 12 month period there has been a decrease in incidents of 7.6%.

Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2018-19	Target 2019-20	Outturn Q1 2019-20	Outturn Q2 2019-20	Outturn Q3 2019-20	Outturn Q4 2019-20	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
26	Number of overall crime incidents	3305		799	1,000 (Q1 & Q2= 1,799)	912 (Q1- Q3= 2,711)		↓		Over a rolling 12 month period there has been An increase in incidents of 5.43%.	Lead Member Community/ Head of Community Services
27	Average number of sick days per full time equivalent	10.2	8.0	3.7	2.7 (Q1 & Q2= 6.4)	3.47 (Q1- Q3= 9.87)		↓	☹️	Total number of sick days is 599.9 – up from Q2 (464.7). Long Term is 333.6 days lost (down from Q2 343.7) and Short Term is 266.2 days lost (up from Q2 121). This equates to 3.4 days lost per fte for the quarter (compared to 2.7 in Q2).	Lead Member Organisational Development/ Head of Corporate Services
28	Percentage of waste recycled or composted.	52.59%	52%	54.11%	54.63%	53.13%		↑	😊	The overall recycling rate is steady and has benefitted from a slight increase in most materials. On average food waste has increased by 10 tonne per month compared to last year. This is reported from Ubico also as the crews are having to modify and adapt their rounds due to more food waste collected and an increase in participation. There is still a higher than typical contamination rate in the recycling and work is being carried out with contractors and residents to lower this. Due to the	Lead Member Clean and Green Environment/ Head of Community Services

										reduction in garden waste over the winter, the general trend is for a decline in Q3.	
Key performance indicators for priority: Customer focused services											
KPI no.	KPI description	Outturn 2018-19	Target 2019-20	Outturn Q1 2019-20	Outturn Q2 2019-20	Outturn Q3 2019-20	Outturn Q4 2019-20	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
62 29	Residual household waste collected per property in kgs.	401kg	430kg	104kg	100kg (Q1 & Q2= 204kg)	103kg (Q1-Q3= 303kg)		↔	☺	Residual waste has now been diverted from landfill to Javelin Park energy from waste facility. In Q2 there were some loads which were diverted to the contingency facility during the commissioning phase. At the end of Q3 the plant was made fully operational as it had been through the commissioning stage. The tonnages are steady compared to last year. Following a compositional analysis study of residual waste in 2018-19, these results can be used to target certain recyclables still in the general refuse bin and inform communications campaigns to target more recycling and waste minimisation.	Lead Member Clean and Green Environment/ Head of Community Services
30	Food establishment hygiene ratings.	3.3%	5% With a food hygiene rating Under three	3.9%	4.2%	3.49%		↔	☺	There are 744 registered food businesses compared with 741 in the last quarter. Of these, 26 are below a food hygiene rating of three compared	Lead Member Clean and Green Environment/ Head of Community Services

											with 31 being below 3 in the last quarter. This remains below the target of no more than 5% of food business having a food hygiene rating of less than three.
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Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2018-19	Target 2019-20	Outturn Q1 2019-20	Outturn Q2 2019-20	Outturn Q3 2019-20	Outturn Q4 2019-20	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
31	Percentage of Freedom of information (FOI) requests answered on time.	92%	80%	87%	91% (Q1 & Q2= 89%)	92% (Q1-Q3= 90%)		↓	☺	Total number of FOIs received in Q3 was 129. 118 of these were answered within the 20 working days deadline.	Lead Member Customer Focus/ Head of Corporate Services
32	Percentage of formal complaints answered on time.	92%	90%	90%	84% (Q1 & Q2= 87%)	94% (Q1- Q3= 90%)		↓	☺	31 complaints were received in Q3. 29 were answered within the 20 working days deadline. Total received during 2019/20: 160	Lead Member Customer Focus/ Head of Corporate Services

Appendix 2 - Quarter 3 Budget Report

Chief Executive

	Full Year Budget	Budget	Actual	Savings / (Deficit)	
	£	£	£	£	
Employees	251,670	188,877	159,868	29,009	1
Premises	0	0	0	0	
Transport	2,308	931	929	2	
Supplies & Services	8,132	6,822	3,712	3,110	
Payments to Third Parties	0	0	0	0	
Income	0	0	0	0	
TOTAL	262,110	196,630	164,509	32,121	

1) The saving on Employee costs is as a result of the Chief Executive taking flexible retirement.

Community Services

	Full Year Budget	Budget	Actual	Savings / (Deficit)	
	£	£	£	£	
Employees	1,188,811	891,283	874,453	16,830	2
Premises	5,000	2,750	1,338	1,412	
Transport	36,213	10,907	12,775	(1,868)	
Supplies & Services	122,602	29,208	21,528	7,680	
Payments to Third Parties	4,721,382	3,530,981	3,731,910	(200,929)	3
Income	(2,507,667)	(2,224,825)	(2,220,136)	(4,689)	4
TOTAL	3,566,341	2,240,304	2,421,869	(181,565)	

2) Employee costs savings are being made in both the Community team and Environmental Health team with vacant posts and changes in hours worked by officers. This is being offset by additional use of agency staff in the housing services team.

3) The deficit of £201k is mostly related to the Ubico contract. There are three main areas of budget pressure covering corporate costs, the level of grounds maintenance work being generated and additional cost of depot. The increase in corporate costs has been reported in the main body of the Q3 report. The Grounds maintenance and depot costs are being covered from use of reserves in the current year.

4) Income from Garden Waste Customers and Licence applications has been higher than budgeted, but this is being offset by less income recovered through recycling credits and a slightly higher gate fee due to higher levels of contamination.

Corporate Services

	Full Year Budget	Budget	Actual	Savings / (Deficit)	
	£	£	£	£	
Employees	1,871,180	1,407,357	1,351,320	56,036	5
Premises	10,785	3,745	3,191	554	
Transport	0	0	0	0	
Supplies & Services	574,926	401,075	347,588	53,487	6
Payments to Third Parties	82,300	41,085	33,513	7,572	
Transfer Payments - Benefits Service	13,611,266	10,499,730	10,529,730	(30,000)	7
Income	(14,113,610)	(274,915)	(435,980)	161,065	8
TOTAL	1,963,477	12,078,077	11,829,362	248,715	

5) There are various salary savings across Corporate services. This includes reduced hours compared to budget and vacant posts. All vacant posts are now filled or in the recruitment process.

6) The Surplus is being generated through not spending £66k of New Homes Bonus Allocation on new computer equipment. The budget is committed and will be spent in the next financial year. This surplus is being offset by an overspend on supplies and services. We had expected savings in postages as a result of paperless billing. However, this project was expected to be finished in 2019/20, but will now be in place for 2020/21. In addition, producing the Tewkesbury News has resulted in an overspend. This is as a result of a retender exercise and additional costs to deliver to extra properties in the borough. The overall overspend will be £8k.

7) Housing Benefits are showing a £30k deficit against budget relating to the recover of subsidy. This is an improvement against the Q2 budget as there has been increased checking of Local Authority error overpayments. There is still a high level of claimant error overpayments, particularly in relation to prior years which is causing the deficit.

8) As we have 100% provision of HB overpayments and income in year is effectively a gain. this year we have received more repayments than budgeted by £82k. Gain on New burdens grants received and also additional income on court costs

Democratic Services

	Full Year Budget	Budget	Actual	Savings / (Deficit)	
	£	£	£	£	
Employees	261,197	193,182	186,171	7,011	
Premises	0	0	28,133	(28,133)	9
Transport	16,000	4,292	4,263	29	
Supplies & Services	439,457	425,183	567,074	(141,892)	9
Payments to Third Parties	132,600	23,830	66,812	(42,983)	9
Income	(2,000)	(2,000)	(206,619)	204,619	9
TOTAL	741,229	644,486	645,834	(1,348)	

9) The variances on individual lines are due to having 3 elections in the financial year (Borough & Parish Elections on 2nd May and European Election on 23rd May and Parliamentary Election on the 12th December). Expenditure includes hire of buildings as polling stations, Postages and Printing of polling cards and other Equipment. European and Parliamentary Elections are externally funded so income is included in Income line, to offset the costs Borough Elections are paid for from reserves. Therefore overall Democratic services are on budget.

Deputy Chief Executive

	Full Year Budget	Budget	Actual	Savings / (Deficit)	
	£	£	£	£	
Employees	117,497	88,234	88,061	173	
Premises	0	0	0	0	
Transport	2,730	1,083	1,285	(202)	
Supplies & Services	2,650	2,242	987	1,255	
Income	0	0	0	0	
TOTAL	120,064	91,559	90,333	1,226	

Development Services

	Full Year Budget	Budget	Actual	Savings / (Deficit)	
	£	£	£	£	
Employees	1,958,850	1,468,426	1,460,324	8,102	
Premises	44,572	40,370	41,193	(823)	
Transport	55,006	25,119	24,571	548	
Supplies & Services	209,977	129,425	121,909	7,516	
Payments to Third Parties	231,721	85,391	79,519	5,872	
Income	(2,265,417)	(1,844,031)	(1,793,109)	(50,922)	10
TOTAL	234,709	(95,300)	(65,592)	(29,708)	

10) Planning income is below target at Q3 by £105k and Land Charges is under by £16.5k. The end of year position is likely to be lower, as significant major applications with fees of £10k+ in the income forecast are anticipated by March 2020. Therefore the deficit on planning income may reduce to £77k.

Finance and Asset Management

	Full Year Budget	Budget	Actual	Savings / (Deficit)	
	£	£	£	£	
Employees	2,850,154	2,135,495	2,107,219	28,276	11
Premises	590,777	485,793	479,070	6,723	
Transport	14,330	63,063	49,670	13,393	12
Supplies & Services	493,160	194,183	199,408	(5,224)	
Payments to Third Parties	312,552	232,748	225,399	7,349	
Precept	6,100	6,100	6,654	(554)	
Income	(1,363,497)	(1,081,612)	(1,143,537)	61,925	13
TOTAL	2,903,576	2,035,770	1,923,882	111,888	

11) Saving accrued from a vacant post in Asset Management covered by existing staff.

12) There is a saving against the budget on transport costs. The amount of private mileage that staff do has fallen but this is offset by the cost of the Fleet car scheme. The £13k saving shown is less than the savings generated in the prior two years.

13) Income is up in a number of areas including car parking, cemeteries and the public offices. In addition, further grant monies have been received for Brexit preparations.

One Legal

	Full Year Budget	Budget	Actual	Savings / (Deficit)	
	£	£	£	£	
Employees	1,365,501	273,517	270,603	2,914	
Premises	0	0	0	0	
Transport	20,407	3,197	1,675	1,522	
Supplies & Services	134,704	2,743	1,906	836	
Payments to Third Parties	10,460	33,194	24,494	8,699	
Income	(1,222,774)	(68,847)	(51,612)	(17,235)	14
TOTAL	308,298	243,803	247,066	(3,263)	

14) Income from Third Parties is down against budget for the financial year.

Appendix 3 - Analysis of Capital Budget

	Q3 Budget Position £	Q3 Actual Position £	(Over) / Under spend £	% Slippage	Comments
Council Land & Buildings	35,000	26,602	8,398	24	Payments in Q3 below expected level
Equipment	185,000	190,662	(5,662)	(3)	Payments in Q3 are in line with expectations.
Capital Investment Fund	0	0	0	0	No expenditure expected in Q3
Community Grants	56,000	0	56,000	100	No grant payments made in Q3
Housing & Business Grants	400,000	446,709	(46,709)	(12)	We received more applications for Disabled Facilities Grants than we originally predicted for the end of Q3
	676,000	663,973	12,027	2	

Appendix 4 - Revenue Reserves for 2019/20

Reserve	Balance 31st March 2019	Spent in Reserve Quarter 3	Reserve Remaining	Note
Service Reserves				
Asset Management Reserve	1,188,731	150,383	1,038,349	1
Borough Growth Reserve	500,000	-	500,000	
Borough Regeneration Reserve	1,537	-	1,537	
Business Rates Reserve	500,000	-	500,000	
Business Support Reserve	182,339	25,491	156,848	2
Business Transformation Reserve	692,837	93,115	599,722	3
Community Support Reserve	80,057	30,740	49,317	
Development Management Reserve	254,687	111,568	143,119	4
Development Policy Reserve	600,936	30,571	570,365	
Elections Reserve	85,348	4,500	80,848	
Flood Support and Protection Reserve	10,196	550	9,646	
Health & Leisure development reserve	1,989	100	1,889	
Housing & Homeless Reserve	522,842	138,003	384,838	5
IT Reserve	84,500	26,310	58,190	6
MTFS Equalisation Reserve	1,000,000	-	1,000,000	
Open Space & watercourse Reserve	678,720	16,169	662,552	7
Organisational Development Reserve	137,072	42,175	94,897	8
Risk Management Reserve	5,000	-	5,000	
Transport Initiatives Reserves	395,110	-	395,110	
Waste & Recycling development Reserve	1,090,835	5,807	1,085,028	
	<u>8,012,736</u>	<u>675,482</u>	<u>7,337,254</u>	

Totals

- 1 Delivery of the Spring Gardens regeneration project and spending, financed from government grant, on play areas and parks
- 2 Payment of business support grants
- 3 Various expenditure including the purchase of a procurement system, office 365 training and revenues e-billing.
- 4 Cost of planning appeals and supporting the delivery of the PPA scheme
- 5 Homeless prevention expenditure
- 6 Provision of ipads and new mobile phones
- 7 New equipment to support grounds maintenance
- 8 Interim HR management