

9 July 2019

<b>Committee</b>	Executive
<b>Date</b>	Wednesday, 17 July 2019
<b>Time of Meeting</b>	2:00 pm
<b>Venue</b>	Tewkesbury Borough Council Offices, Severn Room

## **ALL MEMBERS OF THE COMMITTEE ARE REQUESTED TO ATTEND**

### **Agenda**

#### **1. ANNOUNCEMENTS**

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

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

#### **2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

To receive apologies for absence and advise of any substitutions.

#### **3. DECLARATIONS OF INTEREST**

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



	<b>Item</b>	<b>Page(s)</b>
<b>4.</b>	<b>MINUTES</b>  To approve the Minutes of the meeting held on 12 June 2019.	1 - 10
<b>5.</b>	<b>ITEMS FROM MEMBERS OF THE PUBLIC</b>  To receive any questions, deputations or petitions submitted under Rule of Procedure 12.  <i>(The deadline for public participation submissions for this meeting is 11 July 2019)</i>	
<b>6.</b>	<b>EXECUTIVE COMMITTEE FORWARD PLAN</b>  To consider the Committee's Forward Plan.	11 - 16
<b>7.</b>	<b>PERFORMANCE MANAGEMENT REPORT - QUARTER FOUR 2018/19</b>  To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter four performance management information.	17 - 76
<b>8.</b>	<b>SEPARATE BUSINESS</b>  The Chairman will move the adoption of the following resolution:  That under Section 100(A)(4) Local Government Act 1972, the public be excluded for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act.	
<b>9.</b>	<b>SEPARATE MINUTES</b>  To approve the separate Minutes of the meeting of the Committee held on 12 June 2019.	77 - 79
<b>10.</b>	<b>SPRING GARDENS REGENERATION PROJECT</b>  <i>(Exempt – Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 – Information relating to the financial or business affairs of any particular person (including the authority holding that information))</i>  To consider the information provided and recommend to Council the approval of the options listed within the report for the next phase of the scheme.  <i>(NB: all of the information required is summarised within the Mace Group Ltd report which is appended at Appendix 1; however, there are a number of Appendices rereferred to in that report and hard copies of those are available in the Members Lounge should anyone wish to refer to them)</i>	80 - 146

**DATE OF NEXT MEETING**  
**WEDNESDAY, 4 SEPTEMBER 2019**

**COUNCILLORS CONSTITUTING COMMITTEE**

Councillors: R A Bird (Chair), G F Blackwell, M Dean, L A Gerrard, M A Gore, E J MacTiernan, J R Mason (Vice-Chair), C Softley, R J Stanley, M G Sztymiak and R J E Vines

**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 Chairman 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 Executive Committee held at the Council Offices,  
Gloucester Road, Tewkesbury on Wednesday, 12 June 2019 commencing at  
2:00 pm**

**Present:**

Chair  
Vice Chair

Councillor R A Bird  
Councillor J R Mason

**and Councillors:**

M Dean, L A Gerrard, M A Gore, E J MacTiernan, A S Reece (Substitute for R J E Vines),  
C Softley, R J Stanley and M G Sztymiak

**also present:**

Councillor P W Ockelton

**EX.1 ANNOUNCEMENTS**

1.1 The evacuation procedure, as noted on the Agenda, was advised to those present.

**EX.2 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

2.1 Apologies were received from Councillors G F Blackwell and R J E Vines. Councillor A S Reece would be acting as a substitute for the meeting.

**EX.3 DECLARATIONS OF INTEREST**

3.1 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.

3.2 The following declaration was made:

<b>Councillor</b>	<b>Application No./Item</b>	<b>Nature of Interest (where disclosed)</b>	<b>Declared Action in respect of Disclosure</b>
R J Stanley	Item 8 - Private Rented Housing Sector Accommodation Fund Pilot.	Works for a homeless charity.	Would speak and vote.

R J Stanley	Item 9 – Government Housing Infrastructure Fund (HIF) – Funding Award for Bridge Over Rail Line at Ashchurch	Husband works for one of the providers on the project.	Would not speak or vote and would leave the room for consideration of the item.
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3.3 There were no further declarations of interest made on this occasion.

#### **EX.4 MINUTES**

4.1 The Minutes of the meeting held on 3 April 2019, copies of which had been circulated, were approved as a correct record and signed by the Chair.

#### **EX.5 ITEMS FROM MEMBERS OF THE PUBLIC**

5.1 There were no items from the public on this occasion.

#### **EX.6 EXECUTIVE COMMITTEE FORWARD PLAN**

6.1 Attention was drawn to the Committee's Forward Plan, circulated at Pages No. 8-14. Members were asked to consider the Plan.

6.2 A Member questioned whether there would be a workshop for Members prior to the Community Infrastructure Levy (CIL) Governance being considered by the Executive Committee. In response, the Head of Development Services advised that this was the intention; however, it was likely that the item would not actually be considered by the Executive Committee at its July meeting. Accordingly, it was

**RESOLVED:** That the Committee's Forward Plan be **NOTED**.

#### **EX.7 FINANCIAL OUTTURN REPORT 2018/19**

7.1 The report of the Head of Finance and Asset Management, circulated at Pages No. 15-40, highlighted the Council's financial performance for the previous year including setting out the General Fund and Capital Outturn positions. Members were asked to note the General Fund Outturn for 2018/19, the financing of the capital programme and the annual treasury management report and performance; and approve the transfers to and from earmarked reserves.

7.2 Members were advised that the report provided information on the Council's finances and financial performance. In terms of the General Fund Outturn, the Head of Finance and Asset Management explained that, in February 2019, the quarter three outturn position had confirmed a surplus of £664,478. The full year position was reported as a £2.68 million surplus. This was a significant increase against the quarter three position and could be primarily attributed to strong performance in treasury and commercial activities; additional business rates retention, including the impact of the 100% retention pilot; and substantial external grant funding being received. Attention was drawn to Table 1 in the report which showed a summary of the General Fund Outturn and particular attention was drawn to the employees full year budget which was underspent largely as a result of staff turnover and vacancies in most service groupings; premises was underspent as a result of savings on utilities and the release of New Homes Bonus

monies to support the asset maintenance programme in future years; payments to third parties was showing a significant overspend as a result of an overspend on the Ubico contract as well as payments for work undertaken in areas such as the Community Infrastructure Levy (CIL) and the Joint Core Strategy (JCS) where partner finance or reserves existed to cover the cost; and income which was £1.48 million over the budgeted provision with the majority of fees and charges budgets, with the exception of planning, having been delivered on budget during the year with a few areas, such as garden waste, being beyond expected levels and substantial external grant income being received during the year.

- 7.3 In terms of corporate activity, the treasury service continued to do well with most investments achieving above target - although more had been spent on borrowing than anticipated due to the Council's commercial activity. The Council had acquired two commercial properties in the year which had resulted in increased rental generation against the budget of £281,000; the two properties, one an office building and one a retail outlet, had a combined yield in excess of the targeted yield and had been purchased sooner than envisaged. The two new properties, combined with the existing units, would make a significant contribution to the Council's core budget funding in the coming years. In terms of the Business Rates, the Head of Finance and Asset Management was pleased to report a positive position - the Council had seen little impact from successful appeals in year, partly as a result of a number of unsuccessful appeals but also due to the provisions it had made against successful appeals. There had also been some small underlying growth which had helped the base position. In addition to the base position in terms of retained business rates, Tewkesbury had been a member of the 100% Business Rate Retention Pilot in Gloucestershire for 2018/19. The outturn figures for the pilot highlighted a net gain for Gloucestershire of £14.272 million with the overall gain between the pilot and the base non-pooled 50% scheme being £17.347 million.
- 7.4 The Head of Finance and Asset Management referred to the supplies and services overspend and, in particular, the overspend on the Ubico contract sum. He referred to Paragraphs 2.6-2.9 of the report and explained that the deficit of £268,866 was broken down as £108,980 – employments costs; £93,765 – transport costs; £23,054 - supplies and services; -£3,951 – statutory and regulatory work; £47,062 - indirect expenditure; and -£46 - income. The majority of the additional expenditure on employee costs was attributed to the use of agency staff to cover an increased amount of sickness within the workforce, as well as additional costs at the beginning of the year to meet grounds maintenance requirements. There had also been an overspend under the heading 'supplies and services' due to the purchase of additional personal protective equipment (PPE) during the year. Indirect expenditure represented recharges from the fleet operation, the cost of senior management and general company costs – the overspend reported under the heading included further allocations from the workshops to cover small parts and general supplies, additional overtime and the cost of a management restructure. Transport costs had reported an outturn overspend of £93,765, the majority of which was from an overspend on tyres of approximately £61,000. Other contributing factors included the additional hire of vehicles, vehicle cleaning and directly attributable spare parts; the overspend on tyres had been highlighted earlier in the year as an area of concern and Ubico had undertaken further analysis of the area to identify the main reasons behind the overspend. The Head of Finance and Asset Management felt this was disappointing but, unfortunately, it was the type of service that could attract large overspends. As a result of the quarter three position, Ubico had been working on an improvement programme within its operational and financial management to ensure timely communication of detailed information including an overhaul of the reporting documentation being issued, improved controls, with regard to purchase ordering, and financial training for supervisors and management – this should mean better information would be

provided to the Council in the future.

7.5 A discussion ensued regarding Ubico employment costs, including how proactive the HR service was in respect of sickness absence, and whether measures had been introduced to gauge any issues. In response, the Ubico representative explained that it had had two and three quarters full-time equivalent employees off on long-term sick leave which was very hard to mitigate against. In terms of short-term sickness, the organisation had a vigorous and robust process in place whereby it did not pay employees for the first three days of their sick leave and triggers were in place where issues were raised. The job was a demanding one and injuries tended to be muscular/skeletal which did not compare with office-based absences. Ubico was looking at reviewing its Occupational Health provider and concentrating more on well-being as well as more innovative ideas such as an internal physiotherapist to improve manual handling with a view to prevention as opposed to cure. In addition, currently the direct costs of each Ubico contract were siloed so if one contract had a high level of sickness it could be very costly. There had been discussions as to whether this could be shared across the organisation thereby reducing the cost volatility of sickness absence; this was felt to be something to think about to smooth out potential cost issues. In response to a query regarding manual handling training, the Ubico representative confirmed that this was undertaken regularly including staff having a full induction and then various training updates. A matrix was maintained for all staff, so the management team could easily see where there were gaps in training and where it needed to be refreshed. Some local testing of pooling of staff had been undertaken and this had been successful until some drivers had left. There was an action within the Ubico business plan this year to be more creative to try and avoid drivers looking to the private sector for work; possibly by Ubico establishing its own agency/brokerage service to fulfil its own demand and then potentially offering temporary staff to other organisations. Unfortunately, the national shortage of drivers made it very difficult for Ubico to offer the best rates of pay compared to the private sector and drivers preferred to be employed via an agency as that allowed them to take advantage of the market. Currently Ubico had 12 trainee drivers but it was frustrating that there was no way to tie them to the organisation once they were trained. In respect of staff absences, the Ubico representative confirmed that the organisation tended to assume nine days absence per staff member plus holidays so on any given day there could be five to ten agency staff in the service. There were 77 employees on the Tewkesbury contract so 308 sickness days had been budgeted for but 1,191 days had been lost – including 713 days of long-term sickness. The representative undertook to supply the report (with appropriate changes specific to Tewkesbury) which was provided to the Ubico Board to circulate for Members' information. Employee surveys were challenging with direct staff due to the nature of the workforce as the vast majority had no email addresses. There were 'drop in' sessions run periodically and the Managing Director joined a round every quarter so he could see what happened but otherwise it was difficult to gain feedback on different issues.

7.6 A Member questioned whether a similar overspend had been seen in other Districts and, in response, the Ubico representative stated that this was a complex question to answer. It was the case that previously budget-setting had not been effective enough, e.g. Cotswold District Council had never seen an increase in the provision for vehicles despite them getting older and requiring more maintenance, this was an explainable overspend but it demonstrated that the contract and partnership sums agreed at the start of each year needed to be adjusted to ensure they were representative of the costs of the service. Referring to transport costs, a Member noted that tyres were £61,000 of the overspend but that left £32,000 in other costs and she questioned what this was. In response, the Ubico representative explained that, since the new service had started, Stroud District Council had been hiring a vehicle from Tewkesbury – that vehicle had been sold to

Stroud last year - so Tewkesbury had had to hire a vehicle to cover that round at a cost of £8,500. A Member also questioned why West Oxfordshire District Council had such a lower cost in terms of transport, in response, the Ubico representative explained that none of those vehicles went onto landfill sites so consequently the vehicles did not sustain the same amount of damage; in addition, there was a 'tipping point' for changing tyres and West Oxfordshire was just about to reach that point whereas Tewksbury Borough was already there. In terms of personal protective equipment, a Member questioned what controls there were in respect of the inventory of equipment and what arrangements were in place for agency staff. In response, she was advised that agency staff were issued with the same equipment as employees; new guidance from the Health and Safety Executive meant that employees operating on roads with a speed limit of over 40mph had to be issued with hi-viz of a higher quality than others. In respect of gloves, this was a huge issue for staff and there were a number of different products that staff were testing.

7.7 It was felt important to remember that Ubico was run as if it was an in-house service so any changes were reflected directly on the Council; if Ubico was a private company it would have an extra margin on the contract value but that was not how a teckal arrangement worked. The Ubico representatives were confident that the organisation was delivering value for money but understood that there was a need to clearly and transparently demonstrate that to the Council so there was a position whereby Members could have confidence in Ubico.

7.8 Referring to Paragraph 3 of the report – Council reserves, the Head of Finance and Asset Management explained that an in-year surplus had been generated which had allowed the creation of new reserves and the topping up of existing reserves to meet future needs or specific projects. The reserves list also included substantial set asides in relation to housing, homeless and the delivery of the Joint Core Strategy all of which had been financed from government grants received during the year. Other government grants and new burdens funding which had been carried forward included transparency funding, clean high streets, parks and play areas, exit from the European Union and various new burdens funding in relation to welfare reform. The Council had committed to a substantial capital programme in the last few years and this was highlighted in the level of capital expenditure incurred in 2018/19 which had totalled £10.67million. The bulk of that expenditure had been on the purchase of further investment properties, the refurbishment of the Public Services Centre and disabled facilities grants. In summary, the Council had expended £10.67million on capital projects in 2018/19 utilising £1.15million of capital reserves, £0.90 million of capital grants, £0.20million of revenue contributions and £8.5million from borrowing. The summarised capital programme was attached to the report at Appendix C for Members' information. The Head of Finance and Asset Management explained that the detailed treasury report was attached to the Committee report at Appendix D and this had been drafted to comply with the CIPFA Code of Practice on Treasury Management in the Public Services.

7.9 Having considered the information provided, it was

**RESOLVED:**

1. that the general fund outturn for 2018/19, the financing of the capital programme and the annual treasury management report and performance be **NOTED**; and
2. that the transfers to and from earmarked reserves be **APPROVED**.

**EX.8 PRIVATE RENTED HOUSING SECTOR ACCOMMODATION FUND PILOT**

- 8.1 The report of the Head of Community Services, circulated at Pages No. 41-50, set out the details of a pilot project which sought to increase the number of properties which were available to families and individuals within the Borough who were seeking affordable rental accommodation. Members were asked to authorise Officers to enter into a pilot project along with the rest of the housing services in the County and West Oxfordshire District Council. The pilot scheme aimed to support more people into successful tenancies.
- 8.2 The Head of Community Services advised that there was a disparity between the number of families and individuals in the Borough who were seeking affordable rental accommodation and the number of properties available to them to rent; there were currently over 2,200 people on the waiting list but in 2017/18 there had only been 421 social housing lets within the Borough. Traditionally, private sector landlords were reluctant to let to individuals and families on lower incomes and the scheme which was being developed aimed at partially addressing that situation by encouraging and incentivising local private sector landlords to rent to those people. The scheme would not be suitable for all potential tenants or all landlords, for example, it was highly unlikely that tenants with a chaotic lifestyle would be suitable for the scheme. Officers from Community Services had led the regional funding bid which aimed to incentivise landlords, prevent homelessness and reduce the burden of costly temporary accommodation and it was likely that the Forest of Dean District Council would lead on the delivery of the project. Working on behalf of the partnership, the team had been successful in the bid for funding to pilot the project which totalled £363,000 and was shared between the Gloucestershire Districts and West Oxfordshire District Council who were all part of the Homeseeker Plus Partnership.
- 8.3 A Member questioned whether the Council had any control over the rents being charged as he noted that some private rents in his area were over £1,000 a month. In response, the Head of Community Services explained that there was no way for the Council to influence/control the rents charged by private landlords but Officers were using the local housing allowance as a base so they would consider landlords that were as close to that as possible. Landlords would get the rental payments from housing benefit; Universal Credit; directly from the clients; or from discretionary housing payments. A Member questioned what would happen at the end of the pilot scheme if someone was successfully renting a property that they would not otherwise be able to afford. The Head of Community Services advised that this had been the subject of much debate and discussion by the project team and it was felt there could be options available if this became an issue. All tenants would be made fully aware at the outset that the tenancy was for a 12-month period only – this meant it was a leap of a faith to a certain extent but it was felt that it could work really well for some. If the landlord found a tenant they liked they may also come up with an option to keep them which would be great for the success of the scheme going forward.

8.4 Accordingly, it was

- RESOLVED:**
1. That the award of £363,408 from the Private Rented Sector Fund to Homeseeker Plus Partnership for the development and implementation of a pilot scheme to increase access to private sector rented properties for people in need of affordable housing ('the pilot scheme') be **NOTED**.
  2. That the Council's involvement as a partner in the pilot scheme be **APPROVED** as set out in the report.
  3. That authority be delegated to the Head of Community Services, in consultation with the Head of Finance and Asset Management, to enter into the Partnership Agreement, Data Sharing Agreement and other related documentation associated with the pilot scheme on terms approved by the Borough Solicitor.

**EX.9 GOVERNMENT HOUSING INFRASTRUCTURE FUND (HIF) - FUNDING AWARD FOR BRIDGE OVER RAIL LINE AT ASHCHURCH**

- 9.1 The report of the Deputy Chief Executive, circulated at Pages No. 51-59, updated Members on the status of the Housing Infrastructure Fund (HIF) funding for the railway bridge project at Ashchurch and sought agreement to enter into appropriate agreements to deliver the project. The Committee was asked to note the progress to date; to accept the funding conditions of Homes England as appended to the report, and authorise the Deputy Chief Executive, in consultation with the S151 Officer and Borough Solicitor, to agree and enter into the Grant Delivery Agreement and associated documentation, subject to minor amendments, accordingly; to authorise the Deputy Chief Executive, in consultation with the S151 Officer and Borough Solicitor, to enter into appropriate agreements with contractors, including Gloucestershire County Council, to support the delivery of the project; and to authorise the Deputy Chief Executive, in consultation with the S151 Officer and Borough Solicitor, to negotiate and enter into agreements with third party landowners in order to progress the project.
- 9.2 Members were advised that a pot of funding had been made available as part of the government's drive to bring forward development schemes. The Council had applied for marginal liability funding to unlock sites that were not able to come forward due to marginal needs; in the case of Tewkesbury Borough Council money had been received for a bridge over the railway line in the Ashchurch area and the report set out the culmination of some of that work and asked Members to agree to enter into conditions with Homes England to bring that funding forward. The Deputy Chief Executive confirmed that, in order to progress the project, and due to its expertise in delivering projects of this scale and its knowledge of the statutory obligations regarding highways and bridges, the Council proposed to enter into an agreement with the County Council to support the delivery; this was considered to be an expedient approach given the fact that having the right expertise to deliver the project was critical to its success.

- 9.3 The conditions attached to the funding were listed within the Appendix to the report and the project would be split into two distinct phases; the first being delivery of the bridge and the second the delivery of development. One part needed to come first and it was considered far more desirable to put the infrastructure in place before the development although Officers would look to dovetail the phases wherever possible e.g. conversations had commenced with landowners in the area with a view to bringing forward residential development as close as possible to phase 1. The other key element, aside from the phasing, was the transport modelling to understand the implications of the bridge, road and infrastructure etc. There was currently some high-level indicative modelling available, but detailed work would be required to check that information and local Members would be involved with those discussions from the outset.
- 9.4 A Member noted that the heading of the map indicated it was the 'Tewkesbury Northern Relief' and he questioned in what way the bridge would provide relief to Tewkesbury. In response, the Member was advised that the map had been submitted as part of the short-term access strategy plan which was looking at relieving issues on the A46 and was therefore linked to that programme rather than having any relevance to the current bridge project. In addition, the Deputy Chief Executive explained that it was clearly an aspiration of the Council to improve the A46 and there were a number of pieces of work ongoing to improve it as a trading corridor. There was an element of further support for long term enhancements through projects like this. The detailed piece of work would look at all sorts of options and modelling. There were a number of potential re-routes for the A46 but none had yet been approved. A different route for the A46 through to the M5 would radically change the existing road through the potential garden town if it was something that happened in the future, and this may be welcomed by Officers dependent upon where the M5 junction was located.
- 9.5 A local Member expressed the view that the road from Aston Cross to Aston Fields Lane was currently used as a 'rat run' into Northway. As this was a problem already she feared the situation would only deteriorate for residents of Ashchurch and Northway in the future. In response, the Chief Executive explained that the bridge and the road were part of the release of phase 1 of the development area and would not support housing to the south of the A46. He suggested that there was a lot of detailed work to be undertaken before any solutions were known and it was very difficult to answer detailed questions at the start of such a complicated project – essentially the funding had been provided for the bridge with a view to it releasing an area above the Ministry of Defence (MoD) site for development; however, if the Council did not sign up to the conditions set out by Homes England the funding would not be provided to the Council and the detailed work to ascertain whether the project could be viable would not take place or would have to take place at the Council's own cost. A Member expressed concern that Councillors had not yet been advised of the responses to the consultation on the Ashchurch Concept Masterplan and she felt this information would be necessary before any firm decisions could be made. The Member also expressed concern about the number of houses long-term which were planned for the area as a consequence of the garden town bid. In response, the Chief Executive explained that 10,000 for the area had been included in the bid following consultation with the J9 Area Member Reference Panel which had discussed using the larger number to persuade the government to support the work and consider moving the A46 more favourably. All Members of the J9 Area Member Reference Group had been supportive of the numbers discussed and of the bid in general.

- 9.6 A Member expressed the view that he supported the report which would enable the Council to gain the money it needed to build a necessary bridge; he felt it offered an opportunity to alleviate the problems with the existing level crossing going straight into the heart of Northway. The local Member was of the view that the bridge, as previously identified to her, would only serve to make existing problems worse and increase issues elsewhere in the area rather than offering any mitigation. In response, a Member confirmed that the concept of the garden town was that a twenty-first century town would be built to meet twenty-first century needs with the infrastructure being provided before the development which he felt was extremely important. Another Member agreed with that view and felt it was impossible to second guess every outcome but there was a need to try and make planning easier rather than letting developers take control
- 9.7 It was suggested that an amendment be made to recommendation 2 which stated ‘...to agree and enter into the Grant Delivery Agreement and associated documentation *subject to minor amendments, accordingly*’. Accordingly, it was proposed, seconded and

**RESOLVED:**

1. That the progress to date be **NOTED**.
2. That the funding conditions of Homes England be **ACCEPTED**, as appended to the report, and the Deputy Chief Executive, in consultation with the S151 Officer and Borough Solicitor, be authorised to agree and enter into the Grant Delivery Agreement and associated documentation, subject to minor amendments, accordingly.
3. That the Deputy Chief Executive, in consultation with the S151 Officer and Borough Solicitor, be **AUTHORISED** to enter into appropriate agreements with contractors, including Gloucestershire County Council, to support the delivery of the project.
4. That the Deputy Chief Executive, in consultation with the S151 Officer and Borough Solicitor, be **AUTHORISED** to negotiate and enter into agreements with third party landowners in order to progress the project.

**EX.10 SEPARATE BUSINESS**

- 10.1 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.

**EX.11 HUMAN RESOURCE AND PAYROLL SERVICES**

*(Exempt – Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 – Information relating to the financial or business affairs of any particular person (including the authority holding that information))*

- 11.1 Members considered the options for the future delivery of the Council's Human Resources (HR) and Payroll Services and agreed that a business case be developed for establishing a shared HR and Payroll Service for further consideration and decision.

The meeting closed at 4:30 pm

**EXECUTIVE COMMITTEE FORWARD PLAN 2019/20**

**REGULAR ITEM:**

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

<b>Committee Date: 4 September 2019</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Financial Update – Quarter One 2019/20.	To consider the quarterly budget position.	Head of Finance and Asset Management.	No.
<b>ICT Strategy.</b>	<b>To approve the ICT Strategy.</b>	<b>Head of Corporate Services.</b>	<b>Yes – deferred to allow more time to properly formulate the Policy.</b>
<b>Review of Council Tax Reduction Scheme and Council Tax Discounts.</b>	<b>To consider for the purposes of consultation.</b>	<b>Head of Corporate Services.</b>	<b>Yes – deferred to allow for consultation with the Transform Working Group.</b>
Confidential Item: Irrecoverable Debts Write-Off Report (Quarterly).	To consider the write-off of irrecoverable debts.	Head of Corporate Services.	No.
(To be considered in private because of the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)).			
<b>Confidential Item: Future HR Provision.</b>	<b>To consider the Council’s future HR provision and make a recommendation to Council.</b>	Head of Corporate Services.	No.
(To be considered in private because of the likely disclosure of exempt information as defined in Paragraph 1 of Part 1 of Schedule 12A to the Local Government Act 1972 – Information relating to any individual.			

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Agenda Item 6

Committee Date: 16 October 2019

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Management Report – Quarter One 2019/20.	To receive and respond to the findings of the Overview and Scrutiny Committee’s review of the quarter one performance management information.	Head of Corporate Services.	No.
Review of Council Tax Reduction Scheme and Council Tax Discounts.	To consider following consultation.	Head of Corporate Services.	No.
<b>Homeseeker Plus Sub-Regional Choice-Based Lettings Allocation Policy.</b>	<b>To approve the Homeseeker Plus Sub-Regional Choice-Based Lettings Allocation Policy.</b>	<b>Head of Community Services.</b>	<b>No.</b>
<b>Community Infrastructure Levy (CIL) Governance and Policy.</b>	<b>To consider the Community Infrastructure Levy (CIL) Governance and Policy.</b>	<b>Head of Development Services.</b>	<b>Yes, deferred to allow further time to consider the options.</b>

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<b>Committee Date: 27 November 2019</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Financial Update – Quarter Two 2019/20.	To consider the quarterly budget position.	Head of Finance and Asset Management.	No.
Confidential Item: Irrecoverable Debts Write-Off Report (Quarterly).	To consider the write-off of irrecoverable debts.	Head of Corporate Services.	No.
(To be considered in private because of the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)).			

**Committee Date: 8 January 2020**

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Performance Management Report – Quarter Two 2019/20.	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter two performance management information.	Head of Corporate Services.	No.
Medium Term Financial Strategy (Annual).	To recommend to Council the adoption of the five-year MTFs which describes the financial environment the Council is operating in and the pressures it will face in delivering its services and a balanced budget over the period.	Head of Finance and Asset Management.	No.
Housing Strategy Monitoring Report (Year 4) (Annual).	To approve the Housing Strategy Monitoring Report for Year Four.	Housing Services Manager.	No.
Treasury and Capital Management (Annual)	To approve and recommend approval to Council, a range of statutorily required policies and strategies relating to treasury and capital management.	Head of Finance and Asset Management.	No.

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<b>Committee Date: 5 February 2020</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Budget 2020/21 (Annual).	To recommend a budget for 2020/21 to the Council.	Head of Finance and Asset Management.	No.
Financial Update - Quarter Three 2019/20.	To consider the quarterly budget position.	Head of Finance and Asset Management.	No.
Confidential Item: Irrecoverable Debts Write-Off Report (Quarterly).	To consider the write-off of irrecoverable debts.	Head of Corporate Services.	No.
(To be considered in private because of the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)).			

<b>Committee Date: 4 March 2020</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>

**Committee Date: 8 April 2020**

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
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.

**PENDING ITEMS**

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>
Shopfronts Supplementary Planning Document (SPD).	To agree the document for the purposes of consultation.

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Executive Committee
<b>Date of Meeting:</b>	17 July 2019
<b>Subject:</b>	Performance Management – Quarter 4 2018/19
<b>Report of:</b>	Chair of Overview and Scrutiny Committee
<b>Corporate Lead:</b>	Chief Executive
<b>Lead Members:</b>	Lead Member for Commercial Transformation
<b>Number of Appendices:</b>	Seven

**Executive Summary:**

New Council Plan priorities (2016-20) were approved by Council on 25 April 2018. Supporting the priorities is a set of objectives and actions. Progress in delivering the objectives and actions are reported through a Council Plan Performance Tracker. The tracker is a combined document which also includes a key set of performance indicators. The report also includes the Revenue Budget Summary Statement, the Capital Monitoring Statement and the Reserves Position Summary.

At Overview and Scrutiny Committee on 18 June 2019, consideration was given to the 2018/19 final quarter of performance management information. The observations made by the Committee can be found in Appendix 1. The performance management documents presented at Overview and Scrutiny Committee can be found in Appendices 2-7.

**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 examine the work of the Executive Committee and hold it to account in order to help the Council achieve its priorities.

**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** New Council Plan priorities (2016-20) were approved by Council on 25 April 2018. Supporting the priorities is a set of objectives and actions. Progress in delivering the objectives and actions are reported through a Council Plan Performance Tracker. The tracker is a combined document which also includes a key set of performance indicators. Also reported is financial performance, and this is reported through the Revenue Budget Summary Statement, the Capital Monitoring Statement, and the Reserves Position Summary.
- 1.2** At Overview and Scrutiny Committee on 18 June 2019, consideration was given to the final quarter of 2018/19 performance management information. The observations made by the Committee can be found in Appendix 1. The performance management documents presented at Overview and Scrutiny Committee can be found in Appendices 2-7.

**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** The majority of actions are progressing well and key activities to bring to Members' attention since the last performance report include:

- Garden Waste renewals continue to perform strongly with over 17,000 stickers sold generating £820,000 of income.
- Implementation of a trade waste marketing campaign.
- The Tewkesbury Supplementary Planning Document (SPD) was approved for adoption at Council in April.
- Spring Gardens project is progressing in accordance with key milestones with a report to Executive Committee in July.
- Input from Overview and Scrutiny Committee in the development and approval of a new Workforce Development Strategy.
- 'Place' approach seminar was held for Members in the final quarter of the year and the approach is now being tailored to what works most effectively in each of the three areas.
- The Council's car pool project has had a very strong start, with 4940 miles being travelled over 183 trips since it was launched in March. Phase two of the project is to look at the installation of electric charging points.
- Successful partnership working has led to 'Uncover the Cotswolds' being launched in April. This is a Discover England fund project to discover and promote new experiences to the travel trade.
- The Down Hatherley, Norton and Twigworth Neighbourhood Development Plan (NDPs) was 'made' at Council on 28 May. We now have a total of six 'made NDPs across the borough.
- A total of 277 affordable homes have been delivered in 2018-19, surpassing the target of 200.
- The Council successfully won its bid for Garden Town status for Tewkesbury Ashchurch area. A number of meetings have been held with Homes England to ascertain the best way to deliver the project.

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
Conduct a retail study in partnership with Cheltenham Borough Council and Gloucester City Council.	☹️ Target date has been amended to July 2019. The consultants, GVA, are due to report back on the draft study by the end of June 2019.
Develop a programme with partners to progress Healings Mill and other key development opportunity sites to support the regeneration of Tewkesbury.	☹️ Target date has been amended to reflect the request of a report to update O&S Committee in September 2019.
Review the tourism resources to maximise the tourist provisions in the borough.	☹️ New target date of October 2019, to consider partnering options for the Old Hat Shop.
Develop a programme to work with landlords to ensure residents have a supply of rented properties to meet their needs.	☹️ Target date amended from March 2019 to June 2019. To allow time for a report to be taken to Executive Committee on 12 June.
Implement the One Legal business review and associated case management system replacement.	☹️ To allow time for the Public Sector Network (PSN) security compliance to be completed and approved (anticipated October 2019). Following this, work can commence on implementing a case management system. Target date has been amended to April 2020.
Explore options to provide online public access to interactive planning policy information maps.	☹️ The interactive maps will be piloted on the website once the Tewkesbury Borough Plan policies have been adopted – so the date has been changed to March 2020 to reflect this.
Introduce the option for paperless billing for Council tax and business rates.	😊 The implementation stage is underway and due to go live with Council tax by the end of June.
Explore options and deliver a corporate-wide customer relationship management (CRM) system.	😊 A new target date of September 2019 reflects the amount of further work required to establish which system is most appropriate.

### 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 March 2019.

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

😊 (target achieved)	😐 (on par with target)	😞 (target not achieved)
9	2	6

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

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

3.3 Key indicators of interest include:

- KPI 7- a total of 751 visitors entered the Growth Hub within the first two quarters of the hub opening.
  - KPI 12- a strong quarter four for the percentage of major applications determined within 13 weeks – at 100%. Overall for 2018/19 we determined 93.3% of major applications within the timeframe, which is above the council’s 85% target and outturn for 2017/18.
  - KPI 14- the percentage of ‘other’ planning applications determined within eight weeks was 86.17% overall for the year. This is down from both last year’s outturn of 91.32% and the 2018/19 target of 90%.
  - KPI 17- during 2018/19 CAB clients have benefited from £374,207 in financial gains, which is nearly £100,000 more than last year.
  - KPI 19- we supported 193 community groups with funding advice and this resulted in supporting groups raise £318,984 in external grants.
  - KPI 27- Average number of sick days per full-time equivalent is higher than the target of seven days due to long term sickness at the beginning of the year.
  - KPI 28- 52.6% of waste was recycled or composted during 2018/19, which is above our target but lower than last year’s outturn of 54.55%.
  - KPI 31- We received 166 freedom of information requests within Q4. A total of 599 were received in 2018/19 - an increase of 224 requests from the previous year.
- KPI 32- We received 34 formal complaints during Q4. A total of 192 were received during 2018/19 – an increase of 35 from the previous year.

#### 4.0 FINANCIAL SUMMARY - REVENUE POSITION

4.1 In February 2019, the quarter three outturn position was reported to Executive Committee. The report confirmed a surplus of £664,478 for this period.

4.2 The final general fund revenue outturn position for the full year can now be reported as a £2.68m surplus. This is a significant increase against the quarter three position and can be primarily attributed to strong performance in treasury and commercial activities, additional business rates retention, including the impact of the successful 100% retention pilot and substantial external grant funding being received. The following paragraphs highlight this position.

4.3 The table below summarises the service performance which has generated the reported surplus. In addition, the table highlights the non-service related activity and other aspects of the overall budget to provide a whole view of the Council's general fund. The table concludes with the budgeted transfer to reserves of £777,720 and the actual transfer totalling £3,463,217.

#### 4.4 General Fund outturn summary

	<b>Full Year Budget</b>	<b>Outturn Position</b>	<b>Savings / (deficit)</b>
	£	£	£
Employees	9,319,411	9,159,512	159,899
Premises	610,297	533,937	76,360
Transport	165,777	135,772	30,005
Supplies & services	1,913,446	2,003,907	-90,461
Payments to third parties	5,438,570	5,982,432	-543,862
Transfer payments	4,382	-54,625	59,007
Income	-6,889,995	-8,370,713	1,480,718
<b>Service Total</b>	<b>10,561,888</b>	<b>9,390,223</b>	<b>1,171,665</b>
Treasury activity	117,260	46,502	70,758
Commercial activity	-1,928,859	-2,210,041	281,182
Corporate savings targets	-17,500	0	-17,500
New Homes Bonus	-3,179,723	-3,179,723	0
Business rates income	-2,694,620	-3,874,011	1,179,391
Other adjustments	-3,636,166	-3,636,167	1
<b>Council total / transfer to reserves</b>	<b>-777,720</b>	<b>-3,463,217</b>	<b>2,685,497</b>

4.5 The outturn position for direct service expenditure shows a positive variance of £1,171,665 and is mainly attributable to the major items outlined below:

- The employee's full year budget is underspent largely as a result of staff turnover and vacancies in most service groupings.
- Premises is underspent as a result of savings on utilities and the release of new homes bonus monies to support the asset maintenance programme in future years.
- Savings on transport have been generated across all service areas and result from reduced car allowance scheme costs plus reduced business mileage.

- Payments to third parties is showing a significant overspend and is as a result of the overspend on the Ubico contract (see information in paragraphs below) as well as payments for work undertaken in areas such as the Community Infrastructure Levy (CIL) and Joint Core Strategy (JCS) where partner finance or reserves exist to cover the cost.
- Council income is showing additional income levels of £1.48m over the budgeted provision. The majority of fees and charges budgets, with the exception of planning fees, have been delivered on budget during the year with a few areas, such as garden waste, being beyond expected levels. The large variance is therefore as a result of substantial external grant income being received during the year. The Council has received a number of new burdens grants from the government but has also attracted significant service specific grants particularly in relation to the delivery of the requirements for the JCS. In addition, the Council has attracted significant funding to support its housing and homeless activities.

**4.6** A full explanation of all variances exceeding £40,000 at a group subjective level is contained at Appendix 3. The Appendix also contains an explanation of the variance on the corporate codes with a more detailed explanation within Paragraphs 4.11 to 4.16.

**4.7** As highlighted previously and within Paragraph 4.5, the Ubico contract sum has been overspent in 2018/19 by £268,866. This is an increase of £37,979 on the reported position at quarter three of a deficit of £230,887. A full breakdown of expenditure by service on the contract sum, including a variance analysis by subjective heading, is contained at Appendix 6. In summary, the overspend can be analysed as follows:

Employment Costs	£108,980
Transport Costs	£93,765
Supplies & Services	£23,054
Statutory & Regulatory	-£3,951
Indirect Expenditure	£47,062
Income	-£46
<b>Total variance</b>	<b>£268,866</b>

**4.8** In terms of explanation of the overspend, the majority of the additional expenditure on employee costs can be attributed to the use of agency to cover an increased amount of sickness within the workforce. Additional costs were also incurred at the beginning of the year to meet the grounds maintenance requirements. In relation to the supplies and services overspend, this is mainly due to additional Personal Protective Equipment being purchased during the year. Indirect expenditure represents recharges from the fleet operation, the cost of senior management and general company costs. The overspend being reported under this heading includes further allocations from the workshops to cover small parts and general supplies, additional overtime incurred and the cost of a management restructure.

**4.9** Transport costs report an outturn overspend of £93,765, the majority of which is from an overspend on tyres of circa £61,000. Other contributing factors include the additional hire of vehicles, vehicle cleaning and directly attributable spare parts. The overspend on tyres was highlighted earlier in the year as an area of concern and Ubico has undertaken further analysis of the area to identify the main reasons behind the overspend. A briefing note has been produced and this is attached to the report at Appendix 7.

**4.10** Whilst this type of service can attract large overspends given the nature of the service provided, it was disappointing that quarter three position came as a surprise to the Council and was not supported by a detailed analysis and justification. As a result, Ubico has been working on an improvement programme within its operational and financial management to ensure timely communication of detailed information. This includes an overhaul of the reporting pack being issued, improved controls with regard to purchase ordering and financial training for supervisors and management. These improvements should ensure that future financial reporting does not contain any 'nasty surprises.'

- 4.11** Treasury performance has again been strong in 2018/19 with both investment and borrowing decisions contributing towards an overall surplus of £70,758. Of the surplus, circa £137,000 has been generated from investments. Whilst an increase in the portfolio balance and a slight increase in market rates has benefited the portfolio, the main reason for the surplus is the investment in the CCLA pooled property fund in May 2017 which is currently generating income returns of around 4.5%. Balances in this fund were increased to £4m within the year. An overspend on borrowing of £67,000 has occurred during the year as a result of the acquisition of two new commercial properties at a cost of £8.5m. This was more than budgeted for but the income from the properties has more than covered the borrowing overspend.
- 4.12** As highlighted above, the Council acquired a further two commercial investment properties in the year which has resulted in increased rental generation against budget of £281,000. The two properties, one an office building and one a retail outlet, have a combined yield in excess of the targeted yield and were purchased sooner than envisaged. The two new properties, combined with the existing units, will make a significant contribution to the Council's core budget in the coming years.
- 4.13** For the second year running, the Council is able to report a positive position on the retained business rates scheme. The Council has seen little impact on its position as a result of successful appeals in year partly as a result of a number of unsuccessful appeals but also because of the provisions it has made against successful appeals. Against this backdrop, additional income has been generated as a result of underlying growth and the Council has received substantial grants from central government to cover the cost of changes they have made to the scheme in recent years.
- 4.14** In addition to the base position with respect to retained business rates, Tewkesbury was a member of the 100% business rate retention pilot in Gloucestershire for 2018/19. This has allowed all authorities in Gloucestershire to retain additional rates this year. The outturn figures for the pilot highlight a net gain for Gloucestershire of £14.272m with the overall gain between the pilot and the base non-pooled 50% scheme being £17.347 million. Of this gain:
- £3.47m was allocated to the Strategic Economic Development Fund held by Gloucestershire Economic Growth Joint Committee.
  - £7.63m was allocated to Gloucestershire County Council.
  - £6.25m was allocated to be shared by the six districts in line with growth in individual areas.
  - Tewkesbury's additional windfall from the pilot was £882,000.
- 4.15** The final row in the table picks up all of the remaining items within the base budget to reconcile back to the budgeted transfer to reserves. This row mainly contains the precepts on the tax payer for both the Borough Council and Parish Councils but also contains other items such as the minimum revenue provision.
- 4.16** Overall, the Council is able to transfer to reserves a gross total of £3.46m.

## **5.0 CAPITAL BUDGET POSITION**

- 5.1** The Council has committed to a substantial capital programme in the last few years and this is highlighted in the level of capital expenditure incurred in 2018/19, totalling £10.67m. The bulk of the expenditure has been on the purchase of further investment properties (£8.5m), the refurbishment of the Public Service Centre (£1.1m) and disabled facilities grants (£0.5).

- 5.2** The capital programme saw over the purchase of two investment property in 2017 totalling £8.5m. This was less than the budgeted amount of £15.1m, hence a reported slippage on the land and buildings programme, but the balance of £6.6m has been carried forward to support the purchase of an industrial unit once sourced and secured in 2019.
- 5.3** An underspend of £182,236 (85%) is reported against the remaining capital balances from the community grants programme. The variance is outside of the Council's control as the draw down of awarded capital grants is subject to applicants progressing the agreed scheme. A report to Executive Committee on project progress is due to be presented in November 2019.
- 5.4** The summarised capital programme is shown at Appendix 3 to the report together with the sources of finance used. In summary, the Council expended £10.67m on capital projects in 2018/19 utilising £1.05m of capital reserves, £0.90m of capital grants, £0.20m of revenue contributions and £8.5m from borrowing. Following the allocation of capital receipts, primarily from right-to-buy receipts but also including some small asset sales such as the Staverton former garage site, the balance on capital reserves, both receipts and grants, has reduced to £1.2m as at 31 March 2019 with commitments totalling £9.29m over the next three years. The commercial property investment programme and the regeneration of Tewkesbury Town will require the council to borrow monies from external sources with the cost of borrowing being financed from new income streams associated with the capital investments. Capital grants are expected to continue to cover the annual cost of the Disabled Facility Grant programme.

## **6.0 RESERVES POSITION**

- 6.1** A breakdown of the reserves of the Council as at the 31 March 2019 is shown at Appendix 5 to the report. Also included is a breakdown of the previous year's reserves, under the same strategic headings, so as to inform Members about the movement on those reserves in the last two years.
- 6.2** Total revenue reserves of the Council stand at £14.69m as at the end of March 2019 and include earmarked reserves, planning obligations and the general fund working balance. The increase in overall revenue reserves totals £4.08m and is as a result of a number of factors:
- In year surplus within the general fund including external grant funding as highlighted in section two.
  - The net position on developer contributions, expenditure against contributions already received and expenditure on existing reserves of £615,042.
  - The budgeted transfer to reserves of £777,720 in respect of the vehicle fleet and the commercial property portfolio.
- 6.3** The significant surplus on the general fund revenue account has allowed the creation of new reserves and the topping up of existing reserves to meet future needs or specific projects. The proposals contained in Appendix 5 to the report include the following:
- Confirmation of the approved new £500,000 borough growth reserve.
  - An additional £250,000 allocated to the working balance of the Council.
  - An additional £133,000 allocated to the MTFS reserve.
  - In addition to the planned contribution of £400,000 to the vehicle replacement programme, a further sum of £200,000 is set aside.

- An additional sum of £200,000 for the business transformation programme of the Council.
- The planned contribution of £175,000 to the commercial property portfolio reserve.

**6.4** The reserves list also includes substantial set asides in relation to housing, homeless and the delivery of the JCS all of which have been financed from government grants received during the year. Other government grants received and new burdens funding which have now been carried forward include transparency funding, clean high streets, parks and play areas, exit from the European Union and various new burdens funding in relation to welfare reform.

**6.5** Where significant movements have occurred during the year, a note in Appendix 5 has been included, to explain the reason for the movement. Members are asked to approve the balances on the reserves for the new financial year.

## **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.

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**Background Papers:** None

**Contact Officer:** Head of Corporate Services (Appendix 1-2) Tel: 01684 272002  
Email: [graeme.simpson@tewkesbury.gov.uk](mailto:graeme.simpson@tewkesbury.gov.uk)  
Head of Finance and Asset Management (Appendix 3-7)  
Tel: 01684 272005 Email: [simon.dix@tewkesbury.gov.uk](mailto:simon.dix@tewkesbury.gov.uk)

**Appendices:**

- 1 – Overview and Scrutiny Committee Review.
- 2 – Council Plan Performance Tracker Qtr 4 2018/19.
- 3 - Revenue Budget.
- 4 - Capital Budget.
- 5 – Reserves.
- 6 – Ubico Outturn.
- 7- Tyre Wear Briefing.

**Questions raised by Overview and Scrutiny Committee at meeting held on  
18 June 2019**

Questions raised by Overview and Scrutiny	Response from officers
<b>Performance Tracker - Priority: Finance and Resources</b>	
<p>P70 – Objective 3 – Action b) <i>Undertake a review of the discretionary trade waste service to ensure it is operating on a viable commercial level</i></p> <p>A Member noted that the commentary for this action stated that this included an action plan for increased marketing of the service and he questioned if this was necessary at this stage given that the service was under review.</p>	<p>The Head of Community Services explained that the Council had a legal duty to deal with trade waste. The service was currently not far from a break-even point and the review had demonstrated that the customer base could be increased quite easily; as such, it was important that the service was in as strong a position as possible should Members resolve to retain it in-house.</p>
<b>Performance Tracker – Priority: Promoting and Supporting Economic Growth</b>	
<p>P72 – Objective 1 – Action c) <i>Conduct a retail study in partnership with Cheltenham Borough Council and Gloucester City Council</i></p> <p>A Member noted that a dedicated consultant had been employed to undertake the study but raised concern that Tewkesbury Borough was very different to Cheltenham Borough and Gloucester City. She also questioned whether the consultant would be able to deliver the study on time.</p>	<p>The Head of Development Services explained that it was important to keep a relatively similar methodology as it would inform the Joint Core Strategy policy. She agreed that Tewkesbury Borough was a very different area, with a different customer base, and she provided assurance that the methodology was sophisticated enough to recognise this. She did not believe there would be an issue with the timeframe, certainly in relation to formation of the policy, which was the purpose of the work.</p>
<p>P75 – Objective 4 – Action b) <i>Develop a programme with partners to progress Healings Mill and other key development opportunity sites to support the regeneration of Tewkesbury.</i></p> <p>A Member questioned who owned Healings Mill.</p>	<p>The Head of Development Services confirmed that Healings Mill was owned privately by a subsidiary company of the St Francis Group.</p>

<p>P77 – Objective 5 – Action c) <i>Review the tourism resources to maximise the tourist provisions in the borough.</i></p> <p>A Member noted that this had been given a revised target date of October 2019 and he questioned whether resources had been reviewed in order to achieve the new date.</p>	<p>The Head of Development Services advised that there were many issues which were changing the fact of tourism locally and nationally, and consideration was being given to what other authorities were doing in terms of digitalisation, for example, interactive screens similar to those used in shopping centres at tourist locations and other hotspots across the borough. She hoped to be in a position to update Members on the Old Hat Shop shortly and indicated that discussions were taking place with Winchcombe Town Trust regarding the Tourist Information Centre following its successful bid for LEADER funding to develop a new heritage centre. Whilst the October target date was achievable in terms of being able to present the Council’s position, it was reliant on external factors in terms of how far things had progressed.</p>
<p><b>Key Performance Indicators for Priority: Promoting and Supporting Economic Growth</b></p>	
<p>P77 – KPI 1 – Employment rates 16-64 year olds.</p>	<p>A Member congratulated staff on the outturn of 84.7% which was significantly higher than both the 2017/18 outturn of 74.3% and the national rate of 75% and a fantastic achievement.</p>
<p>P78 - KPI 5 - <i>Number of visits to Tewkesbury Tourist Information Centre (TIC)</i> and KPI 6 - <i>Number of visits to Winchcombe Tourist Information Centre (TIC).</i></p> <p>A Member noted that the figures were slightly down and he sought a view on the future of the TICs, particularly given the increasing reliance on electronic methods of communication.</p>	<p>The Head of Development Services advised that one of the key pieces of work for the forthcoming year was around a strategic approach to tourism and keeping up with the latest technology and customer demand. She pointed out that the TICs were not just about information but also acted as a welcome point in each town.</p>

<b>Performance Tracker – Priority: Growing and Supporting Communities</b>	
<p>P80 – Objective 1 – Action d) <i>Develop housing growth plans associated with the Junction 9 masterplan.</i></p> <p>A Member questioned whether improvements to Junction 9 and the surrounding area would open it up to speculative development and whether that was a legitimate concern.</p>	<p>The Head of Development Services explained that speculative development was always a concern, and this was why the preparation of the Tewkesbury Borough Plan and the review of the Joint Core Strategy were so important. Although planning applications may come forward, they would need to be considered on their own planning merits and meet with the relevant transport assessments etc. In response to a query as to whether Members could be updated on any speculative planning applications coming forward on a weekly or monthly basis, the Head of Development Services explained that all Members could sign-up to receive notifications about planning applications in their Ward - or across the borough as a whole should they wish - and she would be happy to go through this with the Member outside of the meeting.</p>
<p>P82 – Objective 3 – Action a) <i>Monitor annually the delivery of homes within the borough.</i></p> <p>A Member questioned whether this figure had been rolled-over from 2017/18 given that there was often a time lag between planning permission being granted and homes being built.</p>	<p>Confirmation was provided that the total of 945 new homes represented homes that had been delivered in the borough between 1 April 2018 and 31 March 2019.</p>
<p>P82 – Objective 3 – Action c) <i>Produce a business case for improvements to the A40 at Longford, including improvements to Longford roundabout.</i></p> <p>A Member questioned how the local authority was able to deliver the link.</p>	<p>The Head of Development Services indicated that some Members would be aware that the Council had submitted a funding bid for this infrastructure at the same time as the bid for the bridge at Ashchurch - but it had been unsuccessful. The Council was not able to deliver the A40 link itself due to the cost, therefore it was looking for other funding opportunities and it had been discussed in the conversations around the improvements to Junction 10 but nothing concrete had been agreed. At this stage, she could only reassure Members that Officers were looking into it and would take any opportunities that came forward.</p>

<p>P83 – Objective 4 – Action b) <i>Achieve the Council’s affordable homes target by working with local housing providers.</i></p> <p>A Member congratulated Officers on delivering 277 new affordable homes and questioned whether the target – currently set at 200 – should be increased.</p>	<p>The Head of Community Services confirmed that the target would be reviewed. In response to a query as to where the target had come from, he indicated that he believed it was a stretch target, although it had been set before he had joined the authority. The new target would be informed by the housing needs assessments and it was noted that the rural assessments were being carried out currently; the Council’s Housing Strategy was due to end in 2020 so now was the right time to do this work and set a new target. In response to a query as to whether the strategy review could be brought forward to align with the Joint Core Strategy and Tewkesbury Borough Plan, the Head of Community Services indicated that it had been set as a five-year strategy but it was something he would look at.</p>
<p>P84 – Objective 4 – Action c) <i>Work in partnership to deliver the Council’s Housing and Homeless Strategy.</i></p> <p>A Member asked for up-to-date figures on rough sleepers and questioned how many had migrated from Cheltenham or Gloucester; he also queried whether any mental health checks were carried out.</p>	<p>The Head of Community Services advised that a rough sleeper count was carried out annually on a national basis. Tewkesbury Borough had extremely low numbers of rough sleepers with only one recorded in the previous year. He provided assurance that Officers provided all of the support they could and worked very closely with partners to give financial and medical advice; however, the Council tended to focus more on prevention of homelessness and people at risk. Unfortunately, there was no information available as to whether rough sleepers were transient, and he pointed out that it was not unusual to find that some rough sleepers actually did have a place to stay.</p> <p>In response to a query as to whether the Council was represented on the board at Bromford Housing Association, as it had been previously on the Severn Vale Housing Society Board following the transfer of housing stock, the Chief Executive advised that the whole system had effectively changed and was now regulated by Homes England, as such, there was no automated place on boards following stock transfer so the Council was not represented and was not permitted to have any representation.</p>

<b>Key Performance Indicators for Priority: Growing and Supporting Communities</b>	
<p>P87 – KPI 12– <i>Percentage of ‘major’ applications determined within 13 weeks or alternative period agreed with the applicant</i> – and KPI 14 – <i>Percentage of ‘other’ applications determined within eight weeks or alternative period agreed with the applicant.</i></p> <p>A Member noted that, whilst performance in relation to KPI 12 had improved, performance in respect of KPI 14 had deteriorated and he questioned whether improving one had a negative correlation with the other.</p>	<p>The Head of Development Services provided assurance that this was not the case. She clarified that ‘major’ applications were for 10 dwellings or more, ‘minor’ applications were for nine dwellings or fewer and ‘other’ applications covered householder applications, certificate of lawfulness applications, conditional discharge applications etc. Major applications were clearly a focus for the Planning department and required significant Officer resources; notwithstanding this, other applications were wide-ranging and could also generate a lot of work. She explained that the team was currently trialling a new process for certificate of lawfulness applications as some other authorities were able to turn around those applications within 14 days as they did not require as much consultation as other applications types. With this in mind, she hoped to see an improvement in respect of ‘other’ applications by the end of the first quarter of 2019/20.</p>
<b>Performance Tracker – Priority: Customer-focused services</b>	
<p>P92 – Objective 3 – Action b) <i>Introduce the option for paperless billing for council tax and business rates.</i></p> <p>A Member questioned whether there was a resource issue within IT services which needed to be addressed in order for the project to be delivered.</p>	<p>The Head of Corporate Services advised that an IT Strategy was currently being developed and there was money available to improve the infrastructure. Notwithstanding this, he clarified that the issues with the paperless billing project were not IT-related.</p>
<b>Key Performance Indicators for Priority: Customer Focused Services</b>	
<p>P95 – KPI 19 – <i>Community groups assisted with funding advice.</i></p> <p>A Member felt that this was fantastic work and asked whether it was possible to have a list of the groups which had been supported and their objectives and outcomes.</p>	<p>The Head of Development Services undertook to provide a list to Members and confirmed that £2M of community grants had been received over the last two years.</p>

<p>P98 – KPI 28 – <i>Percentage of waste recycled or composted.</i></p> <p>A Member questioned why the outturn had reduced.</p>	<p>The Head of Community Services indicated that Page No. 61 of the report incorrectly stated that 52.6% of waste had been recycled and composted during 2018/19 when in fact that was the quarter four outturn; the full year outturn 54.72% which was on a par with 2017/18 (54.55%) and above the 52% target.</p> <p>A Member questioned how Tewkesbury Borough Council compared to other local authorities and what the target was for the current year. In response, the Head of Community Services advised that it was in the top quartile and he undertook to provide the 2019/20 target following the meeting. The Member also asked if the target was increased year on year and was advised that it was a countywide target set with the Gloucestershire Joint Waste Committee and it was generally increased.</p> <p>A Member understood that Stroud District Council had an exceptionally high success rate in terms of percentage of waste recycled or composted and he questioned what that authority did differently. The Head of Community Services expressed the view that this was likely to be down to social demographics and the willingness of residents to recycle, particularly in respect of food waste. A Member queried whether the Council had any educational policies in respect of waste, and encouraging people to recycle more, and whether there were any plans to increase the number of items that could be recycled. Members were informed that various campaigns – both national and countywide – were run throughout the year and the Committee would receive details of those campaigns in the report from the Gloucestershire Joint Waste Team. In terms of recycling more, the Head of Community Services explained that the waste hierarchy set out that re-using products and reducing waste should be encouraged alongside recycling which could be difficult to expand as there was a limited market for certain products, for example, there was no local market for hard plastics, so those products ended up in landfill. Notwithstanding this, consideration was always being given to what else could be done; Officers were currently looking at the potential for recycling small electrical items.</p>
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A Member noted that performance had been hindered by the increased level of contamination and he sought clarification as to what this meant and what was being done to address it. The Head of Community Services explained that contamination was often non-recyclables being put into recycling bins which could result in waste being rejected when it was tested at the Materials Recovery Facility in Avonmouth. There had been a particular issue in the last quarter of 2018/19 and Officers were trying to identify exactly what that was in order to work with residents to ensure it did not continue. Notwithstanding this, the outturn for the year was positive following a strong performance on the first three quarters of the year and he pointed out that the direction of travel for this indicator should be up, rather than down as set out in the report.

A Member indicated that recycling had reduced from 56.53% in quarter one to 52.6% in quarter four and, should it continue at that rate it would be below the 52% target within the next two quarters; on that basis, he questioned whether any actions for improvement were needed. In response, the Head of Community Services advised that discussions were taking place with other authorities in the County about the best measurements for recyclate as a 'pure' recycling target was not necessarily an accurate reflection of what was happening.

## Appendix 2 - Council Plan Performance Tracker and Key Performance Indicators 2018-19 Progress

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

PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Objective 1. Seek to be financially independent of the government's core grants.</b>				
a) Deliver the council's transformation programme to deliver a balanced budget.	Target date: March 2019	Corporate Leadership Team (CLT)  Lead Member for Organisational Development	✓	Since the implementation of the Transformation Programme in 2014, significant projects have been successfully delivered. For example; new leisure centre, new website, commercial property investments, public services centre refurbishment. The current programme includes a number of projects which all have different delivery dates. The March 2019 target date is an annual date and will reflect the success of the programme in that financial year. With regards to current performance, the Public Service Centre refurbishment (incl Growth Hub), garden waste project (generating in excess of £800k), implementation of a car pool pilot, completion of Community Services restructure, introduction of workforce development strategy. Current projects include the proof of concept for a customer relationship management system and spring gardens re-development.

**PRIORITY: FINANCE AND RESOURCES**

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Objective 1. Seek to be financially independent of the government's core grants.</b>				
b) Maximise retention around business rates.	Target date: March 2019	Head of Finance & Asset Management Lead Member for Finance and Asset Management	✓	Figures for the Q4 outturn position of the Gloucestershire pilot suggest that both Tewkesbury individually and the Gloucestershire pilot overall are performing slightly in excess of expectations. Figures at this point suggest a windfall to Tewkesbury of circa £880,000 of which £500,000 has already been allocated toward the Borough Growth reserve.
36 c) Work to reduce the council's deficits, outlined in the Medium Term Financial Strategy (MTFS).	Target date: <del>December 2018</del> January 2019 (reported to O&S 27 November 2018)	Head of Finance and Asset Management Lead Member for Finance and Asset Management	✓	Completed – MTFS approved in January 2019 with the budget for 19/20 being approved in Feb 2019
<b>Objective 2. Maintain a low council tax.</b>				
a) Produce a Medium Term Financial Strategy which ensures that council tax remains in the lowest quartile nationally.	Target date: <del>December 2018</del> January 2019 (report to O&S 27 November 2018)	Head of Finance & Asset Management Lead Member for Finance and Asset Management	✓	MTFS, approved at Council in January, includes an annual council tax increase. Tewkesbury remains in the lower quartile for 2019/20 at £114.36 per annum for a band D household. The proposed increase for 2019/20 will keep Tewkesbury Borough within the lowest seven authorities nationally.

**PRIORITY: FINANCE AND RESOURCES**

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Objective 3. Investigate and take appropriate commercial opportunities.</b>				
a) Deliver the aims and objectives of the commercial property investment strategy.	Target date: March 2019	Corporate Leadership Team (CLT) Lead Member for Finance and Asset management	✓	The purchase of a £3.8m office property was completed in August and a further £4.6m retail property was completed in October. These two purchases take the total commercial portfolio to £39.5m producing an annual gross income of £2.4m. A further £6.7m is available within the capital programme to support the portfolio. No suitable purchases within the industrial sector have been identified as yet.
37 b) Undertake a review of the discretionary trade waste service to ensure it is operating on a viable commercial level.	Target date: <del>April 2017</del> <del>July 2017</del> <del>August 2017</del> <del>April 2018</del> <del>April 2019</del> December 2019 (date reported to O&S 12 February 2018)	Head of Community Services  Lead Member for Clean and Green Environment	☺	A report was taken to O&S committee on 12 February. This includes an action plan for increased marketing of the service, which will be undertaken during the course of the calendar year. It was agreed to bring back a report at the end of the calendar year to decide on the future of trade waste.
c) Explore opportunities to increase commercial activity in all services.	Target date: March 2019	Heads of service Deputy Chief Executive / Lead member for Finance and Asset Management.	✓	The Commercial Strategy was approved by Executive Committee in November. A 12-month action plan has been completed detailing how commercial opportunities will be identified and investigated within service areas.

**PRIORITY: FINANCE AND RESOURCES**

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Objective 4. Use our assets to provide maximum financial return.</b>				
a) Explore options for the regeneration of Spring Gardens.	Target date: <del>June</del> 2019 July 2019 (revised date reported to O&S 12 March 2019)	Head of Finance and Asset Management  Lead Member for Finance and Asset Management	☺	Report is due to be presented to the working group in June followed by formal reporting in July. It will outline the development principles, review a number of options and discuss a phased delivery route. It will also recommend the detailed work required under the next phase to take the project forward.
b) Explore options for the Ministry of Agriculture, Food and Fisheries (MAFF) site.	Target date: March 2019	Head of Finance & Asset Management  Lead Member for Finance and Asset Management	✓	Options have been explored and it was the decision of the Executive Committee to dispose of the site.  The disposal of the site will form a new action in the forthcoming year of the Council Plan.
38) Deliver the council's asset management plan.	Target date: March 2019	Head of Finance & Asset Management  Lead Member for Finance and Asset Management	✓	Delivery of plan in the fourth quarter has included: <ul style="list-style-type: none"> <li>• Supporting the Spring Gardens development advisors to progress the regeneration project</li> <li>• Delivery of the works to Lower Lode depot to partly refurbish remaining building</li> <li>• Agreement of a service contract for the management of the closed churchyard at Bishops Cleeve</li> <li>• Completion of sale of land at Staverton to Rooftop housing</li> <li>• Agreement on the responsibility for maintenance of the tip road at Stoke Orchard. Work to commence 10 June.</li> <li>• Refurbishment of homeless property which included a new kitchen, bathroom, re-wire, new glazing and new locks.</li> <li>• Delivery of car pool project and investigation into supply of electric charging points.</li> </ul>

**PRIORITY: PROMOTING AND SUPPORTING ECONOMIC GROWTH**

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Objective 1. Deliver our strategic plans.</b>				
a) Deliver the Economic Development and Tourism Strategy.	Target date: June 2019	Head of Development Services  Lead Member for Economic Development/ Promotion		The Economic Development and Tourism Strategy was approved at Executive committee in June 2017.  Annual delivery plan activities this quarter include: <ul style="list-style-type: none"> <li>• High street fund expression of interest submitted</li> <li>• Growth Hub operations (see below)</li> <li>• LEADER funding continuing to be allocated and promoted, with a number of projects in the Tewkesbury Borough area</li> <li>• Launch of Uncover the Cotswolds - development of visitor itineraries as part of a successful funding bid of £250k from Cotswold Tourism (of which Tewkesbury Borough Council is a partner) submitted to Discover England</li> <li>• Countywide Inward Investment Bid</li> <li>• JCS Area Retail study</li> </ul>
b) Launch a business growth hub in the Public Services Centre.	Target date: <del>Spring 2018</del> July 2018  October 2018 (reported to O&S on 4 September 2018)	Head of Development Services  Lead Member for Economic Development/ Promotion		Growth Hub opened in October, the official launch event took place on 21 November 2018, it was very well attended and received a high level of media coverage. Delivered 12 successful business support and training events. Events have included social media, website development and sales techniques, mental health awareness and IT software.
c) Conduct a retail study in partnership with Cheltenham Borough council and Gloucester City Council.	Target date: <del>March 2019</del>  New revised date: July 2019  (reported to O&S on reported 18 June 2019)	Head of Development Services  Lead Member for Economic Development/ Promotion		The consultant team, GVA, was appointed in October 2018. Due to staff resource issues, with the consultants, the team are behind schedule which had an impact on the original target date of March 2019.  Despite this, a household survey, has been completed in which 2,000 properties took part. A stake holder group has been established, with local businesses including Tewkesbury Town Traders. GVA are currently preparing evidence to ascertain what the retail trends and needs are within the borough and JCS areas. The study will provide evidence to support the

				retail policy for the JCS. The team are due to report back on a draft study by the end of June 2019.
d) Work with the Local Enterprise Partnership (LEP) and other partners to contribute to the Local Industrial Strategy.	Target date: December 2019	Head of Development Services  Lead Member for Economic Development/Promotion	☺	We are working with the LEP to help deliver the strategic action required through the Local Industrial Strategy (LIS) in the Economic Development and Tourism Strategy. This will also help to inform the JCS review. The LIS is expected to be finalised in December 2019.

**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.**

40	a) Deliver employment land through the Joint Core Strategy (JCS) and Tewkesbury Borough Plan (TBP).	JCS target date: Autumn 2019 (Draft JCS Consultation)	Head of Development Services  Lead Member for the Built Environment	☺	Following adoption of the JCS, which includes 112ha of employment land. planning and economic development officers 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.  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. Target date has been amended to reflect the next stage of the JCS.
		Borough plan target date: <del>Spring/Summer 2019</del> December 2019 (reported to O&S 4 Sept)		☺	The Preferred Options was approved at a meeting of the Council on 26 September 2018. The plan was subject to public consultation between 10 October and 26 November 2018.  Responses to the consultation are now being processed and analysed in order to inform the development of the Pre-Submission plan to be approved by Council in Summer 2019.

				The Tewkesbury Borough Plan will identify further employment sites which will be informed by the Employment Land Review. As part of the development of the next stage of the Borough Plan, the potential employment sites have been assessed to see if they would make sustainable allocations for inclusion in the plan. This has been supported by a number of evidence base documents to support evidence of deliverability.
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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 3. Maximise the growth potential of the M5 junctions.**

41	a) Produce a concept masterplan for the J9 area.	Target date: <del>March 2017</del> <del>March 2018</del> <del>June 2018</del> October 2018	Head of Development Services  Lead Member for Economic Development/Promotion	✓	The Ashchurch Concept Masterplan was approved at a meeting of the Council on 15 October for public consultation. Consultation on the Masterplan closed on 11 January 2019 as part of the wider JCS Review.  Responses to the consultation are now being considered to inform the next stage of the Masterplan, which will include more detailed planning of a Phase 1 development area. This will in turn inform the development of the Draft JCS to be published in Autumn 2019.
	b) Work with partners to secure transport infrastructure improvements around the borough, including the all-ways Junction 10, Junction 9 and A46 improvements.	Target date: 2021 (approved business case)	Head of Development Services  Lead Member for Economic Development/Promotion	☺	All-ways Junction 10 Led by Gloucestershire County Council with district council support, the business case for all – ways J10 has been submitted. Subject to Government’s review, it is expected that the outcome will be made available in the summer. 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.  J9 and A46 Whilst unsuccessful for the HIF funding, Tewkesbury Borough 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 Council hopes to host a A46 session for MPs in June, in conjunction with Midlands Connect, which will allow the showcasing of the J9 A46 area and the areas importance to be highlighted.

**PRIORITY: PROMOTING AND SUPPORTING ECONOMIC GROWTH**

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Objective 4. Deliver regeneration for Tewkesbury town.</b>				
a) Develop a supplementary planning document for Tewkesbury Town.	Target date: <del>April 2018</del> <del>September 2018</del> <del>October 2018</del> <del>November 2018</del> April 2019 (revised date reported to O&S 12 March 2019)	Head of Development Services  Lead Member for Built Environment	✓	The Supplementary Planning Document (SPD) was approved for adoption at a meeting of the Council on 16 April 2019.
42 b) Develop a programme with partners to progress Healings Mill and other key development opportunity sites to support the regeneration of Tewkesbury.	Target date: <del>September 2017</del> <del>January 2018</del> <del>March 2018</del> <del>September 2018</del> <del>March 2019</del> (reported to O&S 4 Sept) September 2019 (reported to O&S 18 June 2019)	Head of Development Services  Lead Member for Economic Development/ Promotion	☹	<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.</p> <p>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 is referenced as an opportunity site in the recently adopted Tewkesbury Town Supplementary Planning Document and was referenced in the recently submitted High Streets Bid.</p> <p>The site has recently 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 are also looking to submit a bid for high street heritage funds once details of it have been released.</p> <p>An update report was presented to O&amp;S in March and has requested a six-month update due in September 2019. This is reflected in the new target date.</p>

**PRIORITY: PROMOTING AND SUPPORTING ECONOMIC GROWTH**

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Objective 5. Promote the borough as a visitor attraction.</b>				
<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 - <del>December 2017.</del> <del>April 2018</del> <del>September 2018</del> <del>December 2018</del> March 2019 (revised date reported at- O&amp;S committee 12 March 2019)</p>	<p>Head of Development Services Lead Member for Economic Development/ Promotion</p>	<p>✓</p>	<p>Productive meetings have recently been held with representatives from the Battlefield Society. A project plan has been produced outlining the key milestones and potential council involvement. The potential to develop work alongside the 2021 celebrations is also being investigated with the aim of 2021 being a key, focal milestone for the Battlefield Interpretation.</p>
<p><b>3</b> Develop a programme to work with existing tourism attractions within the borough to promote historic heritage.</p>	<p>Target date: March 2019</p>	<p>Head of Development Services Lead Member for Economic Development/ Promotion</p>	<p>✓</p>	<p>The council has developed a programme with Cotswold Tourism for bookable experiences to promote the borough and wider Cotswolds area to new markets, particularly Italy, Norway, Denmark, Sweden and Spain. 'Uncover the Cotswolds' was launched in April 2019. A log of experiences have been created with businesses across Gloucestershire. New ones are continuing to be developed. Group travel FAM (familiarisation) visits have been held within the borough for foreign tour operators. The council also promotes historic heritage in a number of ways:</p> <ul style="list-style-type: none"> <li>• Cotswold Tourism Website</li> <li>• Visit Tewkesbury Website</li> <li>• Visitor enquiries (in person / electronic / phone)</li> <li>• Social Media</li> <li>• Literature</li> <li>• Press visits</li> <li>• Group Travel Shows</li> </ul> <p>Resulting from requests at O&amp;S regarding Button Gwinnett interpretation,</p>

				follow up has occurred with the Parochial Church Council and additional community funding advice provided. This is to explore methods and opportunities for further promotion of the site.
c) Review the tourism resources to maximise the tourist provisions in the borough.	Target date: April 2019 New revised date: October 2019 (revised date reported to O&S committee 18 June 2019)	Head of Development Services Lead Member for Economic Development/Promotion	☹	Partnering options with regard to the Old Hat Shop are currently underway. A members' update will be provided as soon as an option has been progressed. Options for the delivery of a tourism strategy is being considered along with digital methods to encourage visitors to the borough. 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. A planning application has been submitted for this.

**Key performance indicators for priority: Economic development**

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
44 1	Employment rate 16-64 year olds.	74.3%		84.7%						84.7% relates to 46,100 people within the borough. This is above the national rate of 75.0% (Source ONS April 2017 – March 2018 current figures).	Leader Member Economic Development/ Head of Development Services
2	Claimant unemployment rate.	0.9%		1.1%	1.3%	1.4%	1.5%			1.5% relates to 830 people within the borough. This rate is below the county rate of 1.8% and national rate 2.7% (Source: ONS)	Leader Member Economic Development/ Head of Development Services
3	Number of business births.	480 (2016 figure)				415 (2017 figure)					Leader Member Economic Development/

4	Number of business deaths	515 (2016 figure)				405 (2017 figure)					Head of Development Services
5	Number of visitors to Tewkesbury Tourist Information Centre (TIC)	29,034	31,000	8,305	12,142 (Q1 & Q2= 20,447)	4,102 (Q1-Q3 = 24,549)	3,250 (Q1-Q4= 27,697)	↓	☹	<p>Figures relatively static with previous year.</p> <p>Since Easter, summer opening hours are in operation with the TIC open four days a week instead of six days.</p>	Leader Member Economic Development/ Head of Development Services
6 45	Number of visitors to Winchcombe Tourist Information Centre (TIC)	9,913	10,000	3,923	3,800 (Q1 & Q2=7,723)	1,093 (Q1-Q3 = 8,816)	640 (Q1-Q4= 9,456)	↓	☹	<p>Figures relatively static with previous year.</p> <p>Working with Winchcombe Town trust regarding future TIC provision in their building.</p>	Leader Member Economic Development/ Head of Development Services
7	Number of visitors entering the Growth Hub	Not measured	1000			369	382 (Q3-Q4= 751)		☺	<p>The target of 1000, has been agreed with LEP as part of the funding agreement. There have been 751 visitors to the hub from October 2018 – March 2019.</p>	Leader Member Economic Development/ Head of Development Services

**PRIORITY: GROWING AND SUPPORTING COMMUNITIES**

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Objective 1. Increase the supply of suitable housing across the borough to support growth and meet the needs of our communities.</b>				
a) Work with partners to ensure the delivery of housing growth through the Joint Core Strategy (JCS) and undertake the required reviews to meet JCS housing shortfalls.	Target date: Autumn 2019 (Draft JCS Consultation)	Head of Development Services  Lead Member for the Built Environment	☺	<p>All three councils adopted the JCS in December 2017.</p> <p>The JCS Review and 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.</p> <p>The review will consider future growth requirements in the area, including addressing the shortfalls identified in the adopted JCS.</p> <p>The Draft JCS is expected to be published in Autumn 2019.</p> <p>Key pieces of evidence for the review are being commissioned and capacity is being sought across the local planning authorities to ensure delivery of the JCS.</p>
4 b) Develop the Tewkesbury Borough Plan.	Target date: <del>Winter 2018</del> <del>Spring/Summer 2019</del> Autumn 2019 (reported to O&S 4 Sept)	Head of Development Services  Lead Member for the Built Environment	☺	<p>The Preferred Options Tewkesbury was approved at a meeting of the Council on 26 September 2018. The plan was subject to public consultation between 10 October and 26 November 2018. Responses to the consultation are now being processed and analysed in order to inform the development of the Pre-Submission plan aimed to be approved by Council in summer 2019. The working group will meet to discuss the plan and its policies prior to the plan being presented to Council</p>
c) Support Neighbourhood Development Plans (NDP) where communities bring them forward.	Target date: March 2019	Head of Development Services  Lead Member for the Built Environment	✓	<p>A total of 14 neighbourhood areas have now been designated across 16 parishes. A further application has been received from Deerhurst PC.</p> <p>We have six 'made' NDPs:</p> <ul style="list-style-type: none"> <li>• Winchcombe &amp; Sudeley</li> <li>• Highnam</li> <li>• Gotherington</li> <li>• Twyning</li> <li>• Alderton</li> <li>• Down Hatherley, Norton and Twigworth</li> </ul>

				<p>The Churchdown and Innsworth NDP was subject to public consultation between September and November 2018. This has now been completed. The NDP group has now submitted the plan to Tewkesbury Borough Council to undertake its consultation prior to submission for examination.</p> <p>The Ashchurch Rural NDP is being progressed and the group is working towards submitting the plan to Tewkesbury Borough Council to undertake its consultation prior to submission for examination.</p>
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**PRIORITY: GROWING AND SUPPORTING COMMUNITIES**

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

47	<p>d) Develop housing growth plans associated with the Junction 9 masterplan.</p>	<p>Target date: December 2019</p>	<p>Head of Development Services Lead Member for the Built Environment</p>	<p style="text-align: center;">☺</p>	<p>The Ashchurch Concept Masterplan was approved by Council on 15 October for public consultation. Consultation closed on 11 January 2019 as part of the wider JCS Review. Responses to the consultation are now being considered to inform the next stage which will include more detailed planning of a Phase 1 development area. This will in turn inform the development of the Draft JCS to be published in Autumn 2019.</p> <p>Following designation of the Garden Towns Programme for Tewkesbury at Ashchurch, a number of meetings have been held with Homes England to ascertain the best way to deliver the project and secure planning status. Similarly work is ongoing to ensure appropriate capacity is in place to deliver the necessary governance to deliver a project of this magnitude.</p>
	<p>e) With partners, explore options for the provision of modular and innovative housing to meet housing needs.</p>	<p>Target date: <del>December 2018</del> December 2019 (Revised date reported to O&amp;S 12 March 2019)</p>	<p>Head of Development Services Lead Member for the Built Environment</p>	<p style="text-align: center;">☺</p>	<p>There are ongoing meetings with our registered providers exploring options of modular development on a number of sites in the borough. Options are being drawn up but this is in the hands of developers rather than Tewkesbury Borough Council. We are looking at the options of using S.106 funds to support the development of affordable modular housing. A number of planning applications have been considered which allow for the delivery of modular housing. Officers are working across housing associations to deliver opportunities in a multi-disciplinary manner.</p>

**PRIORITY: GROWING AND SUPPORTING COMMUNITIES**

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Objective 2. Maintain a five year supply of land.</b>				
48 a) Ensure adequate land is allocated within the JCS and Tewkesbury Borough Plan to meet housing need.	Target date: Autumn 2019 (Draft JCS Consultation)	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 2018. 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>The Draft JCS is expected to be published in Autumn 2019.</p> <p>The Council challenged the Government over the council's stance on its five year housing land supply. A hearing was heard in early May and we are currently awaiting the judgement.</p>
	Target date: <del>Spring/ summer 2019 (TBP)</del> Autumn 2019 TBP		☺	<p>The Preferred Options Tewkesbury was approved at a meeting of the Council on 26 September 2018. The plan was subject to public consultation between 10 October and 26 November 2018.</p> <p>Responses to the consultation are now being processed and analysed in order to inform the development of the Pre-Submission plan to be approved by Council in Summer 2019. The TBP working group is being re-established with the new council and will meet to consider the draft policies prior to them being considered by Council.</p>
b) Work with developers and stakeholders to deliver sustainable sites to meet housing needs.	Target date: March 2019	Head of Development Services  Lead Member for the Built Environment	☺	<p>The JCS was adopted on 11 December 2017. The JCS sets out the overall housing requirement for the borough and sets the spatial strategy for meeting development needs.</p> <p>In undertaking strategic duties with the planning authority, officers are working to deliver housing needs.</p> <p>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.</p>

**PRIORITY: GROWING AND SUPPORTING COMMUNITIES**

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Objective 3. Deliver the homes and necessary infrastructure to create new sustainable communities in key locations.</b>				
a) Monitor annually the delivery of homes within the borough.	Target date: August 2018	Head of Development Services Lead Member for the Built Environment	✓	The 2017/18 monitoring has now been completed and the report is available to view on the council's website. This report provides information on how many homes have been delivered within this year. A total of 945 new homes were delivered in the borough in this year.
49 b) Work with partners, infrastructure providers and developers to progress the delivery of key sites.	Target date: March 2019	Head of Development Services Lead Member for the Built Environment	✓	<p><u>Innsworth</u> – Reserved matters application for 1300 dwellings received.</p> <p><u>Twigworth</u> – Conditions applications being resolved following outline permission for 725 dwellings. Further outline permission granted for 74 dwellings on separate parcel.</p> <p>Reserved matters application received and approved for the infrastructure on this site – vehicular access off the A38.</p> <p><u>South Churchdown</u> - first phase of 425 homes has outline planning permission; Further applications are anticipated and the reserved matters for the initial 425 is similarly anticipated.</p> <p><u>Brockworth</u>- two reserved matters applications on first phases of the development (for circa 450 dwellings) received and awaiting decision.</p> <p><u>North West Cheltenham</u> - officers continuing to work with the developers on transport issues, expecting a planning application summer 2019.</p> <p><u>West Cheltenham</u> - related to above, officers are working on transport matters as well as other master planning/development issues.</p> <p><u>Ashchurch</u> - the concept masterplan has been issued as part of the JCS Issues and Options process, and work is now continuing to complete a detailed phase 1 masterplan. The council has also successfully won the bid for Garden Town status for the Tewkesbury Ashchurch area.</p>
c) Produce a business case for improvements to the A40 at Longford, including improvements to	Target date: April 2019 July 2019 (Revised date reported to- O&S 12)	Head of Development Services Lead Member for the Built Environment	☺	A number of public council events have been held in the relation to the development of the business case, which is scheduled for submission for LEP approval in July 2019. Target date has been revised to reflect this. Full business case is now complete – scheduled for LEP board approval in July.

Longford roundabout.	March 2019)			
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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.**

d) Deliver short- term access improvements to the infrastructure around the Ashchurch Housing Zone.	Target date: <del>March 2019</del> March 2022 (Revised date reported to- O&S 12 March 2019)	Head of Development Services Lead Member for the Built Environment	☺	The new bridge at Ashchurch over the railway is nearing the stage of funding agreement with Homes England and work is now being undertaken to review the delivery mechanism. Due to the time taken to progress contracts (Homes England) the overall programme delivery has been extended to March 2022. This action is heavily reliant on other parties. Legal conditions are now being agreed with Homes England for the funding agreement. Gloucestershire County Council, through Atkins, is supporting with feasibility work.
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e) To produce a Place Development Strategy.	Target date: June 2019	Head of Development Services Lead Member for the Built Environment	☺	The Place Approach was set out in principle in the Development Services review and work progresses with members, partners and the council to consider the effective delivery of the Place Approach.  A productive Place Approach member workshop with all members was held in January to discuss the way forward. Implementation has now started for each of the three geographical areas. The Place Approach will also be a part of the induction for new members and will help in identifying priorities in each of the three areas.
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**Objective 4. Deliver affordable homes to meet local need.**

a) Implement effective actions to meet the needs of homelessness legislation.	Target date: March 2019	Head of Community Services Lead Member for Health and Wellbeing	✓	This action is now complete: Training and a new database has been implemented to manage the new Homelessness Reduction Act legislation. This was in place by April 2018. The latter part of the legislation – the duty to refer - was launched on time in October 2018. Further work to deliver new services seamlessly will be continued through other performance indicators reported to O&S and Executive committee.
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b) Achieve the council's affordable	Target date: March 2019	Head of Community Services	✓	Q4 – 15 new properties came through in Q4 at the time of writing. There were nine shared ownership, three affordable rent and three social rent. They were from sites in Badgeworth, Highnam and Wheatpieces. 277 total
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homes target by working with local housing providers.		Lead Member for the Built Environment		new affordable housing properties have been reported in 2018-19 so far against a target of 200.
51 c) Work in partnership to deliver the council's housing and homeless strategy.	Target date: March 2019	Head of Community Services Lead Member for Health and Wellbeing	✓	<p>There has been a raft of funding opportunities over the past six months which the council has participated in joint bids for. An outline of all ongoing partnership activities including successful bids for new projects will be circulated in a member briefing.</p> <p>Tewkesbury Borough led on a successful joint bid for funding through the Private Sector Access fund on behalf of Gloucestershire districts and West Oxfordshire. A total of £363k has been allocated. The project is being initiated and another council is leading on the delivery of the project.</p> <p>Gloucestershire County Council applied to the Rapid Rehousing Funding opportunity on behalf of the Gloucestershire districts to arrange 'sit up' hubs and homeless navigators. They have recently been awarded £630,000 on behalf of the partnership</p> <p>A district council is compiling a bid to the Move on Fund to increase the supply of suitable move on accommodation, helping people to recover by meeting the needs of those leaving rough sleeping, homelessness, and domestic violence. The fund aims to free up hostel and refuge spaces and provide accommodation that people can move straight into from the streets to avoid having to stay in a hostel or refuge all together. Various discussions are taking place at a county wide level to complete the bid. The bidding window is open until September 2020.</p> <p>The Gloucestershire Housing authorities and the county council support services have extended our commitment to rough sleepers in severe weather over winter. For the winter period from 1 November 2018 we will offer short term accommodation for all roofless people during yellow weather warnings (excluding less severe weather events such as fog). This has been activated on four occasions locally this winter.</p> <p>The County Homelessness Coordinator bid successfully for £35,000 to cover the costs of emergency severe weather placements across the county. Funding was allocated to:</p> <p>YMCA (Cheltenham) to extend their winter provision</p> <p>P3 (an accommodation support organisation) to extend the outreach team over the cold weather period.</p>

				Caring for Communities and People (CCP) provide a specialist Severe Weather Emergency Plan (SWEPE) worker.
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**PRIORITY: GROWING AND SUPPORTING COMMUNITIES**

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

d) Work with Severn Vale Housing Society, Bromford Housing Group and Merlin Housing Society in respect of their merger.	Target date: January 2019	Head of Community Services Lead Member for Health and Wellbeing	✓	This action is now complete – the merger took place successfully. The Severn Vale Senate Group has been disbanded and the housing provider is now operating as Bromford Housing.
52 e) Develop a programme to work with landlords to ensure residents have a supply of rented properties to meet their needs.	Target date: <del>March 2019</del> New revised date: June 2019 (revised date reported to O&S- 18 June 2019)	Head of Community Services Lead Member for Health and Wellbeing	☹	We have recruited an additional post within Housing Services to assist with the additional workload associated with the new legal duties. Part of this post is to develop a private rented scheme for those in housing need. The local offer for private rented sector landlords has been drafted and will be going to Executive Committee in June 2019 for approval and the Ministry of Housing, Communities and Local Government (MHCLG) grant funded initiative is currently being finalised.

**Key performance indicators for priority: Growing and supporting communities**

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
8	Total number of homeless applications presented	107		151	149 (Q1 & Q2= 300)	152 (Q1-Q3 = 452)	168 (Q1-Q4= 620)			As a result in change of legislation all presentations are assessed to establish if households are within 56 days of homelessness – if they are, a homeless duty is accepted. The number of	Lead Member Health and Wellbeing/ Head of Community Services

										applications for the year is therefore significantly higher than last year's outturn.	
9	Total number of homeless applications accepted	61		75	84 (Q1 & Q2= 159)	68 (Q1-Q3 = 227)	107 (Q1-Q4 = 334)			<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 (Q4 figure in brackets):</p> <ul style="list-style-type: none"> <li>• Prevention duty which lasts 56 days (48)</li> <li>• Relief duty for homeless households which lasts 56 days (45)</li> <li>• Full statutory homeless duty, this is similar to the old duty (14)</li> </ul>	Lead Member Health and Wellbeing/ Head of Community Services
53											
10	Total number of active applications on the housing register	<b>1939</b> 1012-1 bed 614- 2 bed 227-3 bed 71 - 4 bed 14 - 5 bed 1 - 6 bed		<b>2074</b> 1069 - 1 bed 647 - 2 bed 258 - 3 bed 78 - 4 bed 20 - 5 bed 2 - 6 bed	<b>2123</b> 1115 - 1 bed 637 -2 bed 272 - 3 bed 73 - 4 bed 22 - 5 bed 4 - 6 bed	<b>2163</b> 1130 - 1 bed 638 - 2 bed 280 - 3 bed 86 - 4 bed 25 - 5 bed 4 - 6 bed	<b>2214</b> 1143 - 1 bed 664 - 2 bed 284 - 3 bed 93 - 4 bed 26 - 5 bed 3 - 6 bed			<p>The breakdown of bands is:</p> <p>Gold - 101</p> <p>Silver - 647</p> <p>Bronze - 1428</p> <p>Emergency - 38</p> <p>The numbers registered with Choice Based Lettings have risen slightly on last quarter.</p>	Lead Member Health and Wellbeing/ Head of Community Services

**Key performance indicators for priority: Growing and supporting communities**

KPI no.	KPI description	Outturn 2017-2018	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
11	Total number of homeless prevention, relief and legacy prevention cases	227		33	50 (Q1 & Q2= 83)	41 (Q1-Q3 = 124)	65 (Q1-Q4 = 189)			Following the changes in legislation – any resolved housing crises during the new homeless prevention or relief duties have been reported – as well as the prevention of homelessness on legacy cases taken on, before 1 April 2018. We are hoping to add the work we undertake with the households who will become homeless but in > 56 days to demonstrate the success of early intervention.	Lead Member Health and Wellbeing/ Head of Community Services
12	Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant.	89.58%	85%	100%	100%	80% (Q.1-Q.3 = 92%)	100% (Q1-Q4= 93.3%)	↑	☺	During Q4 all six major decisions were answered within the target timescales.  Overall for 2018/19; 30 major decisions were issued, 28 decisions were within the target timescale. This demonstrates excellent performance, exceeding the local target of 85% and improved performance compared to the previous year. Performance is also considerably above the national target of 60%.	Lead Member Built Environment/ Head of Development Services
13	Percentage of 'minor' applications determined	78.42%	80%	79.25%	80.39% (Q1 & Q2=			↑	☺	Continued improvement in Q4 for minor applications performance with 86.8% (33 of the 38 decisions issued)	Lead Member Built Environment/ Head of

	within 8 weeks or alternative period agreed with the applicant.				80%	85% (Q.1-Q.3 = 82.5%)	86.8% (Q.1-Q.4= 86.05%)			<p>being within agreed timescales. This was the best quarterly performance, resulting in 86.05% (185 of the 215 decisions) being within target timescales.</p> <p>This is a significant improvement in the 78.42% performance for last year and was above the 80% target.</p> <p>Please note 80% target is a local target, the national target is 70%.</p>	Development Services
55 14	Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant.	91.32%	90%	89.63%	87.67% (Q1 & Q2= 89%)	87.5% (Q.1-Q.3 = 89%)	81.08% (Q1-Q4= 86.17%)	↓	☹	<p>Q.4 performance is below target with 81.08% of other applications within agreed timescales (120 out of 148 decisions issued).</p> <p>This has resulted in the performance for the year being slight below target, 86.17% against a target of 90%. 564 decisions were issued, 486 within the target timescale.</p> <p>Please note 90% target is a local target the national target is 70%.</p>	Lead Member Built Environment/ Head of Development Services

**PRIORITY: CUSTOMER FOCUSED SERVICES**

Actions	Target date	Reporting Line	Progress to date	Comment
<b>Objective 1. Maintain and improve our culture of continuous service improvement.</b>				
a) Deliver improvements through a review of Development Services action plan to create an efficient, effective and economical service.	Target date: December 2019	Head of Development Services Lead Member for the Built Environment	✓	As a result of the progress report submitted to Overview and Scrutiny in October 2018 a further report was brought back to the committee in January. This outlined key performance indicators for planning, as a result of the service review. These will be monitored by Overview and Scrutiny committee in the next financial year and carried forward as business as usual.  A further update was presented in March 2019 which demonstrated many of the initial improvements had been made. The process of improvement is a continual one and work streams within the team continue to evolve to seek improvements to the service
b) Deliver improvements through the review of Community Services to create an efficient, effective and economical service.	Target date: December 2018.	Head of Community Services Lead Member for the Clean and Green Environment	✓	The Community Services review was approved by the Executive Committee on 11 July 2018 and by Council on 24 July. Consultation with staff and Trade Union was undertaken and feedback was generally positive.  The majority of posts in the new structure have now been recruited.  There is however scope for sharing the planning liaison officer and private sector housing liaison officer posts with Gloucester, this is currently being explored.  Due to the departure of an environmental health officer, the new district structure has not been fully implemented as yet. It is expected that an officer will be recruited to this post in June when the new structure can be fully implemented.
c) Implement the One Legal business review and associated case management system	Target date: <del>March 2019</del> <del>June 2019</del> New revised date: April 2020 (reported to O&S 18)	Head of Law Lead member for the Corporate Governance	☹	The management restructure within One Legal is now complete.  Implementation of a new case management system is currently on hold. The identified solution cannot be implemented until our Public Sector Network (PSN) security compliance is approved. The PSN assessment is complete and submitted for approval. Preliminary testing of the new case

replacement.	June 2019)			management system will be undertaken prior to receiving this approval.
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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.**

57	d) To continue to proactively enforce against enviro-crimes including fly-tipping and dog fouling in accordance with the action plan.	Target date: March 2019	Head of Community Services Lead Member for the Clean and Green Environment	✓	An enviro-crime annual report has been prepared which will summarise the overall performance over 2018/19 and sets out the action plan for 2019/20. This will be presented to overview and scrutiny in June 2019, which demonstrates our proactive approach.
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**Objective 2. Further expansion of the Public Services Centre**

	a) Deliver the Public Services Centre refurbishment project.	Target date: <del>March 2018</del> June 2018 August 2018 (reported to O&S 20 March 2018)	Head of Finance & Asset Management Lead Member for Finance and Asset Management	✓	The refurbishment of the Public Service Centre is now complete with only minor decorative improvements to the civic suite and external landscaping to the pond area to be finalised. The Asset Management team will review the outcome of the project and continuous improvement to the building will constitute business as usual.
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b) Seek tenants for the remainder of the top floor and other spaces.	Target date: <del>March 2018</del> December 2018 (reported to O&S 4 Sept 2018)	Head of Finance & Asset Management Lead Member for Finance and Asset Management	✓	Completed - the top floor of the Public Service Centre has now been let and all three tenants are now in occupation. The ongoing management of lettable areas and tenant liaison will now be business as usual for the Asset Management Team.
58 c) Develop a programme to create partnerships within Public Service Centre.	Target date: March 2019	Deputy Chief Executive Lead Member for Finance and Asset Management	✓	<p>With all spare capacity within the PSC rented to partner agencies or third parties, the plan to enhance partnerships is focussing on where added value can be created. Areas for exploration include merging the Financial Inclusion and Locality Partnership groups and the creation of an associated high level steering group to better reflect the NHS/CCG emerging Integrated Care Strategy programme.</p> <p>Opportunities continue to be explored for enhanced working with the Gloucestershire Voluntary Community Sector (VCS) Alliance (who already occupy desk spaces within the PCS) around the opportunity of creating a VCS 'Hub' within Tewkesbury.</p> <p>From a business perspective, discussions are ongoing with GFirst LEP around grant funding opportunities to expand the Tewkesbury Growth Hub, which would enable a greater number of business engagement interactions and create the opportunity to provide additional incubator spaces, hence enhancing business partnerships.</p>

**PRIORITY: CUSTOMER FOCUSED SERVICES**

Actions	Target date	Reporting Line	Progress to date	Comment
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**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: <del>March 2019</del> June 2019 New revised date: March 2020	Head of Development Services Lead Member for the Built	☹	Web based online mapping is being developed using the council's existing GIS providers. The mapping information is being uploaded to the online system for testing. This testing period is expected to be completed by June 2019 and ready for the Tewkesbury Borough Plan Pre-Submission consultation. The next stage will be to publish the information by March 2020 and pilot it on the website once the Tewkesbury Borough Plan
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	(revised date reported to O&S 18 June 2019)	Environment		policies have been adopted.
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**PRIORITY: CUSTOMER FOCUSED SERVICES**

Actions	Target date	Reporting Line	Progress to date	Comment
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**Objective 3. To improve customer access to our services and service delivery through digital methods.**

b) Introduce the option for paperless billing for council tax and business rates.	Target date: <del>February 2019</del> Revised date: June 2019 (Revised date reported to O&S on 12 March 2019)	Head of Corporate Services Lead Member for Customer Focus	☹️	A supplier was appointed in mid-December and following some issues with the contract, we are now in the implementation stage and due to go live with council tax by the end of June. Business rates is scheduled to go live in Q2 of 2019/20.
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56 Explore options and deliver a corporate-wide customer relationship management (CRM) system.	Target date: <del>March 2019</del> New revised date: September 2019 (revised date reported to O&S 18 June 2019)	Head of Corporate Services Lead Member for Customer Focus	☹️	Options have been considered and the conclusion is that the council should retain a low-code approach. We now need to consider if our current low code solution has the ability to deliver our digital aspirations whilst looking at other low code solutions. This will include process mapping in all of the key service areas, such as planning, environmental health, revenues and benefits, and waste/recycling to identify where Firmstep could make the process simpler and quicker both for the customer and the staff involved.  The digital team recently visited two Devon councils which use Firmstep and are very supportive of it. The aim of the visits was to identify how they use Firmstep as a CRM. The councils are doing very similar online processes as we are e.g. garden waste, missed bins, reporting etc. While their aspirations are to use Firmstep as a corporate-wide CRM, they haven't yet reached that stage.  The new target date reflects the amount of further work required to establish which type of low-code solution is most appropriate for our requirements.
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60	d) Investigate digital methods to improve customer engagement.  Target date: March 2019	Head of Corporate Services  Lead Member for Customer Focus	✓	<p>Officers continue to develop new online forms and website improvements. E.g. recent changes to the online missed bin form ensures officers are able to now capture more accurate information in terms of repeat missed bins, which will make reporting more accurate as well as helping to identify where repeat problem areas occur.</p> <p>The customer services team have undergone training via webinar to offer an assisted digital service for EU Citizens going through the EU Settlement scheme. All EU citizens need to apply to the scheme if they want to stay in the UK beyond 31 December 2020. Our assisted digital service will offer our EU residents (expected to be those at risk or vulnerable) face-to-face support to make their applications. It is anticipated this service will be live in May.</p> <p>Every page of the council website now has a link towards the bottom of the page where users (customers) can submit feedback anonymously about the website. This is recorded and where possible either the website is updated to reflect the feedback provided, or the feedback is passed onto the associated department(s) for consideration.</p> <p>The 'Contact us' web page is easily accessible on our website and enables customers to directly contact council department/service areas via email or telephone.</p> <p>Feedback on service areas can also be collected via online forms - an example of this is the current 'Planning pre-application questionnaire'. Data collected from the forms is emailed to the service areas and also stored on a database which can be extracted as a spreadsheet to build reports for statistical use.</p>

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service																														
15	Total enquiries logged by the Area Information Centre (AIC).	908		201	281 (Q1 & Q2 = 482)	231 (Q1- Q3= 713)	272 (Q1-Q4 = 985)			<table border="0"> <tr> <td></td> <td><b>Q1</b></td> <td><b>Q2</b></td> <td><b>Q3</b></td> <td><b>Q4</b></td> </tr> <tr> <td>B.Cleeve</td> <td>13</td> <td>63</td> <td>52</td> <td>61</td> </tr> <tr> <td>Brockworth</td> <td>62</td> <td>115</td> <td>104</td> <td>124</td> </tr> <tr> <td>Churchdown</td> <td>66</td> <td>54</td> <td>43</td> <td>49</td> </tr> <tr> <td>Winchcombe</td> <td>60</td> <td>49</td> <td>32</td> <td>38</td> </tr> <tr> <td><b>Total:</b></td> <td><b>201</b></td> <td><b>281</b></td> <td><b>231</b></td> <td><b>272</b></td> </tr> </table>		<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	B.Cleeve	13	63	52	61	Brockworth	62	115	104	124	Churchdown	66	54	43	49	Winchcombe	60	49	32	38	<b>Total:</b>	<b>201</b>	<b>281</b>	<b>231</b>	<b>272</b>	Lead Member Customer Focus/ Head of Corporate Services
	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>																																					
B.Cleeve	13	63	52	61																																					
Brockworth	62	115	104	124																																					
Churchdown	66	54	43	49																																					
Winchcombe	60	49	32	38																																					
<b>Total:</b>	<b>201</b>	<b>281</b>	<b>231</b>	<b>272</b>																																					
61 16	Total number of people assisted within the borough by Citizens Advice Bureau (CAB).	1521		421	395 (Q1 & Q2 = 816)	397 (Q1- Q3 = 1,213)	380 (Q1- Q4= 1,593)			<p>3,167 issues raised which is relatively consistent with the previous years. With 82% (2,567) of the issues raised being represented by the following:</p> <table border="0"> <tr> <td>Benefits</td> <td>30%</td> </tr> <tr> <td>Debt</td> <td>25%</td> </tr> <tr> <td>Relationships</td> <td>9%</td> </tr> <tr> <td>Employment</td> <td>10%</td> </tr> <tr> <td>Housing</td> <td>8%</td> </tr> </table> <p>Of the 1,593 clients seen, this year the heaviest demand was Brockworth with 207 (13%). The following 5 wards represent 706 (44%) of all clients seen:</p> <p>Brockworth 207 Tewkesbury Priors Park 145 Cleeve St Michael 135 Northway 110 Churchdown St Johns 109</p>	Benefits	30%	Debt	25%	Relationships	9%	Employment	10%	Housing	8%	Lead Member Economic Development/Promotion / Head of Development Services																				
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Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
17	Financial gain to clients resulting from CAB advice	£281,178		£131,165	£31,038 (Q1&Q2 = £162,203)	£161,343 (Q1- Q3 = £323,546)	£50,661 (Q1-Q4 = £374,207)			During the quarter clients have benefitted from £50,661 of financial gains with a total of £374,207 for the year (£281,178 in previous year).	Lead Member Economic Development/Promotion / Head of Development Services
18 62	Number of reported enviro crimes	967	1000	293	284 (Q1 & Q2= 577)	255 (Q1- Q3 = 832)	257 (Q1-Q4) = 1089	↓	☹	<p>Enviro-Crime figures for Q4. Figures in brackets Q3 2018/19:</p> <ul style="list-style-type: none"> <li>fly tips- 143 (153)</li> <li>littering- 8 (2)</li> <li>dog fouling-11 (10)</li> <li>abandoned vehicles-33 (47)</li> <li>noise- 62 (43)</li> <li>Total for Q4 – 257 (255)</li> </ul> <p>Overall Q4 figures are broadly in line with those of Q3 from 2018/19.</p>	Lead Member Clean and Green Environment/ Head of Community Services
19	Community groups assisted with funding advice	153		32	74 (Q1 & Q2 = 106)	36 (Q1- Q3 = 142)	51 (Q1-Q4= 193)			<p>Since July 2015 community groups have been supported by the borough to receive £1,916,237 in grants from external funders.</p> <p>In Q4 the council supported groups to raise £318,984 in external grants.</p>	Lead Member Economic Development/Promotion / Head of Development Services
20	Benefits caseload: a) Housing Benefit	3,812 4,368		3,600 4,305	3,431 4,332	3,278 4,343	3,169 4,399			The Housing Benefit caseload continues to fall following the roll-out of Universal Credit (UC), but not to the extent originally predicted. Government has	Lead Member Finance and Asset Management/ Head of Corporate

	b) Council Tax Support									announced further delays in managed migration. Large scale movement is unlikely to begin until November 2020 at the earliest with the last claimants not migrating until 2023/2024.  The Council Tax Reduction caseload has increased throughout the year and there remains a significant impact from having to reassess Council Tax Reduction following changes to UC entitlement. The team is required to process, on average, 100 changes every week.	Services
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**Key performance indicators for priority: Customer focused services**

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
21	Average number of days to process new benefit claims	14	15	21	22	18	22	↓	☹️	Performance measures are now in place and this is recognised within the Q1 2019/20 outturn of 10 days.	Lead Member Finance and Asset Management/ Head of Corporate Services

**Key performance indicators for priority: Customer focused services**

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
22	Average number of days to process change in	4	4	5	6	7	5	↓	☹️	Performance overall is positive and is below the national average (est 7 days). Whilst overall	Lead Member Finance and Asset

	circumstances										performance is 1 day over target, there is significant improvement in the last quarter and in the first quarter of 2019/20. Over the last six months performance is averaging 2.83 days.	Management/ Head of Corporate Services
23 64	Percentage of council tax collected	98%	98.3%	29.8%	57.5%	85.9%	98.1%	↔	☹️	<p>There has been an improvement in council tax performance in 2018/19 although the in year target wasn't reached.</p> <p>There remains a significant increase in the number of dwellings added to the Valuation List each year with a further 769 dwellings becoming subject to council tax in 2018/19.</p> <p>We are starting to look at automation of some work to help us deal with our workload within the resources available. This should free up more capacity to concentrate on recovery work in 2019/20.</p>	Lead Member Finance and Asset Management/ Head of Corporate Services	
24	Percentage of NNDR collected	98.56%	98.5%	33.7%	58.6%	86%	99.3%	↑	😊	<p>The end of year position for NNDR is excellent and should place us in the top quartile nationally.</p> <p>The key drivers of the improvement in performance include upskilling the Revenues Team to deal with enquiries as well as creating a single point of contact to deal with more technical enquiries</p>	Lead Member Finance and Asset Management/ Head of Corporate Services	

										and concentrate on proactive debt recovery.	
25	Number of anti-social behaviour incidents	2128		568	522 (Q1 & Q2 = 1090)	393 (Q1-Q3 = 1483)	454 (Q1-Q4 = 1937)	↑		Over a rolling 12 month period there has been a decrease in incidents of 9.99%.	Lead Member Community/ Head of Community Services
26	Number of overall crime incidents	3314		909	807 (Q1 & Q2 = 1716)	812 (Q1-Q3 = 2528)	777 (Q1-Q4 = 3305)	↔		Over a rolling 12 month period there has been a decrease in incidents of 0.33%.	Lead Member Community/ Head of Community Services
65											
27	Average number of sick days per full time equivalent	10.5	7.0	2.4	3.4 (Q1 & Q2 = 5.8)	1.8 (Q1- Q3 = 7.6)	2.6 (Q1-Q4 = 10.2)	↑	☹	<p>Total number of sick days lost for 2018/19 was 1768.8 compared with 1838 for 2017/18</p> <p>Total number of long term sick days has increased to 1132 for 2018/19 compared with 1048 for 2017/18</p> <p>Total number of short term sick days has reduced to 636.7 for 2018/19 from 789.8 in 2017/18.</p> <p>Outturn for the year has reduced to 10.2 from 10.5 last year.</p>	Lead Member Organisational Development/ Head of Corporate Services

Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
28	Percentage of waste recycled or composted.	54.55%	52%	56.53%	55.62%	54.15%	52.6%	↓	☺	Performance in Q4 has been hindered by the slight increase in MRF contamination which has pulled the final quarter's recycling performance down. As the reject waste is used in the calculation for % of overall waste collected for recycling, it has an impact. The food, refuse and garden waste tonnages are comparable with the previous year's. Despite the cold start to the year, the growing season has still produced good garden waste tonnages.	Lead Member Clean and Green Environment/ Head of Community Services
29	Residual household waste collected per property in kgs.	380kg	430kg	100kg	97.5kg (Q1&Q2 197.5kg)	100kg (Q1-Q3 297.5kg)	103.5kg (Q1-Q4 = 401kg)	↓	☺	Whilst still well below the target, there is an increase on residual waste and waste rejected at the MRF at the end of the year which has resulted in a slight decrease on last year's performance. January and February's MRF contamination and rejected waste was higher than average. Work with residents and all waste contractors will be carried out to reduce levels of contamination. Residual waste in Q4 was relatively similar to the 17-18 out turn.	Lead Member Clean and Green Environment/ Head of Community Services

30	Food establishments hygiene ratings.	4.83%	5% With a food hygiene rating Under three	4%	4.01%	3.9%	3.3%	↑	😊	There are 745 compared with 733 in the last quarter. Of these, 25 are below a food hygiene rating of 3 compared with 29 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 3.	Lead Member Clean and Green Environment/ Head of Community Services
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**Key performance indicators for priority: Customer focused services**

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
67 31	Percentage of Freedom of information (FOI) requests answered on time.	87%	80%	87%	92%	87%	92%	↑	😊	Total number of FOIs received in Q4 was 166. 153 of these were answered within the 20 working days deadline. Of which 26 were not council FOIs. A total of 599 requests have been received to date compared to a full year total of 375 for 2017/18.	Lead Member Customer Focus/ Head of Corporate Services
32	Percentage of formal complaints answered on time.	91%	90%	89%	100%	94%	92%	↑	😊	37 complaints were received in Q4. 34 were answered within the 20 working days deadline. 192 complaints received in total to date compared to a full year total of 157 for 2017/18.	Lead Member Customer Focus/ Head of Corporate Services

# General Fund Outturn by Group 2018/2019

	Budget	Actual	Savings / (Deficit)	Variance	Notes
<b>Chief Executive</b>					
Employees	£246,000	£245,987	£13	-0.01%	
Premises	£0	£0	£0	-	
Transport	£2,918	£2,750	£168	-5.77%	
Supplies & Services	£7,432	£7,230	£202	-2.72%	
Payments to Third Parties	£0	£0	£0	-	
Income	£0	£0	£0	-	
<b>TOTAL</b>	<b>£256,350</b>	<b>£255,966</b>	<b>£384</b>	<b>-0.15%</b>	

	Budget	Actual	Savings / (Deficit)	Variance	
<b>Community</b>					
Employees	£1,097,558	£1,091,403	£6,155	-0.56%	
Premises	£2,500	£12,135	<b>-£9,635</b>	385.40%	
Transport	£32,317	£26,722	£5,595	-17.31%	
Supplies & Services	£108,998	£127,616	<b>-£18,618</b>	17.08%	
Payments to Third Parties	£4,556,341	£4,796,705	<b>-£240,364</b>	5.28%	1
Income	<b>-£2,066,806</b>	<b>-£2,390,303</b>	£323,497	15.65%	2
<b>TOTAL</b>	<b>£3,730,908</b>	<b>£3,664,278</b>	<b>£66,630</b>	<b>-1.79%</b>	

1. As previously reported, the Ubico contract has returned a deficit in the current year with the final outturn position being £268,865 over budget.

2. Income is up mainly as a result of increased income from garden waste of £76,000 and Bulky collections of £20,600. Licencing income is also positive with a surplus of £41,100. Government grants have also been received for homeless prevention and private sector rented housing.

	Budget	Actual	Savings / (Deficit)	Variance	
<b>Corporate Services</b>					
Employees	£1,762,933	£1,783,973	<b>-£21,040</b>	1.19%	
Premises	£0	£0	£0	-	
Transport	£16,423	£13,654	£2,769	-16.86%	
Supplies & Services	£506,574	£468,189	£38,385	-7.58%	
Payments to Third Parties	£127,934	£66,740	£61,194	-47.83%	3
Transfer Payments - Benefits Service	£20,276,485	£16,370,872	£3,905,613	-19.26%	4
Income	<b>-£20,726,872</b>	<b>-£17,085,860</b>	<b>-£3,641,012</b>	-17.57%	5
<b>TOTAL</b>	<b>£1,963,477</b>	<b>£1,617,567</b>	<b>£345,910</b>	<b>-17.62%</b>	

3. Savings on the youth training budget are offset by youth training expenditure within the employees heading. Small savings on occupational health and revenues related court costs

4. Significant reduction in the amount of housing benefit being awarded

5. Government grant received for housing benefit payment has reduced in line with expenditure. A number of new burdens grants also received for revenues and benefits.

	Budget	Actual	Savings / (Deficit)	Variance	
<b>Democratic Services</b>					
Employees	£254,331	£189,827	£64,504	-25.36%	6
Premises	£0	£165	<b>-£165</b>	-	
Transport	£16,730	£14,918	£1,812	-10.83%	
Supplies & Services	£433,968	£442,624	<b>-£8,656</b>	1.99%	
Payments to Third Parties	£36,700	£40,074	<b>-£3,374</b>	9.19%	
Income	<b>-£500</b>	<b>-£16,996</b>	£16,496	3299.12%	
<b>TOTAL</b>	<b>£741,229</b>	<b>£670,612</b>	<b>£70,617</b>	<b>-9.53%</b>	

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

<b>Deputy Chief Executive</b>	<b>Budget</b>	<b>Actual</b>	<b>Savings / (Deficit)</b>	<b>Variance</b>
Employees	£112,154	£112,037	£117	-0.10%
Premises	£0	£0	£0	-
Transport	£3,460	£2,117	£1,343	-38.83%
Supplies & Services	£4,450	£2,622	£1,828	-41.08%
Payments to Third Parties	£0	£0	£0	-
Income	£0	£0	£0	-
<b>TOTAL</b>	<b>£120,064</b>	<b>£116,776</b>	<b>£3,288</b>	<b>-2.74%</b>

<b>Development Services</b>	<b>Budget</b>	<b>Actual</b>	<b>Savings / (Deficit)</b>	<b>Variance</b>	
Employees	£1,860,039	£1,768,152	£91,887	-4.94%	7
Premises	£43,281	£44,701	<b>-£1,420</b>	3.28%	
Transport	£57,248	£47,366	£9,882	-17.26%	
Supplies & Services	£262,513	£233,199	£29,314	-11.17%	
Payments to Third Parties	£200,115	£492,587	<b>-£292,472</b>	146.15%	8
Income	<b>-£1,665,686</b>	<b>-£2,244,262</b>	£578,576	34.73%	9
<b>TOTAL</b>	<b>£757,510</b>	<b>£341,743</b>	<b>£415,767</b>	<b>-54.89%</b>	

7. A range of vacancies have occurred during the year mainly in relation to Development Management. The savings reflect the time required to appoint to vacated posts and differences in salary paid for new recruits.

8. The overspend reflects expenditure on the CIL, the JCS and a county wide strategic planner all of which are financed from reserves or partner contributions

9. Financing as per the point above plus a range of government grants. Planning income is down by £203,000 against target but this is partially offset by new planning performance agreement income of £29,000 and increased pre planning advice income of £17,000.

<b>Finance and Asset Management</b>	<b>Budget</b>	<b>Actual</b>	<b>Savings / (Deficit)</b>	<b>Variance</b>	
Employees	£2,591,457	£2,590,291	£1,166	-0.05%	
Premises	£564,516	£476,937	£87,579	-15.51%	10
Transport	£14,974	£12,677	£2,297	-15.34%	
Supplies & Services	£455,749	£643,475	<b>-£187,726</b>	41.19%	11
Payments to Third Parties	£277,020	£278,766	<b>-£1,746</b>	0.63%	
Income	<b>-£1,286,146</b>	<b>-£1,558,451</b>	£272,305	21.17%	12
<b>TOTAL</b>	<b>£2,617,570</b>	<b>£2,443,694</b>	<b>£173,876</b>	<b>-6.64%</b>	

10. Savings accumulated on both gas and electricity. In addition, new homes bonus allocation for asset maintenance released at year end for new year expenditure.

11. Increased use of electronic payments to the Council. The reported position also includes the cost of financing capital expenditure from revenue on both the public offices and the depot. Reserves exist to meet this expenditure.

12. Additional income received in a range of service areas including public office rental, car parking and burials. In addition, government grants received for transparency and play areas

<b>One Legal</b>	<b>Budget</b>	<b>Actual</b>	<b>Savings / (Deficit)</b>	<b>Variance</b>	
Employees	£1,394,939	£1,377,843	£42,588	-1.23%	13
Premises	£0	£0	£0	-	
Transport	£21,707	£15,569	£6,441	-28.28%	
Supplies & Services	£133,762	£78,953	£11,101	-40.98%	
Payments to Third Parties	£240,460	£307,561	<b>-£11,058</b>	27.91%	
Income	<b>-£1,416,088</b>	<b>-£1,500,339</b>	£55,546	5.95%	14
<b>TOTAL</b>	<b>£374,780</b>	<b>£279,587</b>	<b>£104,619</b>	<b>-25.40%</b>	

13. Vacant posts across the year have contributed to a net saving.

14. Increased income from shared service partners in addition to an increased amount of disbursements recovered from clients.

<b>Service Summary</b>	<b>Budget</b>	<b>Actual</b>	<b>Savings / (Deficit)</b>	<b>Variance</b>
Employees	£9,319,411	£9,159,512	£159,899	-1.72%
Premises	£610,297	£533,937	£76,360	-12.51%
Transport	£165,777	£135,772	£30,005	-18.10%
Supplies & Services	£1,913,446	£2,003,907	<b>-£90,461</b>	4.73%
Payments to Third Parties	£5,438,570	£5,982,432	<b>-£543,862</b>	10.00%
Transfer Payments - Benefits Service	£20,276,485	£16,370,872	£3,905,613	-19.26%
Income	<b>-£27,162,098</b>	<b>-£24,796,210</b>	<b>-£2,365,888</b>	-8.71%
	<b>£10,561,888</b>	<b>£9,390,223</b>	<b>£1,171,665</b>	<b>-11.09%</b>

### Corporate Codes

Treasury activity	£117,260	£46,502	£70,758	-60.34%	15
Commercial activity	<b>-£1,928,859</b>	<b>-£2,210,041</b>	£281,182	14.58%	16
Corporate Savings Targets	<b>-£17,500</b>	£0	<b>-£17,500</b>	-100.00%	
New Homes Bonus	<b>-£3,179,723</b>	<b>-£3,179,723</b>	£0	0.00%	
Business Rates Income	<b>-£2,694,620</b>	<b>-£3,874,011</b>	£1,179,391	43.77%	17
Other adjustments	<b>-£3,636,166</b>	<b>-£3,636,167</b>	£1	0.00%	
	<b>-£11,339,608</b>	<b>-£12,853,440</b>	<b>£1,513,832</b>	<b>13.35%</b>	

15. Significant improvement in return on investment balances as a result of diversified investments and enlarged portfolio

16. Purchase of two new investment properties has generated additional rental income in year

17. Some growth in the area together with a reduction in the provisions required for appeals has resulted in increased retention. This has been aided by being a member of the 100% Pilot.

<b>Net total</b>	<b>-£777,720</b>	<b>-£3,463,217</b>	<b>£2,685,497</b>	<b>345.30%</b>
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## Capital Outturn 2018/19

	Budget profile for 2018/19	Capital Outturn 2018/19	(Over)/ Under spend	% Slippage	Financed from			
					Capital Reserves	Financed from Capital Grants	Financed from Borrowing	Financed from Revenue
<b><u>Expenditure</u></b>								
Council Land & Buildings	£16,297,908.00	£9,794,444.31	£6,503,463.69	39.90%	£676,429.45	£415,921.07	£8,515,556.12	£186,537.67
Vehicles & Equipment	£245,000.00	£294,292.42	-£49,292.42	-20.12%	£277,104.40	£0.00	£0.00	£17,188.02
Community Grants	£213,791.00	£31,554.82	£182,236.18	85.24%	£31,554.82	£0.00	£0.00	£0.00
Housing & Business Grants	£300,000.00	£489,781.39	-£189,781.39	-63.26%	£0.00	£489,781.39	£0.00	£0.00
Flexible use of capital receipts	£212,000.00	£60,655.72	£151,344.28	71.39%	£60,655.72	£0.00	£0.00	£0.00
<b>Total</b>	<b>£17,268,699.00</b>	<b>£10,670,728.66</b>	<b>£6,446,626.06</b>	<b>37.33%</b>	<b>£1,045,744.39</b>	<b>£905,702.46</b>	<b>£8,515,556.12</b>	<b>£203,725.69</b>
<b><u>Income</u></b>								
Council Land & Buildings	£0.00	£306,370.10	£306,370.10	-	-	-	-	-
Vehicles & Equipment	£0.00	£0.00	£0.00	-	-	-	-	-
Community Grants	£0.00	£0.00	£0.00	-	-	-	-	-
Housing & Business Grants	£0.00	£9,950.15	£9,950.15	-	-	-	-	-
<b>Total</b>	<b>£0.00</b>	<b>£316,320.25</b>	<b>£316,320.25</b>	<b>-</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>

## Council Revenue Reserves for 19/20

Reserve	Balance 31st March 2017	Net Movement 2017/18	Balance 31st March 2018	Net Movement 2018/19	Balance 31st March 2019	Note
Asset Management Reserve	521,891.90	437,390.08	959,281.98	44,449.23	1,003,731.21	1
Borough Growth Reserve	0.00	0.00	0.00	930,609.81	930,609.81	2
Borough Regeneration Reserve	6,933.65	197,520.40	204,454.05	-2,916.75	201,537.30	
Business Rates Reserve	1,491,300.57	-853,929.66	637,370.91	-137,370.91	500,000.00	3
Business Support Reserve	232,299.10	-22,159.59	210,139.51	-42,800.41	167,339.10	
Business Transformation Reserve	322,069.78	33,812.69	355,882.47	303,454.37	659,336.84	4
Community Safety Reserve	0.00	10,885.96	10,885.96	-10,885.96	0.00	
Community Support Reserve	127,362.00	-13,970.41	113,391.59	-33,335.00	80,056.59	
Development Management Reserve	103,800.00	134,201.55	238,001.55	16,685.00	254,686.55	
Development Policy Reserve	296,884.24	228,543.66	525,427.90	40,008.52	565,436.42	5
Elections Reserve	63,000.00	5,500.00	68,500.00	16,848.16	85,348.16	
Flood Support and Protection Reserve	43,731.08	-30,049.22	13,681.86	-3,485.64	10,196.22	
Health & Leisure Development Reserve	28,046.03	-26,057.00	1,989.03	0.00	1,989.03	
Housing & Homeless Reserve	18,160.26	412,574.24	430,734.50	92,107.16	522,841.66	6
Information Technology Reserve	14,726.00	3,505.00	18,231.00	91,269.00	109,500.00	7
MTFS Equalisation Reserve	1,167,617.00	-301,613.00	866,004.00	133,996.00	1,000,000.00	8
Open Spaces Reserve	0.00	0.00	0.00	678,720.40	678,720.40	9
Organisational Development Reserve	14,458.20	116,913.80	131,372.00	14,200.00	145,572.00	
Risk Management Reserve	7,703.42	-2,703.42	5,000.00	0.00	5,000.00	
Transport Initiatives Reserves	342,046.00	178,345.46	520,391.46	-520,391.46	0.00	10
Waste & Recycling development Reserve	28,750.00	506,891.00	535,641.00	555,194.00	1,090,835.00	11
Uncommitted contingency reserve	0.00	46,769.39	46,769.39	-46,769.39	0.00	
Horsford Reserve	47,750.60	4,848.00	52,598.60	7,856.53	60,455.13	
Mayors Charity Reserve	7,652.72	-1,396.28	6,256.44	-18.19	6,238.25	
Planning Obligations Reserve	2,708,021.39	1,399,499.30	4,107,520.69	1,700,834.30	5,808,354.99	12
General Fund Working Balance	450,000.00	100,000.00	550,000.00	250,000.00	800,000.00	13
<b>Totals</b>	<b>8,044,203.94</b>	<b>2,565,321.95</b>	<b>10,609,525.89</b>	<b>4,078,258.77</b>	<b>14,687,784.66</b>	

### Notes to Reserves

- 1 The reserve has been used to part finance the office refurbishment but has been boosted by a planned contribution to the commercial property portfolio reserve
- 2 This is a new reserve approved by Executive Committee in March 2019. It is funded from windfall receipts from business rates and is used to support the delivery of our JCS sites. In addition, existing reserves, related to the development of sites, have been moved to this reserve
- 3 This reserve now only represents the budget contingency for potential business rates scheme losses.
- 4 Includes additional contributions from One Legal partners and new homes bonus funding. Further monies set aside to enable the delivery of a number of projects including digital transformation
- 5 Additional government funding received to support the delivery of JCS
- 6 Additional government funding received to support the delivery of housing and homeless projects
- 7 Monies set aside to continue digitisation agenda, provide new hardware for members and replace mobile phone provision
- 8 Balanced increased to meet future financial planning needs
- 9 Change in accounting policies to allow sums previously held in planning obligations reserve to be separated out into a new reserve specifically for maintenance of open space and watercourses
- 10 Expenditure incurred with balance being moved to Borough Growth reserve
- 11 Set aside of monies to meet future vehicle financing requirements
- 12 Net position of developer contributions from s106 agreements
- 13 CIPFA resilience index highlighted a low level of uncommitted balances. The increase is a first step towards setting a reasonable level of uncommitted balances.

## Ubico Contract Sum 2018-2019

	Refuse collection	Trade waste	Recycling	Organics	Food waste	Grounds maintenance	Street cleansing	TOTAL
Contract Sum 18/19	£886,230	£308,510	£757,840	£405,670	£472,660	£367,780	£478,440	£3,677,130
<b>Variance</b>								
- Employment Costs	£60,929	£6,839	£112,667	£7,548	-£79,634	£11,504	-£10,873	£108,980
- Transport Costs	£35,722	£10,538	£2,454	£1,395	-£4,235	£47,941	-£51	£93,765
- Supplies & Services	£18,013	-£16,886	£6,754	-£332	-£105	£10,143	£5,467	£23,054
- Statutory & Regulatory	-£1,396	-£370	-£1,264	-£1,150	£39	-£382	£572	-£3,951
- Indirect Expenditure	£13,550	£3,963	£12,787	£2,696	£875	£8,315	£4,877	£47,062
- Income	£3,900	£0	-£3,946	£0	£0	£0	£0	-£46
- Total variance	£130,719	£4,083	£129,453	£10,156	-£83,059	£77,521	-£8	£268,866
<b>Outturn 18/19</b>	<b>£1,016,949</b>	<b>£312,593</b>	<b>£887,293</b>	<b>£415,826</b>	<b>£389,601</b>	<b>£445,301</b>	<b>£478,432</b>	<b>£3,945,996</b>

**Briefing Note - Tyre Spend**

**1. Outline**

1.1. Spend on tyres is significantly above the 18/19 allocated budget and significantly higher than the total 17/18 spend (on which the 2018/19 budget was based). As such Ubico has undertaken a full review of tyre spend to explore and provide an explanation for the elevated spending.

To that end, key avenues of investigation have been:

- Detailed examination of spend and contract meetings with DTM
- Review of reasons for tyre replacements
- Benchmark comparisons against other contracts

**2. Background**

2.1. Tewkesbury replaced its entire waste and recycling fleet for a service change in April 2017.

2.2. In 2018, as part of Ubico's consolidation of its existing contracts, Ubico appointed DTM to provide its tyre replacement and disposal service.

2.3. The contract with DTM was secured through an approved public sector procurement framework that had been subject to the normal due diligence and process to be compliant with OJEU.

2.4. The contract provides a number of provisions for DTM relating to:

- response times,
- performance
- inspection regimes
- ability to inspect tyres when required.

2.5. DTM act as a broker sub-contracting tyre replacements to local tyre suppliers to fit and replace tyres across Ubico's operation.

2.6. The Ubico policy states that tyres should be replaced when they reach a tread of 3mm. This is above the legal minimum but is enforced to ensure that our operation is safe and that we remain compliant with our Operator Licence.

2.7. Following August of 2018, Ubico under took a series of measures to promote and make sure that our drivers were appropriately inspecting their vehicles and reporting any defects. This was part of a wider programme of continuous improvements in our fleet operations.

- 2.8. Tewkesbury and Cheltenham vehicles are currently experiencing higher levels of damage due to the fact that some of the vehicles are tipping on landfill where the likelihood of suffering a puncture is higher. This situation is compounded by the current maintenance and access to the landfill site which is considered poor in quality.

### 3. Findings

#### **Wear**

- 3.1. The tyre contractor has advised Ubico that it should be expected that tyres can start to become worn and require replacement from approximately 20,000miles onwards. However, this is purely a guide and considerable variables will impact this figure. For example, the terrain/road condition, driving style, route and location of the tyres on the vehicle all have an impact on the longevity and wear.
- 3.2. On average, vehicles in Tewkesbury will complete on average 65 miles per day. Based on the estimate of 20,000miles as a tipping point beyond which tyres will start to need to be replaced. On this estimate TBC vehicles would pass this milestone in 14 months (assuming the tyre is not damaged before then). Therefore, as TBC vehicles were all new in April 2017, it is expected that tyres would start to be replaced as a result of wear from May/June 2018 onwards. At this point costs would be incurred for both wear and damage. However, due to the variables stated above, it is likely that replacement due to wear would occur over a period of many months with tyres wearing at different rates.
- 3.3. The elevated levels of replacements due to wear in 2018/19, (with 55% of tyres replaced citing wear as the reason) would indicate that a significant proportion of the elevated spend in 2018/19 is due to an increasing number of tyres reaching the end of their operational life. It is also reasonable to assume that replacements due to wear will now continue in future years of operation.

#### **Benchmarked spend**

- 3.4. Through investigating other contract spend, TBC tyre charges are at a similar level to both Cheltenham vehicles and Stroud vehicles based on fleet sizes.
- 3.5. Cheltenham has seen an increase in tyre charges this year as the notional tipping point of 14 months was reached in December/January on their new fleet vehicles. West Oxfordshire Vehicles have a lower cost but have newer vehicles (replaced in October 2017) and budgets for next year have been increased in preparedness for the tipping point as seen on Tewkesbury and Cheltenham vehicles this year.
- 3.6. Different sub-contractors and fitters are used to supply Ubico contracts. If tyres were being changed un-necessarily in TBC, it would be expected that spend would be significantly higher than comparable contracts. However, this is not the case and thus reduces the likelihood that contractors are not following appropriate policies and changing tyres when they don't need to.

## **Compliance**

- 3.7. As stated above, the Ubico policy is to change a tyre once it reached 3mm. The tread depth of tyres is recorded when a tyre is changed but 45% of tyres being changed are as a result of damage and this could result in the tread depth being higher than 3mm when changed.
- 3.8. In 2018 Ubico undertook a sustained effort to improve driver and crew vigilance with regard to compliance and all drivers in the company received briefings to ensure that all vehicles were appropriately inspected daily and that defects were accurately logged. Additional gate checks were also implemented to check the quality of the vehicle inspections carried out.
- 3.9. While it is difficult to judge whether this has had any significant impact in spend, it is reasonable to assume that additional vigilance has contributed to higher spend, especially if many tyres on the TBC vehicles were close or on the 3mm tread depth.

## **Damage**

- 3.10. While damage to tyres remains elevated due to driving to landfill, it is expected that the mobilisation of Javelin Park and the use of waste transfer stations should result in a reduction in damage to tyres following the commissioning of the EfW plant. However, any reduction in tyre damage may be absorbed by increase in wear due to increased motorway travel.
- 3.11. Ubico's introduction of driving assessors may also help to reduce tyre damage and wear further by improving the skill level of drivers to reduce incidents of mounting kerbs when manoeuvring and improving driving style overall.

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