

6 July 2020

Committee Overview and Scrutiny

Date Tuesday, 14 July 2020

Time of Meeting 4:30 pm

This is a remote meeting in accordance with the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020.

Members of the public will be able to view this meeting whilst it is in session by clicking on the link that will be available on the Agenda publication page immediately prior to the commencement of the meeting.

Agenda

1. ANNOUNCEMENTS

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.

4. MINUTES

1 - 15

To approve the Minutes of the meeting held on 10 March 2020.



5. **PERFORMANCE MANAGEMENT - QUARTER 4 AND FULL YEAR 2019/20** 16 - 60

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

DATE OF NEXT MEETING

TUESDAY, 1 SEPTEMBER 2020

COUNCILLORS CONSTITUTING COMMITTEE

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

Substitution Arrangements

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

Recording of Meetings

In accordance with the Openness of Local Government Bodies Regulations 2014, please be aware that the proceedings of this meeting may be recorded.

TEWKESBURY BOROUGH COUNCIL

Minutes of a Meeting of the Overview and Scrutiny Committee held at the Council Offices, Gloucester Road, Tewkesbury on Tuesday, 10 March 2020 commencing at 4:30 pm

Present:

Chair
Vice Chair

Councillor K J Cromwell
Councillor J W Murphy

and Councillors:

G J Bocking, C L J Carter, P A Godwin, H C McLain, P D McLain, H S Munro, S Thomson and M J Williams

OS.90 ANNOUNCEMENTS

90.1 The evacuation procedure, as noted on the Agenda, was taken as read.

OS.91 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

91.1 Apologies for absence were received from Councillors J K Smith, R J G Smith, P D Surman and P N Workman. There were no substitutions for the meeting.

OS.92 DECLARATIONS OF INTEREST

92.1 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.

92.2 There were no declarations made on this occasion.

OS.93 MINUTES

93.1 The Minutes of the meeting held on 11 February 2020, copies of which had been circulated, were approved as a correct record and signed by the Chair.

OS.94 EXECUTIVE COMMITTEE FORWARD PLAN

94.1 Attention was drawn to the Executive Committee Forward Plan, circulated at Pages No. 13-14. Members were asked to determine whether there were any questions for the relevant Lead Members and what support the Overview and Scrutiny Committee could give to the work contained within the plan.

94.2 It was

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

OS.95 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2019/20

95.1 Attention was drawn to the Overview and Scrutiny Committee Work Programme 2019/20, circulated at Pages No. 15-18, which Members were asked to consider.

95.2 The Chair noted that the Development Services Improvement Plan was due to be considered at the meeting on 14 April 2020 and he questioned whether this would now be postponed due to the Head of Development Services leaving the authority later in the month. In response, the Head of Development Services suggested that this item should be put back to June or July and it was

RESOLVED That the Overview and Scrutiny Committee Work Programme 2019/20 be **NOTED** subject to an amendment to move the Development Services Improvement Plan item, due to be considered at the meeting on 14 April 2020, to the new Overview and Scrutiny Work Programme 2020/21 which would be brought to the next meeting of the Committee for approval.

OS.96 PERFORMANCE REPORT - QUARTER 3 2019/20

96.1 The report of the Head of Corporate Services, circulated at Pages No. 19-66, attached performance management information for quarter three of 2019/20. The Overview and Scrutiny Committee was asked to review and scrutinise the performance information and, where appropriate, identify any issues to refer to the Executive Committee for clarification or further action to be taken.

96.2 Members were advised that this was the third quarterly monitoring report for 2019/20 and progress against delivering the objectives and actions for each of the Council Plan priorities was reported through the Performance Tracker, attached at Appendix 1 to the report. Key actions for the quarter were highlighted at Paragraph 2.3 of the report and included implementation of the new Business Transformation Team which would help support internal service improvements, particularly around digitalisation; commencement of a full review of the bulky waste service; sign-off of the pool car pilot which was now business as usual; the Growth Hub celebrating its first year following its launch in November 2018; and, approval of the Medium Term Financial Strategy by Council in January. The Corporate Services Manager indicated that, due to the complex nature of the actions being delivered, it was inevitable that some would not progress as smoothly or quickly as envisaged and the details of these were set out at Paragraph 2.4 of the report.

96.3 In terms of the Key Performance Indicators (KPIs), Members were informed that the status of each indicator was set out at Paragraph 3.2 of the report. From the 17 indicators with targets, 10 were on target, three were below target but the annual target would be achieved and four were below target and the target was unlikely to be achieved. KPIs where the direction of travel was down and the indicator was below target were set out at Paragraph 3.3. of the report and these included KPI 5 in relation to number of visitors to the Tewkesbury Tourist Information Centre as footfall was down compared to the previous year and was unlikely to achieve its target by the end of the year; KPIs 12, 13 and 14 in relation to the percentage of 'major', 'minor' and 'other' planning applications determined which were all below target; and KPI 27 which related to average number of sick days per full-time equivalent which had increased in quarter three beyond the eight day target for the year. Key areas where KPIs were performing particularly well were included at Paragraph 3.4 of the report and specific reference was made to KPI 22, where the number of days to process change in circumstances had improved from five days to three days as a result of new ways of working, and KPI 28 where food waste had risen to an average of 10 tonnes per month which had helped to increase the percentage of waste recycled or composted to 53.13%, above the 52% target and

the previous year's outturn of 52.59%. The Head of Corporate Services advised that it was intended to improve this section of the report in future so that the KPIs could be more directly linked back to the relevant section of the performance tracker.

96.4 During the debate which ensued, the following queries and comments were made in relation to the Performance Tracker:

Priority: Finance and Resources

P34 – Objective 4 – Action a) Explore options for the regeneration of Spring Gardens – A Member raised concern that, despite the performance tracker showing a smiley face, the Spring Gardens and Oldbury Road Regeneration Member Reference Group had not met for some time and the Garden Town seemed to be being used as a reason for the delay so he sought an explanation for this.

The Head of Finance and Asset Management explained that the main reason for the delay was due to the consideration of the social and economic impact of the four options, as set out in the commentary box. This information had now been received and the parking survey was also largely complete. In terms of the Garden Town, the bid was based on transforming Tewkesbury as a whole and it was necessary to pay some attention to how that would feed into the wider picture but he stressed it was not holding up this particular project in any way. He advised that it was his intention to hold a meeting of the Spring Gardens and Oldbury Road Regeneration Member Reference Group before Easter to update on progress. In terms of the smiley face, Members were informed that the project was on target as at quarter three.

P34 – Objective 4 – Action b) Disposal of the Ministry of Food and Fisheries (MAFF) site – A Member questioned what the reasons were for the delay and whether this was related to the previous action in respect of Spring Gardens.

The Head of Finance and Asset Management advised that, when considering various sites, it was becoming very clear how linked they needed to be going forward so it was a case of putting the jigsaw together in the right order. The parking survey information had suggested that it was right to retain the MAFF site and look at its potential for additional parking and other meanwhile uses. This would be discussed with the Parking Strategy Review Working Group and the Spring Gardens and Oldbury Road Regeneration Member Reference Panel before a proposal was taken to Council.

Priority: Promoting and Supporting Economic Growth

P36 – Objective 2 – Action a) Deliver employment land through the Joint Core Strategy and Tewkesbury Borough Plan – A Member pointed out that the comments box stated that the Joint Core Strategy Issues and Options consultation was completed on 11 January 2018 and he questioned whether that date was correct.

The Head of Development Services confirmed that the date was incorrect as the consultation was completed in January 2019 and she apologised for the error. She clarified that responses had now been considered so Officers were looking to progress to the next stage and a meeting had taken place that morning to discuss various changes such as having greater community involvement and infrastructure provision. Further to that meeting, it was now intended to have a Regulation 18 version of the Draft Plan by the autumn; this would include a transport and infrastructure strategy which would require engagement with Gloucestershire County Council.

P38 – Objective 3 – Action b) Work with partners to secure transport infrastructure improvements around the borough, including the all-ways Junction 10, Junction 9 and A46 improvements – A Member queried what was meant by an “offline solution” in terms of Junction 9 and the A46 and sought clarification as to the Member representative on the J9/A46 Partnership.

The Head of Development Services apologised for the terminology used and explained that an “offline solution” in this context was one which would not involve improving or extending the existing carriageway i.e. potentially a new road. She confirmed that Councillor Vernon Smith sat on the J9/A46 Partnership in his capacity both as a Tewkesbury Borough Councillor and a Gloucestershire County Councillor.

A Member raised concern that a lot of actions within the tracker referred to the Garden Town and he asked that this be kept separate where possible. The Head of Development Services explained that these projects all came under the heading of infrastructure and the growth potential of the M5 junctions, specifically Junction 9, had inevitably evolved due to the Garden Town so that was referenced in the work in respect of J9/A46. These were all relevant to Tewkesbury as a whole in any case and needed to be considered under the umbrella of the Garden Town. It was noted that the Garden Town was a priority in the new Council Plan so would be included in the performance tracker going forward, notwithstanding this, the infrastructure projects would continue to be actions in their own right.

- P39 – Objective 4 – Action b)
Develop a programme with partners to progress Healings Mill and other key development opportunity sites to support the regeneration of Tewkesbury – A Member noted that discussions were being held with the developer and agencies to explore what options may exist and he questioned what options were being considered.
- The Head of Development Services advised that the options related to how this would be delivered, for instance, whether this would be via developers or Homes England etc. and conversations were ongoing with existing landowners. It was noted that the designation of Healings Mill as a listed building the previous year had added to the complications. The Chair pointed out that the Committee had previously received a separate report on Healings Mill and had agreed that, as it was largely out of the Council's control, it would continue to receive updates as and when appropriate.
- P39 – Objective 5 – Action a)
Explore with partners – including the Battlefield Society – the potential to increase the heritage offer at the Battlefield Site – A Member asked whether it was possible to see the project plan that had been produced and asked for more information about the 2021 Group and how this linked to this action.
- The Deputy Chief Executive felt it would be beneficial to ask the Economic and Community Development Manager to attend a future meeting of the Committee to give an overview of the project plan and the 2021 Group.
- P40 – Objective 5 – Action b)
Review the tourism resources to maximise the tourist provisions in the borough – A Member noted that funding had been agreed to carry out an independent tourism review and he asked when that would be undertaken.
- The Head of Development Services explained that there were three elements to the review: Tewkesbury Tourist Information Centre; Winchcombe Tourist Information Centre; and the broader strategic issues around the potential of the towns. Various options had been considered in terms of the relocation of Tewkesbury Tourist Information Centre but, due to issues in relation to the building, a decision had been made to remain in the current building for the short term. Discussions were ongoing with Winchcombe Town Trust regarding the Tourist Information Centre provision within the town as a result of its successful bid for LEADER funding to develop a new heritage centre and it was noted that the service was temporarily being housed in Winchcombe Library whilst building works were progressing at the Town Hall. In terms of the broader strategic issues, external expertise were essential and a proposal to carry out the rest of the review had been received the previous day and was currently being considered. As work would continue into the new financial year, she suggested

that the Economic and Community Development Manager could give an update on the review when he gave his report on the battlefield and 2020 project group.

Key performance indicators for priority: Economic Development

P41 – KPI 5 – Number of visitors to Tewkesbury Tourist Information Centre – A Member noted that the number of visitors had dropped in 2018/19 and again in 2019/20 and questioned whether this meant there were less tourists in the borough.

The Head of Development Services advised it was not necessarily that there were less visitors – or that the service was not effective - rather that people no longer used traditional Tourist Information Centres in the same way, as such, it was necessary to review how best to maximise the borough's tourist potential, for instance, through the website and other methods. In response to a query as to whether the reduction in footfall was a result of the changes to opening hours, the Head of Development Services clarified that opening hours were different at different times of the year, with longer opening hours in the summer, but that had been the case for the last two years.

Priority: Growing and Supporting Communities

P42 – Objective 1 – Action a) Work with partners to undertake the required reviews to the Joint Core Strategy and Action b) Prepare and adopt the Tewkesbury Borough Plan – A Member sought clarification as to the progress of these actions, given that the target dates kept being revised, and whether there was anything that could be done to drive them forward. He raised particular concern that a lot seemed to link to the Tewkesbury Garden Town at Ashchurch which he did not feel was an appropriate reason to delay these important actions.

The Head of Development Services explained that the Joint Core Strategy review would seek to allocate the wider Tewkesbury Garden Town as a strategic allocation. In terms of the Tewkesbury Borough Plan, unfortunately, several unanticipated issues had been raised during the consultation which had required negotiations with statutory consultees but Officers were now in a position to discuss these with Members at the Tewkesbury Borough Plan Working Group meeting the following day. She could see no reason why the plan would not be submitted by the end of the month and, from that point on, the timetable would be in the hands of an Inspector and largely out of the Council's control.

P43 – Objective 1 – Action c)
Support communities in the preparation of the Neighbourhood Development Plans where they are brought forward – A Member noted that a number of Parishes were yet to deliver a Neighbourhood Development Plan and he questioned what help the Council could offer to put those plans in place.

The Head of Development Services clarified that Parishes were not obligated to adopt a Neighbourhood Development Plan, although a lot did have one particularly since the adoption of the Community Infrastructure Levy charging scheme which meant that there was an additional benefit of having a plan in place. Sessions had previously been held for all Parish Councils in relation to how Neighbourhood Development Plans were prepared and a number of plans had been approved; Officers did all they could to help and support any Parishes which wanted to produce a Neighbourhood Development Plan.

P43 – Objective 1 – Action e)
With partners, explore options for the provision of modular and innovative housing to meet housing needs – A Member questioned why this target date had been amended and if there was a problem with modular housing.

The Deputy Chief Executive explained that the Council had been working with Rooftop Housing on a scheme at Staverton which was due at the end of the month and conversations were also taking place with Bromford Housing regarding a potential site at Winchcombe. He provided assurance that Officers were working well with the housing providers on the schemes which were subject to the normal planning processes. Members expressed the view that because the target date had been moved it appeared as if nothing was being done so any progress should be reflected in the narrative.

P47 – Objective 4 – Action b)
Achieve the Council's affordable homes target by working with local housing providers – A Member noted that 142 affordable homes had been delivered against the target of 220 and he questioned whether this included all Joint Core Strategy sites which counted towards meeting the housing need of other local authorities, and why the target of 220 had been set when it seemed so unachievable.

In response, the Head of Community Services advised that this was an aspirational, notional target because the delivery of affordable homes was largely outside of the Council's direct control as it was dependent on when developers chose to bring schemes forward. He suggested that this needed to be changed to a performance measure or aim, as opposed to a target, and should be relevant for the duration of the new Housing Strategy which was due to be developed in the next financial year; he pointed out that the target for the previous year had been exceeded so the Council was performing well in this area but the way it was being reported was misleading in some respects. In response to a query as to whether there was a national target for delivery of affordable homes, Members were advised that there was a national aspiration but not a specific target. In terms of the 2019/20 target for affordable housing, the Head of Development Services explained that this was based on a rough calculation of the

policy requirements for 35% or 40% affordable housing – depending on whether it was a strategic site in the Joint Core Strategy – and the total work expected split by year; however, houses were not always delivered within a particular year and tended to happen in tranches.

In terms of the figures meeting the needs of other authorities, the Strategic Housing and Enabling Officer advised that the Cooper's Edge development included properties to meet the needs of Gloucester City and Stroud District. Gloucester City had originally planned for 100% of houses to meet its own need but this was not acceptable from Tewkesbury Borough Council's point of view and consideration had been given to a 50/50 split; however, this was not manageable in terms of monitoring so an agreement had been reached that they would be allocated based on who applied and their local connection so that it would be market-led. The Head of Community Services clarified that this was an Executive Committee decision and was intended to ensure that the properties did not remain vacant as a result of applicants being from a different local authority area to that where the properties had been built. He stressed that this was a reciprocal arrangement so there would be properties within Gloucester City's strategic allocation which Tewkesbury Borough residents could apply for.

The Head of Development Services confirmed that a decision had been made some time ago regarding the need to co-operate and the Joint Core Strategy identified specific allocations which would help to meet Gloucester City's housing need. Affordable housing was a separate issue and there was a reciprocal arrangement that an element of new affordable homes built as part of the development at Twigworth would be available for Tewkesbury Borough residents, as well as Gloucester City residents. She went on to advise that, where the properties were not serving the need of Tewkesbury Borough residents, they did not come off the Tewkesbury Borough Council target – for example, if there was a need for 10,000 houses in Tewkesbury Borough but Gloucester City had a need for 2,000 properties which could not be accommodated within the allocations in its own area, they could potentially be built within Tewkesbury Borough meaning there would be 12,000

houses overall, 10,000 of which would count towards Tewkesbury Borough Council's housing supply figures and 2,000 which would count towards Gloucester City's housing supply figures.

P49 – Objective 4 – Action d)
Develop a programme to work with landlords to ensure residents have a supply of rented properties to meet their needs – A Member noted that a pilot scheme was due to start at the beginning of the year and she asked for a progress update.

The Head of Community Services confirmed that the pilot had been launched in January and was targeting landlords through agents initially; unfortunately, the launch event had not been well-attended despite Officers encouraging every landlord in the borough to engage. There was flexibility to try different things, as other authorities were doing but, to date, nothing had been hugely successful. He provided assurance that landlords were strongly encouraged to take on tenants with lower incomes but this was proving to be difficult, even with active encouragement, and part of the pilot would be to establish what would incentivise landlords. The timescale for the pilot had been extended by the Ministry of Housing, Communities and Local Government, which he was grateful for, and he undertook to revise the target date to reflect that and to report back to the Committee once the pilot had finished. A Member indicated that the action referred to a 'programme of work' and he asked whether this could be made available to Members. The Head of Community Services clarified that it was not a formal plan and was constantly changing, as such, he suggested it would be more beneficial for the relevant Officer to attend a forthcoming meeting of the Committee to give an update on the work undertaken to date. In the interim, he would be happy to circulate the presentation which had been given to landlords at the launch event.

Key performance indicators for priority: Growing and supporting communities

P50 and 51 - KPIs 8, 9 10 and 11 in relation to housing applications and homelessness – A Member noted there was no direction of travel for these KPIs and it was unclear if they were performing well or not. She had raised this at the meeting in December when the quarter two performance information had been considered and she had been advised that legislative changes meant that the information being compared was not like for like and it was intended to review the KPIs ready for 2020/21 to coincide with the new Housing Strategy; she questioned whether Officers were confident that could still be achieved and whether there was any cause for concern in terms of the quarter three performance.

P52 – KPI 12 – Percentage of ‘major’ applications determined within 13 weeks or alternative period agreed with the applicant, KPI 13 – Percentage of ‘minor’ applications determined within eight weeks or alternative period agreed with the applicant and KPI 14 – Percentage of ‘other’ applications determined within eight weeks or alternative period agreed with the applicant – A Member noted that these KPIs were not achieving their targets and sought clarification as to what was being done to address this.

The Head of Community Services confirmed that it was still intended to review these KPIs to make it easier for Members to see how they were performing. In terms of the homelessness figures, Officers were more effective in terms of keeping people in accommodation than in previous years so performance was generally very good.

The Head of Corporate Services explained that the new Council Plan had recently been adopted so all KPIs would need to be reviewed to ensure they remained relevant. The first quarterly performance report of 2020/21 would be brought to the Committee in September.

The Head of Development Services advised that the figures could be deceptive, particularly in terms of ‘major’ applications as it may be that only one or two were delivered within a quarterly period; however, that was not to say work was not ongoing. She explained that the figures for quarter three were based on the determination of four applications but she indicated that a planning performance agreement was in place for one further application – this meant that the applicant was happy with the timescales for determination but it did not count as an extension of time – had that been included in the figures, the quarter three outturn would have been 86.6% as opposed to 66.67% and in excess of the 85% target. With regard to ‘minor’ applications being below target, Members were advised that this was partly due to the complexity of some of the issues that needed to be resolved, particularly if they were recommended for refusal; if applications were refused too quickly, the Council would be at risk of losing an appeal so it was

preferable to work with applicants to come to a favourable outcome where possible. In terms of 'other' applications, performance was above the 90% target for quarter three at 91.34%. She provided assurance that planning performance was taken very seriously and a close handle was kept on the figures, both across the team and on an individual Office basis. One quarter could make a considerable difference, particularly as there were a number of applications which had been on the books for a long time which Officers were working hard to resolve so that would skew the figures.

In response to a query as to who set the targets, Members were informed that there were national targets – 60% for 'major' applications, 70% for 'minor' applications and 75% for 'other' applications - which the authority always exceeded so an additional 10% was added to the KPIs.

Priority: Customer Focused Services

P54 - Objective 1 – Action b)
Continue to proactively enforce against enviro-crimes including fly-tipping and dog fouling in accordance with the action plan – A Member congratulated Officers on the significant improvements that had been made in relation to enviro-crimes - the results continued to be superb and the action appeared to be business as usual.

The Head of Community Services undertook to pass this on to his team.

P56 – Objective 3 – Action b)
Introduce the option for paperless billing for council tax and business rates – A Member noted that the target date for this action was February 2020 and he sought an update as to how this was progressing.

The Head of Corporate Services advised that there had been issues with the external software supplier which had failed to deliver on content. An in-house solution had been planned for a trial prior to annual billing but, unfortunately that had not happened as yet; the project team was meeting the following week and, although paperless billing would not be in place in time for annual billing, a lot of residents' bills were sent outside of that process so it was hoped that it would be introduced during the course of the next year.

P56 – Objective 3 – Action d)
Investigate digital methods to improve customer engagement – A Member asked what could be expected by the target date of March 2020.

The Head of Corporate Services clarified this was a target date for introducing a new digital strategy setting out the Council's aims and objectives. The new Business Transformation Team would have a key role to play in delivering the strategy and driving forward its digital ambitions which would include online licensing and digital support in planning. The new Council Plan would include actions for implementation of the strategy.

Key performance indicators for priority: Customer focused services

P61 – KPI 26 – Number of overall crime incidents – A Member advised that the Police and Crime Commissioner's report had set out the intention to prosecute anyone found to be committing retail crime, regardless of the value of the item being stolen, and he raised concern that this could lead to a sharp increase in the total number of crimes being reported and recorded, making comparisons between years unrealistic, and he questioned whether a monthly breakdown could be provided.

The Head of Corporate Services indicated that it would be possible to include a monthly breakdown in the comments section but it was important to remember that this was a contextual indicator to give an idea of what was happening in the borough and was not something within the Council's control. On that basis, Members agreed that it would be more appropriate to remove this from the performance tracker and to continue to receive crime figures in the update from the Council's representative on the Gloucestershire Police and Crime Panel.

P61 – KPI 27 – Average number of sick days per full time equivalent – A Member raised concern that these figures remained high despite the Committee having previously been assured that this could be skewed by long term sickness absence and she asked when the trend would be reversed.

The Head of Corporate Services advised that the public sector average was eight days per full-time equivalent and Tewkesbury Borough Council was currently at 9.87 days for the first three quarters of the year. There had previously been six or seven members of staff who were absent due to serious health issues but he was pleased to report that was now down to two so the figures were expected to improve in the final quarter, although clearly there could be short term implications as a result of the coronavirus pandemic.

96.5

Turning to the financial information, the Head of Finance and Asset Management indicated that the budget summary for quarter three showed a significant surplus of £310,256 against the profiled budget. The table at Page No. 26, Paragraph 4.2 of the report detailed how the surplus had arisen. Employee costs had generated a surplus of £148,351, largely from staff vacancies which had been managed during the period by utilising current staff to cover work in the short term and through savings arising from the decision to grant flexible retirement to the Chief Executive. A deficit was being reported on supplies and services in relation to the European and Parliamentary Elections but the Council received grant income to cover these

costs so this was matched off by an income surplus within Democratic Services. There was a deficit of £214,973 in relation to payments to third parties which included a deficit of £204,643 in respect of the Ubico contract; as well as the increased resources for grounds maintenance and the increased cost of the depot rental, an additional £77,000 costs relating to the corporate core of Ubico had been added to the Tewkesbury Borough contract. The majority of this was as a result of an insufficient recovery rate at budget setting for 2019/20 and a number of budget items being missing from the costings. This was disappointing given the good work that had been done to improve financial management and monitoring but the Head of Finance and Asset Management provided assurance that Officers were working closely with Ubico to change the processes around the way the corporate core was accounted for. Members were informed that this had impacted all Ubico shareholders. He went on to advise that current year income was showing a surplus of £354,763 and more detail of what that included was set out at Page No. 28, Paragraph 4.8.1 of the report. The positive position was being offset by deficits in relation to planning income and recycling credits during quarter three.

- 96.6 Members were advised that corporate codes included the other sources of financing that were needed to balance the budget and there was a significant budget deficit being shown on investment properties due to the inability to secure another commercial property during the year as anticipated. This had meant that income expected to be received in rent had not been achieved; however, the loss had been mitigated to a large extent by treasury management costs being reduced through less borrowing and no minimum revenue provision being made. Notwithstanding this, Members were advised that, in recent weeks, the Council had secured two additional properties, with a third in the pipeline, so this position was expected to change very quickly in 2020/21 and all of the investment balance allocated by the Council would be used. Business rates continued to perform well with a surplus of £161,129 at the end of quarter three, in addition, the Council was a member of the Gloucestershire business rates pool which allowed the authority to retain additional monies if the pool was showing a positive return and, although it could not be confirmed as this time, the current position suggested a windfall in the region of £250,000 by year end. A summary of the position for each Head of Service showing current variance against their budget was attached at Appendix 2 to the report.
- 96.7 Appendix 3 to the report provided the capital budget position as at quarter three which was currently showing a surplus of £12,027 – this was being offset due to incurring higher than predicted expenditure on Disabled Facilities' Grants; however, in reality that was covered by a government grant so the Council's capital allocation was not being depleted. Appendix 4 to the report provided a summary of the current usage of available reserves which showed expenditure against resources as at the end of December 2019.
- 96.8 A Member drew attention to Appendix 2 to the report and indicated that he had calculated the full year budget for Democratic Services to be £847,254 as opposed to £741,229 as set out in the papers. The Head of Finance and Asset Management explained that the figures for the full year budget were incorrect for a number of areas due to an error in transferring the information; nevertheless, this did not distort the overall budget position. He apologised for the mistake and undertook to ensure this would not happen again. Another Member queried whether the Council was obliged to pay the additional £77,000 costs relating to the corporate core of Ubico given that this was due to an accounting error which was not the fault of the authority. In response, Members were informed that, unfortunately, the Council was responsible for the cost just as it would for any other service area. This had come as a surprise as the Council had been receiving improved transparency reports from Ubico, particularly in respect of operational service costs; unfortunately, a review of the corporate core had been undertaken when the individual responsible for that budget had left the company which had revealed budget deficiencies and

inaccuracies during budget setting resulting in the overspend. Clearly this was not ideal given the previous overspend, but Ubico had worked quickly with all the Section 151 Officers across the company to mitigate some of the costs during the current financial year and to ensure the corporate core became part of the normal reporting package so there was full transparency on every line of the budget. It was disappointing that the error had occurred, but the Head of Finance and Asset Management was encouraged that it would not be a problem going forward and he was meeting Ubico's new Director of Finance the following week to discuss the commitment to transparency. In response to a query as to whether the budget for 2020/21 would be impacted, Members were informed that the contract sum had already been set and consideration was being given as to how savings could be made without affecting the overall service. Another Member noted that Ubico was currently operating with a number of temporary staff, including the Chief Executive, and he questioned whether there was any flexibility to offer improved packages to ensure those roles were filled. The Head of Finance and Asset Management confirmed that there was room for manoeuvre in the base budget so it would be possible to increase remuneration slightly if necessary.

96.9 A Member drew attention to Page No. 28, Paragraph 4.8.1 in respect of the net surplus in income and he noted that the figures provided in the bullet points did not add up to the overall surplus of £354,763. The Head of Finance and Asset Management explained that this was not an exhaustive list of all the areas of variance - the budget had approximately 160 lines of income so the report focused on a few key areas. In response to a query regarding interest, Members were advised that the authority had been able to secure interest on cash balances, such as council tax and business rates, which was invested in a range of products including banks and pool funding etc. resulting in approximately £400,000 income. For 2020/21 this was estimated at between £500,000-600,000 depending on the market.

96.10 Having considered the information provided, it was

RESOLVED That the performance management information for quarter three of 2019/20 be **NOTED**.

OS.97 GLOUCESTERSHIRE ECONOMIC GROWTH SCRUTINY COMMITTEE UPDATE

97.1 Members received an update from the Council's representative on the Gloucestershire Economic Growth Scrutiny Committee on matters discussed at the last meeting held on 26 February 2020.

97.2 The Council's representative explained that the meeting had comprised two parts: a presentation from Lead Members and Officers from Gloucester City Council on key issues and concerns affecting economic growth and development; and a verbal update from the Chief Executive of the Local Enterprise Partnership. He undertook to circulate a copy of the presentation via Democratic Services following the meeting. He advised that two booklets were made available at the meeting – Gloucester City Council's Economic Growth Strategy 2018-21 and its Regeneration and Economic Development Strategy 2016/21 - and copies had been placed in the Members' Lounge.

97.3 The presentation had explained that Gloucester City had been in the process of regeneration for the best part of 20 years and included: the opening of St Oswald's retail park in 2004; the opening of Oxstall's Campus in 2003; regeneration of the Gloucester Docks over the last 10 years; completion of the south-west bypass which was linked to the Gloucester Quays development; regeneration of Greyfriars into significant residential development; and, transformation of the Railway Triangle/Corridor for commercial use including Morrison's, Costa etc. It had been pointed out that there had not been enough regeneration in the city centre but there

would be in future. In terms of the economic challenges, whilst unemployment was relatively low, it was still the highest in the county with an over-reliance on public sector jobs. Gloucester City Council's role was to promote the city to visitors and investors; provide a robust planning framework; and invest in sites and infrastructure, for example, creation of the transport hub with the help of the Local Enterprise Partnership and its purchase of Eastgate Shopping Centre to determine its future use. In terms of the local economy, there was a population of 130,000 which was growing at 1% per annum. Whilst the city had an economically active, young population, there was a lack of skills to meet business needs as well as a lack of technical skills. The average house price was £200,000 with prices rising significantly over the last couple of years. The shortage of grade A office space had also been noted along with the high level of deprivation and the ageing workforce. Gloucester City Council wanted to ensure that the wealth created in the city was retained locally – ideally people would live and work locally.

- 97.4 In terms of key challenges, the City Council faced an ongoing decline in manufacturing and other traditional forms of employment; low property values but high property development costs; the changing face of retail in the city centre; negative perceptions of Gloucester as a place to live and visit; a stressed and over-congested road system; and impacts related to climate change. Notwithstanding this, there were also opportunities in terms of the high proportion of young residents; the potential to attract more shoppers and visitors to the Quays and city centre; the potential to attract niche businesses and start-up enterprises; and drawing upon the city's heritage e.g. Gloucester Cathedral, Gloucester Docks. Gloucester City Council had successfully delivered a number of developments including Baker's Quays Apartments; Black Dog Way Apartments; the transport hub; Blackfriar's student accommodation; and King's Quarter and Square developments. In terms of the next steps, the Council needed to adapt to the changing role of retail by redeveloping the city centre and providing more homes and city-centre based experiences. For instance, it was noted that Gloucester Prison was a target for development; the Council wanted to provide a high-quality hotel within the city; and the way to the city centre from the transport hub was to be made much clearer.
- 97.5 With regard to the update from Gloucestershire First Local Enterprise Partnership, Members were informed that this was the fourth year of the five year investment plan and Gloucester City had benefitted from the £35m funding with the train station receiving £4m funding and the transport hub receiving £6.4m funding. Student accommodation in the city had largely been completed and there had been a £5m investment in the Growth Hub at Oxstall's Campus. In addition, the Baker's Quay development was almost signed off, a data centre at Barnwood had benefitted from £3m investment and Gloucester City Council now owned a total of three shopping centres.
- 97.6 The Chair thanked the Council's representative for his update, which had been circulated to the Committee prior to the meeting, and it was subsequently
- RESOLVED** That the Gloucestershire Economic Growth Scrutiny Committee Update be **NOTED**.

The meeting closed at 6:20 pm

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	14 July 2020
Subject:	Performance Management – Quarter 4 2019/20
Report of:	Head of Corporate Services
Corporate Lead:	Chief Executive
Lead Members:	Lead Member for Commercial Transformation
Number of Appendices:	1

Executive Summary:

Council Plan priorities (2016-20) were refreshed and approved by Council on 25 April 2018. Supporting the priorities is a set of objectives and actions. Progress in delivering the objectives and actions are reported through a Council Plan Performance Tracker (Appendix 1). The tracker is a combined document which also includes a set of Key Performance Indicators (KPIs). This performance information is reported to Overview and Scrutiny Committee on a quarterly basis. The outcome of this scrutiny review is then reported to the Executive Committee by the Chair of the Overview and Scrutiny Committee. This is the final performance tracker of the current Council Plan. A new Council Plan (2020-24) was approved by Council on 28 January 2020.

In business as usual times, a range of financial information supports the tracker document such as the quarterly budget outturn figure; however, as a result of the response required to the coronavirus pandemic, both internal resources and the resources of external bodies who provide information for our accounts have been redeployed on response activities and, as a result, there has been an impact on timescales associated with the closedown process. In addition, the valuations and estimations required to produce an outturn position have been complicated by the unknown impact of coronavirus. As a result of both of these issues, the national timetable for completion of the accounts has been moved from July to November. Our own internal timetable has been adjusted to allow the outturn report to be presented to the July Executive Committee meeting rather than the June meeting as planned.

Recommendation:

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

Reasons for Recommendation:

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

Resource Implications:

None directly associated with this report other than to note that a number of actions during the latter part of quarter 4 were impacted by the Council's response to COVID-19.

Legal Implications:

None directly associated with this report.

Risk Management Implications:

If delivery of the Council's priorities is not effectively monitored, the Council cannot identify where it is performing strongly or where improvement in performance is necessary. The impact of COVID-19 has been commented upon in relation to a number of Council Plan actions. A separate recovery plan is currently being developed around the new Council Plan priorities.

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 the Executive Committee.

Environmental Implications:

None directly associated with this report.

1.0 INTRODUCTION/BACKGROUND

- 1.1 Council Plan priorities (2016-20) were refreshed and approved by Council on 25 April 2018. Supporting the priorities is a set of objectives and actions. Progress in delivering the objectives and actions are reported through a Council Plan Performance Tracker (Appendix 1). The tracker is a combined document which also includes a set of Key Performance Indicators (KPIs). This performance information is reported to Overview and Scrutiny Committee on a quarterly basis. The outcome of this scrutiny review is then reported to the Executive Committee by the Chair of the Overview and Scrutiny Committee. This is the final performance tracker of the current Council Plan. A new Council Plan (2020-24) was approved by Council on 28 January 2020.
- 1.2 The majority of actions within the performance tracker reflects the progress of Council Plan actions as at the time of writing the report. As expected, areas of work have been impacted as a result of the Council's response to COVID-19 and this is reflected within the commentary supporting those actions. On 10 June 2020, the Executive Committee approved the development of a corporate recovery plan. It is proposed this will include a recovery tracker monitoring tool that will be reported alongside future Council Plan performance trackers. In terms of the KPI information, this is of a statistical nature and represents the outturn position as at 31 March 2020 (quarter 4).
- 1.3 In business as usual times, a range of financial information supports the tracker document such as the quarterly budget outturn figure; however, as a result of the response required to the coronavirus pandemic, both internal resources and the resources of external bodies who provide information for our accounts have been redeployed on response activities and, as a result, there has been an impact on timescales associated with the closedown process. In addition, the valuations and estimations required to produce an outturn position have been complicated by the unknown impact of coronavirus. As a result of both of these issues, the national timetable for completion of the accounts has been moved from July to November. Our own internal timetable has been adjusted to allow the outturn report to be presented to July Executive Committee rather than the planned June meeting.

2.0 COUNCIL PLAN PERFORMANCE TRACKER

2.1 The Council Plan (2016-20) has four priorities which contribute to the overall Council Plan vision “*Tewkesbury Borough, a place where a good quality of life is open to all*”. The priorities are:

- Finance and resources
- Promoting and supporting economic growth
- Growing and supporting communities
- Customer focused services

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

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

☺ – action progressing well

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

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

Grey – project has not yet commenced

✓ – action complete or annual target achieved

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

↑ - PI is showing improved performance on previous year

↔ - PI is on par with previous year performance

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

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

- Approval of the Medium Term Financial Strategy in January 2020.
- A further two commercial properties have been sourced and secured.
- The appointment of the Association for Public Service Excellence (APSE) to undertake an independent review of the council's trade waste service.
- The Growth Hub has provided support in tackling the impact of COVID-19 to the business community by offering advice, signposting to government support packages and grants that are available.
- The Tewkesbury Borough Plan was submitted to government for examination on 18 May 2020.
- Gloucestershire County Council has awarded £219 million to deliver an all-ways Junction 10 on the M5. Tewkesbury Borough Council, working with Cheltenham Borough Council, is supporting Gloucestershire County Council on the contract conditions and delivery of the project.
- The commissioning of a strategic review to look at the Council's tourism provision which will now be extended to consider recovery actions in light of COVID-19.
- The procurement of a new digital platform to support delivery of the Council's digital ambitions.

2.4 Due to the complex nature of the actions being delivered, inevitably some may not progress as smoothly or quickly as envisaged. The latter period of the quarter also saw Council services being heavily affected by COVID-19 and resources being prioritised to deal with the response. This has resulted in some actions being suspended. Actions with either a 😊 or 😞 are highlighted below:

Action	Status and reason for status
Undertake a review of the discretionary trade waste service to ensure it is operating on a viable commercial level. (Page No. 3 of performance tracker).	😞 The Association for Public Service Excellence (APSE) has been appointed to undertake a review of the service in order to identify the best way forward. This work is underway but contact with business is hampered as many are closed as a result of COVID-19. The target date has been amended from June 2020 to September 2020 . The target date has been amended six times previously.
Explore options for the regeneration of Spring Gardens (Page No. 4 of performance tracker)	😞 A draft options appraisal report was due in June. This report will now have to consider the impact of COVID-19 on the options and the Council's own financial position. The date has been amended from March 2020 to October 2020 . The target date has been amended twice previously.

Action	Status and reason for status
Disposal of the Ministry of Agriculture, Food and Fisheries (MAFF) site. (Page No. 5 of performance tracker)	☹️ Developing parking strategy and options being considered for Spring Gardens both suggest that the MAFF site should be considered for parking requirements. Further studies have also been carried out and these will need to be brought together in a report to Members later in the year. The target date has been amended to reflect this from March 2020 to end of October 2020 . This is the first amendment to the target date.
Work with the Local Enterprise Partnership (LEP) and other partners to contribute to the Local Industrial Strategy (LIS). (Page No. 6 of performance tracker)	☹️ The LIS was due to be submitted to central government but, as a result of COVID-19, this has been postponed until further guidance is received from Business, Energy and Industrial Strategy (BEIS). Further work will now be included looking at the COVID-19 recovery plan/ addendum as part of the final LIS. A new target date is subject to BEIS and will be confirmed in due course . The target date has been amended once previously.
Deliver employment land through the Joint Core Strategy (JCS) and Tewkesbury Borough Plan. (Page No. 7 of performance tracker)	☹️ Target date for the JCS has been amended from spring 2020 to winter 2020 . The timescale has been amended to reflect a more up to date timescale. The target date has been amended twice previously.
Review the tourism resources to maximise the tourist provisions in the borough. (Page No. 10 of performance tracker)	☹️ The target date for the review has been amended from March 2020 to December 2020 to include how the Council can best respond to the impact of COVID-19 on tourism as well as to consider the emerging Visit Gloucestershire work. The target date has been amended three times previously.
Work with partners to undertake the required reviews to the JCS. (Page No. 12 of performance tracker)	☹️ Target date for the JCS has been amended from spring 2020 to winter 2020 . The timescale has been amended to reflect a more up-to-date timescale. The target date has been amended once previously.

Action	Status and reason for status
<p>Ensure land is allocated for housing as part of the Junction 9 masterplan. (Page No. 13 of performance tracker)</p>	<p>☹️ Date has been amended from summer 2020 to winter 2020. The JCS will seek to allocate the wider Garden Town at Tewkesbury as a strategic allocation. The timescale has been amended to bring in line with the JCS timescales. The target date has been amended once previously.</p>
<p>Ensure adequate land is allocated within the JCS and Tewkesbury Borough Plan to meet housing need. (Page No. 14 of performance tracker)</p>	<p>☹️ Target date for the JCS has been amended from spring 2020 to winter 2020. The timescale has been amended to reflect a more up-to-date timescale. The target date has been amended once previously.</p>
<p>Achieve the Council's affordable homes target by working with local housing providers. (Page No. 17 of performance tracker)</p>	<p>☹️ The number of affordable homes delivered this year was 191 against a target of 220.</p>
<p>Implement the One Legal business review and associated case management system replacement. (Page No. 23 of performance tracker)</p>	<p>☹️ Training and introduction of the customer portal system has been postponed as a result of COVID-19 as this requires face-to-face meetings. Target date has been from April 2020 to October 2020. The target date has been amended twice previously.</p>
<p>Review our Advice and Information Centres (AICs). (Page No. 24 of performance tracker)</p>	<p>☹️ Preliminary work to understand how well the AICs were used and their purpose had started in early 2020. Officers were keen for Member involvement to review the future of the AICs and a report to set up an O&S Working Group was due to be presented in June 2020. The undertaking of this piece of work will need to be considered as part of the Committee's wider Work Programme. In the meantime, all AICs remain closed as a result of COVID-19. Target date has been amended from June 2020 to October 2020. The target date has been amended once previously.</p>

Action	Status and reason for status
Explore options to provide online public access to interactive planning policy information maps. (Page No. 26 of performance tracker)	☹️ The target date has been amended from March 2020 to March 2021 this is to prepare to host the final version of the Tewkesbury Borough Plan which is scheduled for adoption early 2021 following examination. The target date has been amended twice previously.
Introduce the option for paperless billing for Council Tax and business rates. (Page No. 26 of performance tracker)	☹️ The target date has been amended from February 2020 to March 2021 . As previously reported, a combination of issues relating to this project around GDPR, software integration and contract performance resulted in paperless billing not being introduced for the main billing run in February. An in-house solution to deliver a viable alternative was being worked upon and was on the cusp of being launched for ad-hoc billing. COVID-19 led to the key officers involved in the implementation of the project being deployed to other priorities. Options to move this project forward will need to be revisited. The target date has been amended three times previously.
Review our corporate website. (Page No. 27 of performance tracker)	Pre-COVID-19, a project team had been set up to progress this piece of work. While we already have an excellent website, there are some improvements to be made, including the search function and our recruitment pages. In addition, consideration will be given to bringing two external websites (Visit Tewkesbury and Tewkesbury Business) in-house for consistency. This is the first amendment to the target date.

3.0 KEY PERFORMANCE INDICATORS (KPIs)

3.1 The set of KPIs are a combination of contextual indicators and target related indicators. KPIs must remain flexible to ensure they meet our needs. The data reported is the position at end of March 2020.

3.2 Of the 17 indicators with targets, their status as at the end of final quarter for 2019/20 is:

 (target achieved)	 (target not achieved)
8	9

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

↑ (better performance than last year)	↔ (on par with previous year performance)	↓ (not as good as last year)
6	3	10

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

KPI No.	KPI description	Reason for  ,  or ↓
5	Number of visitors to Tewkesbury Tourist Information Centre (TIC) (Page No. 11 of performance tracker)	↓  Footfall is down by 5,146 compared to last year and has not met the target of 28,000 this year. This is due to the impact of the flooding and COVID-19 pandemic.
12	Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant. (Page No. 22 of performance tracker)	↓  Figure is down compared to the outturn of 2018/19 from 93.3% to 81% 2019/20. Resulting in the Council's target, 85% not being met. 7 / 37 decisions were determined outside of the target date. The outturn is still considerably higher than the national target of 60%.
13	Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the applicant. (Page No. 22 of performance tracker)	↓  Due to the complexity of the issues needed to address some of the 'minor' applications, it has taken longer to determine 45 applications throughout the year. This resulted in this year's outturn of 75.7% not meeting the Council's target of 80% or the outturn for last year of 86%.
14	Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant. (Page No. 23 of performance tracker)	 101 / 116 decisions were made within agreed timescales. This equates to performance of 87%, just below the local target of 90% but considerably above the national target of 70%.

KPI No.	KPI description	Reason for ☹️, 😊 or ↓
18	Number of reported enviro crimes. (Page No. 28 of performance tracker)	↓ ☹️ 364 crimes were reported in Q4 making it 1,271 for the year. This is above the target of 1000 and above last year's outturn of 1,089. There has been an increase in the number of fly-tipping and abandoned vehicles throughout the year.
23	Percentage of Council Tax collected. (Page No. 30 of performance tracker)	😊 The outturn of 98.1% is on par with last year's performance of 98.1% and this year's target of 98.3%. This is against a backdrop of a significant number of new properties entering the rating list. COVID-19 also required some of the team to focus on responding to other areas e.g. business grants during March which saw an impact on the percentage of Council Tax collected.
26	Number of overall crime incidents. (Page No. 31 of performance tracker)	↓ There has been an increase in the number of overall crime incidents of 7.9%, during 12month period.
27	Average number of sick days per Full Time Equivalent (FTE). (Page No. 31 of performance tracker)	↓ ☹️ The average number of sick days outturn for 2019/20 was 12.62 days. This is above the annual target of 8 days and the outturn for 2018/19 of 10.2 days.
28	Percentage of waste recycled or composted. (Page No. 32 of performance tracker)	↓ ☹️ The outturn for 2019/20 was 51.47%. This was slightly below last year's outturn of 52.59% and the target of 52%. This has been due to an increase of recyclable material in the residual waste, the highest being food waste.
29	Residual household waste collected per property in kgs. (Page No. 33 of performance tracker)	↓ 414kg of residual household waste per property was collected this year. This has increased slightly compared to last year's outturn of 401kg. The impact of COVID-19 lockdown has seen an increase in waste collected in Q4 by 125 tonnes compared to the year before.

KPI No.	KPI description	Reason for ☹️, 😊 or ↓
31	Percentage of Freedom of information (FOI) requests answered on time. (Page No. 34 of performance tracker)	↓ Whilst the target of 80% has been achieved, the outturn for 2019/20- 90% has dropped slightly when compared to the outturn (92%) for 2018/19. This is due to 55 responses out of 565 requests not meeting the 20 working day timescale throughout the year.
32	Percentage of formal complaints answered on time. (Page No. 34 of performance tracker)	↓ The outturn for the year, 86%, is lower when compared to last year's outturn figure of 92%. 28 complaints out of 199 received during 2019/20 were not answered within the 20 working day timescale. Ten of these complaints were answered late, during Q4.

3.4 Areas where KPIs are performing particularly well, include:

- KPI 7: 1346 visitors entered the Growth Hub during 2019/20, achieving its target of 1000 visitors.
- KPI 16 and KPI 17: 1,644 people have been supported within the borough by Citizens' Advice; this has seen a financial gain of £1,832,984 to residents/clients, of which just under £703k represented debts written-off.
- KPI 21: A significant improvement has been made on the average number of days to process a new benefit claims; this is now down to 4 days, compared to last year's outturn of 22 days. The average nationally is 16 days.
- KPI 22: An average of 3 days to process change of circumstances which is an improvement on the Council's target of 4 days and last year's outturn of 5 days. The average nationally is 4 days.

4.0 OTHER OPTIONS CONSIDERED

4.1 None

5.0 CONSULTATION

5.1 None

6.0 RELEVANT COUNCIL POLICIES/STRATEGIES

6.1 Council Plan 2016-20.

7.0 RELEVANT GOVERNMENT POLICIES

7.1 None directly.

8.0 RESOURCE IMPLICATIONS (Human/Property)

8.1 None directly.

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

9.1 Linked to individual Council Plan actions.

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

10.1 Linked to individual Council Plan actions.

11.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

11.1 None.

Background Papers: None

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Appendices: Appendix 1 – Council Plan Performance Tracker Qtr 4 2019/20

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

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

PRIORITY: FINANCE AND RESOURCES

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 1. Seek to be financially independent of the government's core grants.				
a) Deliver the council's transformation programme to deliver a balanced budget.	Target date: March 2020	Corporate Leadership Team (CLT) Lead Member for Commercial Transformation	☺	<p>Projects within the transform programme have their individual milestones and target dates. March 2020 is an annual target date used to assess the overall in year success of the programme. For example;</p> <ul style="list-style-type: none"> • Bulky waste service review – this has commenced and is a full review, looking at pricing policy, on-line bookings, recyclables, service provider. • Pool cars – the pilot has been signed off and this is now part of routine council business. Alongside this project was the removal of the legacy 'Essential User Car Allowance' payments to staff. Electric charging points have also been installed to the rear car park. • Garden Waste club remains a successful transformation project. Income to date for 2020/21 is £875,000. • Launch of the new intranet.

				<ul style="list-style-type: none"> • Procurement of a new digital platform. • Implementation of a new business transformation team to take forward internal service improvements, particularly around digitalisation. • Mental Health work plan – to support workforce resilience all staff have received mental health training and a number of staff are trained mental health first aiders.
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PRIORITY: FINANCE AND RESOURCES

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
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Objective 1. Seek to be financially independent of the government’s core grants.

28 b) Maximise retention around business rates.	Target date: 31 March 2020	Head of Finance & Asset Management Lead Member for Finance and Asset Management	☺	<p>A significant surplus is expected on the 2019/20 retained rates budget as a result of good growth, the release of unrequired in-year provisions and the release of the collection fund surplus from 18/19. In addition, a large windfall receipt is expected from the Gloucestershire Business Rates Pool. Both positions are currently being calculated.</p> <p>The position for 2020/21 will obviously be severely impacted by Coronavirus and the speed of recovery following the pandemic.</p>
c) Work to reduce the council’s deficits, outlined in the Medium Term Financial Strategy (MTFS).	Target date: 18 Feb 2020	Head of Finance and Asset Management Lead Member for Finance and Asset Management	✓	<p>The 2020/21 MTFS was approved at Council in January 2020. This has highlighted a significant increase in the five-year deficit as a result of the potential business rates reset and the potential withdrawal of new homes bonus. The MTFS reacts to the new forecast of a £5m deficit by suggesting a number of areas that will need to be reviewed should the deficit be delivered in line with current expectations.</p> <p>The first year of the MTFS covers 20/21 with an expectation of a deficit of circa £800,000. A balanced budget for 20/21 has subsequently been developed and includes a range of savings on items such as pensions and business travel as well as the</p>

				generation of extra income through treasury activities, the garden waste scheme and council tax.
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Objective 2. Maintain a low council tax.

a) Produce a Medium Term Financial Strategy which ensures that council tax remains in the lowest quartile nationally.	Target date: 31 January 2020	Head of Finance & Asset Management Lead Member for Finance and Asset Management	✓	The newly approved MTFS suggests the potential for £5 annual council tax increases over the medium term. This would mean that our council tax, which at £119.36 is currently the fifth lowest in the country and £43 below the lowest quartile threshold, would remain within the lowest quartile even without allowing for likely increases in the threshold.
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PRIORITY: FINANCE AND RESOURCES

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
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Objective 3. Investigate and take appropriate commercial opportunities.

a) Deliver the aims and objectives of the commercial property investment strategy.	Target date: 31 March 2020	Head of Finance & Asset Management Lead Member for Finance and Asset Management	☺	Two properties have been sourced and secured with a third property now on hold. It is anticipated that an industrial property will be secured in the first quarter 2020/21 and a property in the alternative sector secured in the third quarter at a total cost of £18.5m. It is unlikely that any further purchases will be made due to the uncertainty brought about by Coronavirus and changes to the borrowing regime proposed by HM Treasury.
b) Undertake a review of the discretionary trade waste service to ensure it is operating on a viable commercial level.	Target date: April 2017 July 2017 August 2017 April 2018 April 2019 December 2019 June 2020 New target date- September 2020	Head of Community Services Lead Member for Clean and Green Environment	☹	A report on the strategic direction of the services was brought to O&S committee in January. Following further consideration at Executive Committee, wider options on the service need to be taken into account as part of the business case. APSE have been appointed to undertake the review of the service in order to identify the best way forward. This includes a market analysis, market penetration assessment and service design assessment to identify the best service given Ubico's capacity and the council's appetite for investment. This work is continuing but

	(Covid-19 dependant) (New revised date reported to O&S in July 2020)			contact with business is hampered as a result of many businesses being closed.
30	c) Increase commercial activity in all services in line with our commercial strategy.	Target date: March 2020	Heads of service Deputy Chief Executive / Lead member for Finance and Asset Management.	☺ The principles and objectives of the council's commercial ambitions are set out in the new commercialisation strategy which was approved in 2019. During 2019/20, awareness of this has been delivered across all levels of the council. A lead member portfolio has also been established. There are a number of projects currently in progress with a commercial element to them, e.g. garden waste, bulky waste and trade waste. A new business transformation team is also currently being established. A key role of this team will be to look at service improvement and efficiencies particularly around improving digital and on line offering to customers – this is a key strand of the strategy.

PRIORITY: FINANCE AND RESOURCES

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

a) Explore options for the regeneration of Spring Gardens.	Target date: June 2019 July 2019 March 2020 New target date: October 2020 (New revised date reported to O&S in July)	Head of Finance and Asset Management Lead Member for Finance and Asset Management	☹	Mace, the appointed project consultants are to provide a draft options appraisal report in June. The report will, however, need to also consider the impact of Coronavirus- on the options and the council's own financial position.
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	2020)			
b) Disposal of the Ministry of Agriculture, Food and Fisheries (MAFF) site.	Target date: 31 March 2020 New target date: 31 October 2020 (New revised date reported to O&S July 2020)	Head of Finance & Asset Management Lead Member for Finance and Asset Management		The developing parking strategy and the options being considered for Spring Gardens strongly suggest that the MAFF site should be considered for parking requirements. Further studies have found a lack of value in the site as a residential opportunity and work has been undertaken to look at other complimentary uses of the site. The various studies will need to be brought together in a report to members later in the year.
c) Investigate the potential use of remaining vacant areas in the Public Services Centre (PSC).	Target date: December 2019	Head of Finance & Asset Management Lead Member for Finance and Asset Management		During the course of the year, the use of the Public Service Centre has been extended to include the letting of a further 1000 sq. ft to Gloucestershire County Council. The Public Services Centre is effectively now operating at full capacity with a small area retained to flexibly meet the council's ongoing needs.

PRIORITY: PROMOTING AND SUPPORTING ECONOMIC GROWTH

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Deliver our strategic plans.				
a) Deliver year three of our Economic Development and Tourism Strategy.	Target date: June 2020	Head of Development Services Lead Member for Economic Development/ Promotion		Year three of the strategy commenced in June 2019. Work achieved includes: <ul style="list-style-type: none"> • Growth Hub first full year of operation (see below) • Successful agreement of Heritage Action Zone Programme Design • Continued delivery of inward investment programme with Local Enterprise Partnership (LEP). • Business support, including business grants awarded <p>The strategy and actions will need to be revisited to establish how the council and its partners can support the business community in their longer term COVID recovery.</p>

b) Deliver growth hub services in the Public Services Centre.	Target date: April 2020	Head of Development Services Lead Member for Economic Development/Promotion	☺	The hub was launched in November 2018 and continues to support the business community. To date, 1346 businesses have visited the hub. This exceeds the annual target for visitors' numbers to the hub. In quarter 4, delivery of 17 business workshops and 1-2-1 events including social media, marketing, branding and growth reviews. The end of the quarter focussed on Covid-19 response and the Hub supporting the business community, providing advice and signposting to the government support packages and grants available. A large area of work was also focused on re-aligning the service from face-to-face support to a virtual offer including developing a range of webinars.
c) Work with the Local Enterprise Partnership (LEP) and other partners to contribute to the Local Industrial Strategy (LIS).	Target date: December 2019 June 2020 Date to be confirmed (as reported to O&S July 2020)	Head of Development Services Lead Member for Economic Development/Promotion	☹	The draft Local Industrial Strategy (LIS) had successfully passed through the Local Industrial Strategy analysts' panel and was ready to be submitted to central government for approval. As a result of Covid-19, submission has been postponed with further guidance awaited from the Department for Business, Energy and Industrial Strategy (BEIS) on the next steps and timescales. Further work will now be looked at to potentially to include a Covid-19 recovery plan/addendum as part of the final LIS.

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PRIORITY: PROMOTING AND SUPPORTING ECONOMIC GROWTH

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

a) Deliver employment land through the Joint Core Strategy (JCS) and Tewkesbury Borough Plan (TBP).	JCS target date: Autumn 2019 (Draft JCS Consultation) Spring 2020 New revised date: Winter 2020 (Draft JCS Consultation)	Head of Development Services Lead Member for the Built Environment	☹	<p>Following adoption of the JCS, which includes 112ha of employment land, planning and economic development officers are working to promote employment land in the borough. The take up of employment land will be monitored in the Authority Monitoring Report (AMR) which government planning guidance requires the council to publish.</p> <p>The JCS review is underway and started with an initial Issues and Options consultation which was completed in January 2018 which asked key questions about what the review should entail. The authorities are now working to produce a draft plan for further consultation which will include draft policies and site options.</p> <p>This is extensive process that involves gathering a significant amount of new</p>
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33	(new revised date reported to O&S committee in July 2020)			evidence as well as a complete review of existing policies and potential new policy areas. This will include further evidence gathering on employment needs – as part of this a Gloucestershire-wide economic needs assessment has been commissioned and is nearing completion. This will inform the amount and type of employment land required. Target date amended to from Spring 2020 reflect more up to date timescales.
	Borough plan target date: Spring/ Summer 2019 December 2019 New revised date Adoption: Spring 2021 (new revised date reported to O&S committee on 10 March 2020)		☺	The Tewkesbury Borough Plan has identified further employment sites which have been informed by the Employment Land Review. 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. As such, over 40ha of new employment has been identified in the plan. The Borough Plan has now been submitted to the Government for independent examination.

PRIORITY: PROMOTING AND SUPPORTING ECONOMIC GROWTH

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 3. Maximise the growth potential of the M5 junctions.				
a) Produce a detailed strategy for the delivery of growth at Junction 9.	Target date: Project Delivery Plan- September 2019	Head of Development Services Lead Member for Economic Development/ Promotion	✓	The Ashchurch area has been awarded Garden Town status. The project delivery plan was agreed by Homes England in September 2019. A team is being created to deliver the Garden Town with the Programme Director and Programme Coordinator appointed during the year sand a Programme Manager scheduled to start in July 2020. A framework masterplan for phase one development is nearing completion which will support the JCS in securing the strategic site allocation.

b) Work with partners to secure transport infrastructure improvements around the borough, including the all-ways Junction 10, Junction 9 and A46 improvements.	Target date: 2021 (approved business case)	Head of Development Services Lead Member for Economic Development/Promotion	😊	<p><u>All-ways Junction 10</u> As part of the budget announcement, Gloucestershire County Council have been awarded £219 million to deliver an all-ways J10. This project consists of an all-ways motorway junction, link road to the West Cheltenham site and park and interchange. The council, working with Cheltenham Borough Council is supporting Gloucestershire County Council on the contract conditions and delivery of the project.</p> <p><u>J9 and A46</u> The council continues to be actively engaged in both the A46 Partnership and Midlands Connect to promote the development opportunities at the Garden Town. A bid for an off-line J9/A46 has now been submitted at the Strategic Outline Business Case (SOBC) phase to the Western Gateway Sub National Transport Body. Feedback was announced as part of the Spring 2020 budget agreeing for continuation of the business case.</p>
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PRIORITY: PROMOTING AND SUPPORTING ECONOMIC GROWTH

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
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Objective 4. Deliver regeneration for Tewkesbury town.

a) Prepare and adopt a supplementary planning document for the regeneration of Tewkesbury Town.	Target date: April 2018 September 2018 October 2018 November 2018 April 2019 (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 by Council on 16 April 2019.
b) Develop a programme with partners to progress Healings Mill and other key	Target date: September 2017 January 2018 March 2018 September 2018 March 2019	Head of Development Services Lead Member for Economic		An individual report on this action, together with quarterly updates through the performance tracker have been provided to members of the committee. Committee has recognised that this is a difficult project to progress as it is outside the direct control of the council. As such, the continued renewal of target dates was considered not practical. It was agreed, only to report back to members, if there was anything of significance to report.

development opportunity sites to support the regeneration of Tewkesbury.	(reported to O&S 4 Sept) September 2019 (reported to O&S 18 June 2019) March 2020 (reported to O&S on 10 Sept 2019)	Development		
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PRIORITY: PROMOTING AND SUPPORTING ECONOMIC GROWTH

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
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Objective 5. Promote the borough as a visitor attraction.

35 a) Explore with partners- including the Battlefield Society- the potential to increase the heritage offer at the Battlefield site.	Target date: Complete feasibility - December 2017. April 2018 September 2018 December 2018 March 2019 (reported at O&S committee 12 March 2019) March 2021 (reported to O&S on 10 September 2019).	Head of Development Services Lead Member for Economic Development/Promotion	☺	<p>A project plan has been produced outlining the key milestones and potential council involvement. Discussions are ongoing regarding land ownership and permissions between the landowners. The plans have also been shared with the 2021 Group with the aim that this celebration will also act as a catalyst for the overall Battlefield offering.</p> <p>In 2021, Tewkesbury will be celebrating 550 years since the Battle of Tewkesbury, as well as 900 years since the consecration of Tewkesbury Abbey. This year will mark a number of celebrations and events. The anticipation is that the development of the heritage offer and concept for the Battlefield will be part of the 2021 celebrations. In addition the council are working with partners, led by the Abbey, on the story of Tewkesbury.</p> <p>Through the new Cultural Consortium, the council will be looking to facilitate a cultural programme funding application. This will sit alongside the Heritage Action Zone work, once launched.</p> <p>As requested by Overview and Scrutiny Committee on 10 March 2020, a presentation will be given on the project plan and 2021 celebrations. This will need to be factored into the committee's pro-COVID work programme.</p>
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b) Review the tourism resources to maximise the tourist provisions in the borough.	Target date: April 2019 June 2019 October 2019 March 2020 New target date: December 2020 (New revised date reported to O&S July 2020)	Head of Development Services Lead Member for Economic Development/Promotion	☹️	Discussions are ongoing with Winchcombe Town Trust regarding the Tourist Information service returning to the refurbished Heritage Centre. Due to Covid19 this has been put on hold whilst the TICs are closed. Pre-COVID, an independent tourism review was about to be commissioned. The brief of this work has now been adapted to include how the council can best respond to the impact of Covid19, as well as take into account the emerging Visit Gloucestershire work. This study will also set out priorities, future direction and resources for the council's tourism service. This work sits within the Development Services review.
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Key performance indicators for priority: Economic development

KPI no.	KPI description	Outturn 2018-19	Target 2019-20	Outturn Q1 2019-20	Outturn Q2 2019-20	Outturn Q3 2019-20	Outturn Q4 2019-20	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
36 1	Employment rate 16-64 year olds.	84.7%		81.8%						81.8% relates to 45,900 people within the borough. This is above the national rate of 75.4% (Source ONS April 2018 – March 2019 current figures)	Leader Member Economic Development/ Head of Development Services
2	Claimant unemployment rate.	1.5%		1.5%	1.6%	1.7%	1.8%			1.8% relates to 980 people within the borough. This rate is below the county rate of 2.1% (Source: ONS).	Leader Member Economic Development/ Head of Development Services
3	Number of business births.	415 (2017 figure)				425 (2018 figure)				These are the current ONS figures for Business Births and Death Rates.	Leader Member Economic Development/ Head of Development Services
4	Number of business deaths	405 (2017 figure)				395 (2018 figure)				Business births have increased with 425 new businesses in 2018. The number of business	

										deaths has reduced on last year and remain below the county, regional and national average.	
5	Number of visitors to Tewkesbury Tourist Information Centre (TIC)	27,697	28,000	7,578	9,487 (Q1 & Q2 = 17,065)	3,582 (Q1 – Q3 = 20,647)	1904 (Q1-Q4 = 22,551)	↓	☹️	Footfall is significantly down year on year for Tewkesbury TIC for this quarter. This is due to the impact of the floods, as well as Covid-19 pandemic.	Leader Member Economic Development/ Head of Development Services
6	Number of visitors to Winchcombe Tourist Information Centre (TIC)	9,456	7,500	3,648	4,306 (Q1 & Q2 = 7,954)	1,006 (Q1 – Q3 = 8,960)	Data not available	↑	😊	Footfall is predicted to be down year on year for Winchcombe TIC for this quarter. This is due to the impact of a temporary change of venue at the library which is not as visible to tourists, as well as Covid-19 pandemic. However, based upon the three previous quarters, the direction of travel is positive.	Leader Member Economic Development/ Head of Development Services
7	Number of visitors entering the Growth Hub	751 (Q3 & Q4)	1000	358	348 (Q1 & Q2 = 706)	371 (Q1, Q2 and Q3 = 1077)	269 (Q1-Q4 = 1346)	↑	😊	Footfall was lower in this quarter due to the impact of the Covid-19 pandemic. As per government guidance, restrictions were put in place regarding visitors to the hub to ensure client and staff safety. The Hub moved to a virtual, online and telephone service. Despite the impact of Covid-19 the yearly target of 1000 visitors has still been exceeded.	Leader Member Economic Development/ Head of Development Services

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PRIORITY: GROWING AND SUPPORTING COMMUNITIES

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Increase the supply of suitable housing across the borough to support growth and meet the needs of our communities.				
a) Work with partners to undertake the required reviews to the JCS.	Target date: Autumn 2019 (Draft JCS Consultation) Spring 2020 New revised date: Winter 2020 (Draft JCS Consultation) (new revised date reported to O&S committee in July 2020)	Head of Development Services Lead Member for the Built Environment		The JCS Review and the initial issues and options consultation was completed on 11 January 2019. Responses to the consultation are now being considered in order to progress the review to Draft Plan stage. The review will consider future growth requirements in the area, including addressing the shortfalls identified in the adopted JCS. Key pieces of evidence for the review are being commissioned, including a retail assessment, a study on the potential for strategic sites and an assessment of economic need requirements. Two dedicated JCS staff have also now been appointed to progress the plan towards a draft for consultation. A comprehensive draft plan will be produced for the next public consultation in order to save time in the overall process of getting the plan adopted. Target date amended to from Spring 2020 reflect more up to date timescales.
b) Prepare and adopt the Tewkesbury Borough Plan.	Target date: Winter 2018 Spring/ Summer 2019 Autumn 2019 December 2019 Adoption: Spring 2021 (revised date reported to O&S committee on 10 March 2020)	Head of Development Services Lead Member for the Built Environment		The Tewkesbury Borough Plan has been submitted to the Government to undertake its independent examination. This will take place later in 2020, however the timetabling is to be set by the Planning Inspectorate and the COVID19 restrictions are likely to delay this process.

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<p>c) Support communities in the preparation of the Neighbourhood Development Plans (NDP), where they are brought forward.</p>	<p>Target date: March 2020</p>	<p>Head of Development Services Lead Member for the Built Environment</p>	<p>😊</p>	<p>A total of 16 neighbourhood areas have now been designated across 21 parishes; the latest being Woodmancote parish.</p> <p>We have six 'made' NDPs:</p> <ul style="list-style-type: none"> • Winchcombe & Sudeley • Highnam • Gotherington • Twyning • Alderton • Down Hatherley, Norton and Twigworth <p>The Churchdown and Innsworth NDP was successful at its public referendum and is now awaiting adoption by the Council. Ashchurch Rural, Deerhurst, Highnam (plan review) and Woodmancote are all actively progressing their NDPs.</p>
<p>39 d) Ensure land is allocated for housing as part of the Junction 9 masterplan.</p>	<p>Target date: December 2019 Summer 2020 New revised date: Winter 2020 (new revised date reported to O&S committee in July 2020)</p>	<p>Head of Development Services Lead Member for the Built Environment</p>	<p>☹️</p>	<p>The Joint Core Strategy is being prepared to secure the strategic site allocation. A programme to deliver the JCS is in discussion across the JCS partners. The JCS will seek to allocate the wider Garden Town at Ashchurch as a strategic allocation. Alongside this work, the preparation of the masterplan, is being undertaken and regularly discussed with the member working group. Target date amended to Winter 2020 to reflect more up to date timescales.</p>
<p>e) With partners, explore options for the provision of modular and innovative housing to meet housing needs.</p>	<p>Target date: December 2018 December 2019 End of the Housing Strategy – March 2021 (date reported to O&S committee on 10 March 2020)</p>	<p>Head of Development Services Lead Member for the Built Environment</p>	<p>😊</p>	<p>The Rooftop Housing rented properties within Staverton were advertised through Homeseeker Plus in February. These were matched to applicants in March 2020.</p> <p>The March Affordable Housing Partnership meeting was disrupted by a lack of attendance due to Covid-19, so the topic of Modern Methods of Construction (MMC) as originally planned was not covered. It will be discussed in relation to Smart Technologies and Climate Change / Carbon Reduction at a future meeting. MMC is viewed as a potential tool to help combat climate change and housing providers will be asked what plans they have for innovative construction methods in the future.</p>

PRIORITY: GROWING AND SUPPORTING COMMUNITIES

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 2. Ensure a supply of land to accommodate a five year requirement.				
40 a) Ensure adequate land is allocated within the JCS and Tewkesbury Borough Plan to meet housing need.	Target date: Autumn 2019 (Draft JCS Consultation) Spring 2020 New revised date: Winter 2020 (Draft JCS Consultation) (new revised date reported to O&S committee in July 2020)	Head of Development Services Lead Member for the Built Environment		<p>The JCS Review and the initial issues and options consultation was completed on 11 January 2019. Responses to the consultation are now being considered in order to progress the review to Draft Plan stage.</p> <p>The review will consider future growth requirements in the area, including addressing the shortfalls identified in the adopted JCS as well as planning for the long term. A key piece of ongoing work is an assessment of the potential options for strategic growth in the area.</p> <p>A comprehensive draft plan will be produced for the next public consultation in order to save time in the overall process of getting the plan adopted. Target date amended to Winter 2020 reflect more up to date timescales.</p>
	Target date: Spring/ summer 2019 (TBP) December 2019 Adoption: Spring 2021 (revised date reported to O&S committee on 10 March 2020)			<p>The Tewkesbury Borough Plan has been submitted to the Government to undertake its independent examination. This will take place later in 2020, however the timetabling is to be set by the Planning Inspectorate and the Covid-19 restrictions are likely to delay this process.</p>

b) Work with developers and stakeholders to deliver sustainable sites to meet housing needs.	Target date: March 2020	Head of Development Services Lead Member for the Built Environment	☺	The JCS was adopted on 11 December 2017. The JCS sets out the overall housing requirement for the borough and sets the spatial strategy for meeting development needs. In undertaking strategic duties with the planning authority, officers are working to deliver housing needs. The JCS Review will further consider development needs and the identification of additional sites to meet growth requirements going forward. This will involve further work with developers and stakeholders to progress sustainable site options.
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PRIORITY: GROWING AND SUPPORTING COMMUNITIES

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

a) Monitor annually the delivery of homes within the borough.	Target date: August 2019	Head of Development Services Lead Member for the Built Environment	✓	The 2018/19 housing monitoring was completed and the report published in August 2019. This report provides information on how many homes have been delivered within the previous year.
b) Work with partners, infrastructure providers and developers to progress the delivery of key sites.	Target date: March 2020	Head of Development Services Lead Member for the Built Environment	☺	<u>Innsworth</u> – Reserved matters applications are being submitted, with a first phase (phase 2) for 175 dwellings received. <u>Twigworth</u> – Reserved matters application for 79 dwellings (phase 1a – of the outline approval for 725 dwellings) Further reserved matters application received for 74 dwellings on separate parcel within the allocation. Outline application for a further 32 dwellings received on a separate parcel within the allocation. Reserved matters application received and approved for the infrastructure on this site – vehicular access off the A38. <u>South Churchdown</u> – reserved matters application granted for 465 dwellings as a first phase of development within this allocation.

				<p><u>Brockworth</u>- Reserved matters applications approved for 600 dwellings: Phase 1 (135 dwellings) and Phase 2&5 (240 dwellings) and Phase 3 (225 dwellings).</p> <p><u>North West Cheltenham</u> – Outline application has been submitted. Officers continuing to work with the developers on transport issues in order to progress the planning application.</p> <p><u>West Cheltenham</u> - Related to above, officers are working on transport matters as well as other master planning/development issues. The Gold Valley (West Cheltenham) SPD is awaiting adoption to help steer future development.</p> <p><u>Ashchurch</u> – a phase one framework masterplan is being produced which will may lead to the preparation of an SPD in parallel to the production of the JCS – which will formally allocate the site. The Fiddington site received planning consent on appeal.</p>
42 c) Produce a business case for improvements to the A40 at Longford, including improvements to Longford roundabout.	Target date: April 2019 July 2019 (Revised date reported to- O&S 12 March 2019)	Head of Development Services Lead Member for the Built Environment	✓	LEP board approval was obtained in July.
PRIORITY: GROWING AND SUPPORTING COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 3. Deliver the homes and necessary infrastructure to create new sustainable communities in key locations.				
d) Deliver short-term access improvements to the infrastructure around the Ashchurch	Target date: March 2019 March 2022 (revised date reported to- O&S	Head of Development Services Lead Member for the Built	☺	The new railway bridge at Ashchurch - the planning application is scheduled to be submitted in July 2020 with an on-line public share event now underway. Due to the time taken to progress contracts the overall programme delivery was extended to March 2022. Gloucestershire County Council, through Atkins, is supporting with design work.

Housing Zone.	12 March 2019)	Environment		
e) Integrate Community Infrastructure Levy (CIL) into community planning processes.	Target date: Dec 2019 June 2020 (revised date reported to O&S committee on 10 March 2020)	Head of Development Services Lead Member for the Built Environment	✓	Community Infrastructure Levy (CIL) was approved in October 2018 and brought into effect in January 2019. Since January 2019, all three JCS authorities have been levying CIL on all liable schemes. The integration of CIL was achieved at the start of the new financial year of 2020/21 with all data for CIL payments and S106 being entered into the new monitoring system. This allows the Community Development team to view and manage and spend of CIL and S106 monies for S106 obligations and projects across the borough. As a result of the integration the first neighbourhood fund payment was made to Down Hatherley Parish Council in April 2020.
Objective 4. Deliver affordable homes to meet local need.				
43 a) Continue to improve the proactive Homelessness Prevention programme.	Target date: December 2019 End of the Housing Strategy – March 2021	Head of Community Services Lead Member for Housing	☺	In the new year, housing carried out a workshop to review the work done on service improvement and collate a snapshot of the current situation. This identified a number of areas: to prioritise improvement work on such as IT, closer work with customer services, sharing the work done with other departments and increasing the scope of the systems thinking work. Joint meetings were initiated with Bromford neighbourhood coaches to facilitate and develop joint working to increase homelessness prevention. Progress on this has been halted by Covid19 restrictions. All the work is recorded and can be picked up by the housing team when appropriate.
b) Achieve the council's affordable homes target by working with local housing providers.	Target date: March 2020	Head of Community Services Lead Member for Housing	☹	Q4 saw 30 affordable homes in Ashchurch, Norton, Shurdington, Staverton & Wheatpieces. 14 affordable rent and 16 shared ownership. A further nine properties have been reported late for Q3. These were in Gretton, two shared ownership and seven affordable rent. With further late information from Registered Providers there have been a total of 191 properties delivered this year. The councils 2019/20 affordable homes target was 220. The previous four years have seen delivery of 277, 263, 249, and 229 properties which has been above previous targets set. Across the five years to date average delivery has been at just over 240 per year. Note: at Overview and Scrutiny Committee on 10 March 2020 when reviewing

				the quarter three outturn, it was agreed for 2020/21 the target would be reviewed and likely to be set as an average across the term of the housing strategy.
c) Work in partnership to deliver the council's housing and homeless strategy.	Target date: March 2020	Head of Community Services Lead Member for Housing	☺	The strategy is a comprehensive document to deliver the council's housing related priorities. Reported to O&S committee on a six monthly basis, committee have acknowledged during the year the work undertaken during 2019/20, particularly around homelessness prevention. Most recently, the Covid-19 response by Gloucestershire districts and County Council has been a successful example of partnership working. We have met the extra responsibility to 'bring in' rough sleepers to protect this vulnerable group from the virus. We are now working to resolve their longer-term housing need.

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.

4 Develop a programme to work with landlords to ensure residents have a supply of rented properties to meet their needs.	Target date: March 2019 June 2019 September 2019 December 2019. November 2020 (revised date reported to O&S committee on 10 March 2020)	Head of Community Services Lead Member for Housing	☺	The pilot scheme initially focussed on letting agents. This has now been included to include private landlords where possible. Three placements have been made under this scheme. Affordability remains a significant difficulty, particularly in the light of recent case law, requiring properties to be no more than the local housing allowance rate to qualify as affordable.
e) Carry out housing needs assessments in parish areas with a view to delivering	Target date: March 2020	Head of Community Services Lead Member for Housing	☺	Working in partnership with Gloucestershire Rural Communities Council, a programme of Housing Needs Surveys has begun to identify rural housing needs. A rolling programme will aim to ensure that every rural parish has an up to date (within five years) survey completed. We will always attempt to do this with engagement through the parish council however the survey activity will not be

affordable housing in rural areas.				<p>contingent on this.</p> <p>Good progress has been made in 2019/20 - reports have been produced this year for Snowhill, Stanton, Stanway, Buckland and one based on employers in Staverton. Further surveys for Alderton, Dumbleton, Toddington, Teddington, Gretton, Prescott, Oxenton and Gotherington have been completed and reports will be available on our website soon.</p> <p>The next round of surveys will be in Ashleworth, Deerhurst, Hasfield, Forthampton, Tirley and Chaceley and will have extra work done to focus on Community Led Housing benefitting from a funding bid to Homes England. This activity has been delayed due to Covid-19 as meeting with local groups is a key part of the process but will look to be progressed as soon as possible in 2020/21.</p>
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Key performance indicators for priority: Growing and supporting communities

KPI no.	KPI description	Outturn 2018-19	Target 2019-20	Outturn Q1 2019-20	Outturn Q2 2019-20	Outturn Q3 2019-20	Outturn Q4 2019-20	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
45 8	Total number of homeless applications presented	620		173	177	141	213			<p>This includes 135 Triage cases as an indication of total service demand.</p> <p>This quarter is notably busier than all previous quarters, in particular in January, which is where the predominance of demand lies.</p> <p>This demand is predominantly made up of triage or advice only cases, indicating an increase in housing advice generally but not necessarily an increase in homelessness itself in this quarter.</p> <p>NOTE: as requested by O&S committee the KPI's for Housing will be reviewed as part of the new council plan (2020-2024) performance tracker.</p>	Lead member for Housing Head of Community Services

9	Total number of homeless applications accepted	334		19	3	4	7			<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"> • Prevention duty which lasts 56 days: (54) • Relief duty for homeless households which lasts 56 days: (24) • Full statutory homeless duty, this is similar to the old duty: (7) • Advice/Triage: (135) <p>The figures are largely the same for this quarter except for the triage figures which are almost double. This indicates a significant increase in demand for housing advice generally</p>	<p>Lead member for Housing</p> <p>Head of Community Services</p>
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Key performance indicators for priority: Growing and supporting communities

KPI no.	KPI description	Outturn 2018-2019	Target 2019-20	Outturn Q1 2019-20	Outturn Q2 2019-20	Outturn Q3 2019-20	Outturn Q4 2019-20	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
10 47	Total number of active applications on the housing register	2214 1143 – 1 bed 664 – 2 bed 284 – 3 bed 93 – 4 bed 26 - 5 bed 3 – 6 bed		1973 One bed – 978 Two bed – 610 Three bed – 263 Four bed – 96 Five bed – 21 Six bed - 5	1645 One bed = 797 Two bed = 508 Three bed = 235 Four bed = 88 Five bed = 13 Six bed = 4	1699 1 bed single = 663 1 bed couple = 179 2 bed = 513 3 bed = 241 4 bed = 83 5 bed = 16 6 bed = 4	1775 1 bed single = 674 1 bed couple = 184 2 bed = 555 3 bed = 259 4 bed = 83 5 bed = 17 6 bed = 3			The breakdown of bands is: Emergency – 40 Gold – 63 Silver – 508 Bronze – 1065	Lead member for Housing Head of Community Services
11	Total number of homeless prevention, relief and legacy prevention cases	189		89	87 (Q1 & Q2 = 176)	67 (Q1- Q3 = 243)	83 (Q1-Q4 = 326)			Essentially, total demand minus the Triage cases.	Lead member for Housing Head of Community Services

Key performance indicators for priority: Growing and supporting communities

KPI no.	KPI description	Outturn 2018-2019	Target 2019-20	Outturn Q1 2019-20	Outturn Q2 2019-20	Outturn Q3 2019-20	Outturn Q4 2019-20	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
12	Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant.	93.3%	85%	90.91%	80% (Q1 & Q2= 85.71%)	66.67% (Q1-Q3= 81%)	80% (Q1-Q4 = 81%)	↓	☹	10 major decisions were issued during Q4, 8 decisions were issued within the target timescales. For 2019-20, 81% of major decisions were within target timescales, slightly below the target of 85% but considerably above the national target of 60%.	Lead Member Built Environment/ Head of Development Services
48 13	Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the applicant.	86.05%	80%	72.73%	76.92% (Q1 & Q2= 74.46%)	75.56% (Q1-Q3 = 75%)	76.74% (Q1-Q4 = 75.27%)	↓	☹	76.74% of minor decisions (33 of the 43 decisions issued) were within agreed timescales. This is similar performance to quarter 3 and slightly below the local target of 80%. This is partially due to the complexity of the issues to be addressed for some minor applications (includes 1-9 dwellings and commercial developments up to 999sqm). Overall performance for the year is 75.27% (137 of 182 decisions issued were within target timescales) which is just below the local 80% target but above the national target of 70%. However, the performance is significantly below the 86.05% achieved in 2018-19 and a review will be carried out of minor decisions out of time in 2019-20 to assess factors	Lead Member Built Environment/ Head of Development Services

										affecting the speed of decision.	
14	Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant.	86.17%	90%	87.23%	83.13% (Q1 & Q2 = 86.71%)	91.34% (Q1-Q3 = 87%)	87% (Q1- Q4 = 87%)	↑	☹️	For Q4, 87% of other applications were within agreed timescales (101 out of 116 decisions issued). This is just below the local target of 90%. Overall performance for 2019-20 was also 87% (544 decisions issued, 453 within target timescales). This is improved performance compared to 2018-19 and therefore a positive direction of travel. While performance was slightly below the local 90% target, it was considerably above the national target of 70%.	Lead Member Built Environment/ Head of Development Services

PRIORITY: CUSTOMER FOCUSED SERVICES

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

a) Implement the One Legal business review and associated case management system replacement.	Target date: March 2019 June 2019 April 2020 New target date: October 2020 (new revised date reported to O&S in July 2020)	Head of Law Lead member for the Corporate Governance	☹️	The One Legal business review looking at the structure was completed at the end of November 2019. The initial recruitment into vacant and new posts created following the review was carried out between January 2020 and March 2020. Not all posts were filled, and a further recruitment drive will be completed in July 2020. Case management system contract entered into, testing commenced in January and work is progressing on implementing the workflows (including the template documents). Training and introduction of the customer portal has been postponed as a result of Covid-19, as this requires face to face meetings.
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b) To continue to proactively enforce against enviro-crimes including fly-tipping and dog fouling in accordance with the action plan.	Target date: March 2020	Head of Community Services Lead Member for the Clean and Green Environment	😊	During the course of the year, due to the proactive approach taken this has seen positive outcomes. These include the issuing of fixed penalty notices, prosecutions, engagement with town & parish councils, increased patrols etc. This approach has been acknowledged with positive feedback from committee members. In the very latter part of the year, issues around Covid-19 and the lockdown have reduced our capability to proactively engage and continue our programme of patrols. We have continued to respond to service requests and taken enforcement action where possible. We have since the lockdown commenced in March, seen an increase in domestic noise, fly-tipping and nuisance from bonfires.
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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.

5 Deliver our Place Approach.	Target date: March 2020	Head of Development Lead Member for Community	😊	The Community and Place Development team have been working on the community response to Covid-19. This has given the team the opportunity to build greater relationships within the community that will be beneficial in the long term. Before this, area meetings have now been held with the Members in each area to discuss priorities and ways of working, and specific topics. This included school provision and Community Infrastructure Levy readiness in the East area during Q4. Each of the three areas are taking a varying approach, recognising the difference in each of the three locations. This approach can be adapted and developed in response to Covid-19.
b) Review our Advice and Information Centres (AICs)	Target date: April 2020 June 2020 October 2020 (as reported to O&S)	Head of Corporate Services Lead Member for Customer Focus	☹️	Preliminary work to understand how well the centres were used and the purpose of use had started in early 2020. Officers were keen for member involvement to review the future of the AICs and a report to set up an O&S working group was due to be presented in June 2020. The undertaking of this piece of work will need to be considered as part of the committee's wider work programme. In the meantime all centres remain closed as a result of COVID-19.

	July 2020)			
Objective 2. Maximise partnership working within the Public Services Centre.				
51	a) Develop a programme to create partnerships within Public Services Centre.	Target date: December 2019	Deputy Chief Executive Lead Member for Finance and Asset Management	<p>The council has a well-developed Locality Partnership (focussed on partner organisations based within the public service centre – detailed as follows; Police, Department of Work and Pensions (DWP), Gloucestershire Care Services – adult health and children’s services, Early Help Families First, Clinical commissioning group, Children’s Centre, Tewkesbury School, Severn Vale Housing Society and Gloucestershire Fire and Rescue.</p> <p>As well as a Financial Inclusion partnership. This partnership developed from major improvement work within the council’s revenues and benefits service which highlighted the need to be more proactive around supporting vulnerable people around welfare reform changes.</p> <p>It has grown well over the last two years and is well attended by a range of public and voluntary organisations with an interest in ‘welfare’ as detailed below: DWP, Gloucestershire County Council – Customer Services, Food Bank, Citizen Advice Bureau, Credit Union, Registered Providers, Severn Trent Water, Fire and Rescue and Families First.</p> <p>Following conversations with both groups, the next step in enhancing partnership working, will be to merge the two groups and increase the potential for joint working and networking between all parties.</p> <p>In addition, an ‘open afternoon’ was held on 3 October. Members were invited, as an informal opportunity to meet and discuss key projects and work streams with partner agencies.</p>
	b) To work with health and well-being partners to support the development of a Local Integrated Health Partnership (LIHP)	Target date: December 2019	Head of Development Lead Member for Health and Wellbeing	<p>Following the very successful workshop in October, this phase of the project is now complete. The key outcome is the creation of a Strategic Tewkesbury Locality Partnership group, which will take the lead role in implementing a combined health and council locality plan.</p>

PRIORITY: CUSTOMER FOCUSED SERVICES				
Actions	Target date	Reporting Line	Progress to date	Comment
Objective 3. To improve customer access to our services and service delivery through digital methods.				
52 a) Explore options to provide online public access to interactive planning policy information maps.	Target date: March 2019 June 2019 March 2020 New target date: March 2021 (New revised target date reported to O&S in July 2020)	Head of Development Services Lead Member for the Built Environment	☹	A web based online mapping is being developed using the council's existing Geographic Information System (GIS) providers. The GIS data from the Pre-Submission Tewkesbury Borough Plan has been uploaded on to the online system as a test, which has been successful. The target date has been extended as ultimately the online map is to be prepared to host the final version of the Tewkesbury Borough Plan when it is adopted in early 2021 following the examination. The online map will be refined and populated with coincide with the production of the plan.
b) Introduce the option for paperless billing for council tax and business rates.	Target date: February 2019 June 2019 September 2019 February 2020 March 2021	Head of Corporate Services Lead Member for Customer Focus	☹	As previously reported, a combination of issues relating to this project around GDPR, software integration and contract performance resulted in paperless billing not being introduced for the main billing run in February. An in-house solution to deliver a viable alternative was being worked upon and was on the cusp of being launched for ad-hoc billing. COVID-19 led to the key officers involved in the implementation of the project being deployed to other priorities. Options to move this project forward will need to be revisited.
c) Explore options for a corporate-wide customer relationship	Target date: March 2019 September 2019	Head of Corporate Services Lead Member for	✓	A new platform has been procured (Liberty Creates) to replace our current solution. This will support our digital ambitions to bring more services on-line and making it easier for our customers to contact us. Rollout will take place during 2020/21.

management (CRM) system.	(reported to O&S 18 June 2019)	Customer Focus		
d) Investigate digital methods to improve customer engagement.	Target date: March 2020	Head of Corporate Services Lead Member for Customer Focus	😊	Our new Digital Strategy sets out the digital aspirations of the council, and the council's new Business Transformation team will be instrumental in improving digital methods for customer engagement. Programmed work includes: improved recruitment process, digitisation of the licensing function, implementing a new digital platform, reviewing the council's website and online bookings for bulky waste.
e) Review our corporate website.	Revised date: March 2020 September 2020 (agreed at July O&S)	Head of Corporate Services Lead Member for Customer Focus	☹️	Pre-COVID, a project team had been set up to progress this piece of work. While we already have an excellent website, there are some improvements to be made, including the search function and our recruitment pages. In addition, consideration will be given to bringing two external websites (Visit Tewkesbury and Tewkesbury Business) in-house for consistency.

Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2018-19	Target 2019-20	Outturn Q1 2019-20	Outturn Q2 2019-20	Outturn Q3 2019-20	Outturn Q4 2019-20	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
15	Total enquiries logged by the Area Information Centre (AIC).	985		256	204 (Q1 & Q2= 460)	123 (Q1-Q3= 583)	103 (Q1-Q4= 686)			Q1, Q2, Q3, Q4 Bishops Cleeve 56, 66, 45, 27 Brockworth 100, 77, 29, 27 Churchdown 48, 36, 30, 38 Winchcombe 52, 25, 19, 11 Total 256, 204, 123, 103	Lead Member Customer Focus/ Head of Corporate Services
16	Total number of people assisted within the borough by	1593		415	833	1,229	1,644			3,370 issues raised during the year. With 75% of the issued raised being represented by	Lead Member Economic Development/ Promotion / Head of

	Citizens Advice Bureau (CAB).									<p>the following:</p> <p>Benefits 38%</p> <p>Debt 21%</p> <p>Employment 9%</p> <p>Relationships 4%</p> <p>Housing 2%</p> <p>Of the 1,644 clients seen, the heaviest demand was Tewkesbury South with 9.6%.</p> <p>The following six wards represent 47% of all clients seen:</p> <p>Tewkesbury South, Northway, Cleeve St Michael, Brockworth West, Churchdown St Johns, Brockworth East.</p>	Development Services
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Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2018-19	Target 2019-20	Outturn Q1 2019-20	Outturn Q2 2019-20	Outturn Q3 2019-20	Outturn Q4 2019-20	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
17	Financial gain to clients resulting from CAB advice	£374,207		£540,285	£861,244	£473,254	£1,832,984			This year clients/ residents in Tewkesbury have benefitted from £1,832,984 of financial gains of which £702,826 represented debts written-off.	Lead Member Economic Development/Promotion / Head of Development Services
18	Number of reported enviro crimes	1089	1000	281	344 (Q1 & Q2= 625)	282 (Q1 – Q3 = 907)	364 (Q1-Q4 = 1,271)	↓	☹	<p>Enviro crime figures for Q4 (figures in brackets comparable for 2018/19)</p> <ul style="list-style-type: none"> fly tips- 210 (143) littering-5 (8) dog fouling- 32 (11) abandoned vehicles- 66 (33) noise- 51 (62) 	Lead Member Clean and Green Environment/ Head of Community Services

											Overall, there has been an increase in flytipping, dog fouling and abandoned vehicles.	
19	Community groups assisted with funding advice	193		35	30 (Q1 & Q2=65)	27 (Q1-Q3=92)	32 (Q1-Q4=124)				In Q4 the council supported groups to raise £80,200, in external grants. Since July 2015 community groups have been supported by the borough to receive £2,154,617 in grants from external funders.	Lead Member Economic Development/Promotion / Head of Development Services

Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2018-19	Target 2019-20	Outturn Q1 2019-20	Outturn Q2 2019-20	Outturn Q3 2019-20	Outturn Q4 2019-20	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
55	Benefits caseload:										
20	a) Housing Benefit b) Council Tax Support	3,169 4,399		3,004 4,390	2,889 4,370	2,746 4,364	2,687 4,318			The housing benefit caseload continues to fall due to the migration of claimants to Universal Credit, however still not to the extent estimated previously. We receive an average of 20 new claims a month. Delays in managed migration means that we will continue to deal with some claim types until September 2024.	Lead Member Finance and Asset Management/ Head of Corporate Services
21	Average number of days to process new benefit claims	22	15	10	5	6.67	4	↑	😊	Performance on new housing benefit claims continues to be well above the national average of 16 days.	Lead Member Finance and Asset Management/ Head of Corporate Services

22	Average number of days to process change in circumstances	5	4	3	3	3	3	↑	😊	Performance on change in circumstances continues to be above the national average of 6 days.	Lead Member Finance and Asset Management/ Head of Corporate Services
Key performance indicators for priority: Customer focused services											
KPI no.	KPI description	Outturn 2018-19	Target 2019-20	Outturn Q1 2019-20	Outturn Q2 2019-20	Outturn Q3 2019-20	Outturn Q4 2019-20	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
23	Percentage of council tax collected	98.1%	98.3%	29.9%	57.9%	86.1%	98.1%	↔	☹	There continues to be considerable growth in the borough and a further 806 dwellings were added to the valuation list by 31 March 2020.	Lead Member Finance and Asset Management/ Head of Corporate Services
56 24	Percentage of NNDR collected	99.3%	98.5%	33.1%	60%	85.9%	99.2%	↔	😊	Business Rates collection performance continues to be very good and above the annual target.	Lead Member Finance and Asset Management/ Head of Corporate Services
25	Number of anti-social behaviour incidents	1937		501	438 (Q1 & Q2= 939)	358 (Q1- Q3= 1,297)	374 (Q1- Q4= 1671)	↑		Over a rolling 12 month period there has been an increase in incidents of 4.49%. Note: for 2020/21 this KPI and KPI 26 will be removed from the tracker and reported as part of the update on the police and crime panel.	Lead Member Community/ Head of Community Services

Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2018-19	Target 2019-20	Outturn Q1 2019-20	Outturn Q2 2019-20	Outturn Q3 2019-20	Outturn Q4 2019-20	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
26	Number of overall crime incidents	3305		800	1,003 (Q1 & Q2 = 1,803)	916 (Q1- Q3 = 2,719)	807 (Q1-Q4 = 3,526)	↓		Over a rolling 12 month period there has been an increase in incidents of 7.9%.	Lead Member Community/ Head of Community Services
57 27	Average number of sick days per full time equivalent	10.2	8.0	3.7	2.7 (Q1 & Q2 = 6.4)	3.47 (Q1- Q3 = 9.87)	2.75 (Q1 -Q4 = 12.62)	↓	☹️	<p>The total number of sick days taken during the year was 2178.1 (18/19 = 1768.8).</p> <p>The total comprised :</p> <p>Short term = 913.3 (18/19 = 636.7) Long term = 1264.8 (18/19 = 1132.1)</p> <p>This is partly due to high long-term sickness levels early in the year (407 days were lost to long term sickness in Q1), but these were significantly reduced to 180.5 days by Q4.</p> <p>Short term sickness has remained higher than the comparable quarter throughout the year and has contributed to the council missing its target. The peak in Q4 (295.3 days lost) represents 29 days of short term sickness which were due to COVID-19 symptoms on top of 266.3 days attributable to other illnesses.</p>	Lead Member Organisational Development/ Head of Corporate Services

										Nevertheless, Q4 this year showed a reduction in average number of days sickness per fte from 3.47 to 2.75.	
58 28	Percentage of waste recycled or composted.	52.59%	52%	54.09%	54.63%	52.50%	51.47%	↓	☹	The increase in residual waste (see KPI 29) pulls the recycling rate down, despite the increases in quantity of materials recycled. There has been a boost in the general public's feelings towards recycling and there is a bigger interest in waste reduction as a whole but unfortunately with residual waste increasing this is not reflected in the outturn. A sampling of residual waste has been carried out and analysed. This has shown that there is still recyclable material in the residual waste, the highest % being avoidable food waste. Approximately 20% of the waste in the residual (green) bin. There is work to be done next year as a council and as a county group to reduce the recyclable material in the general waste bin and direct it to a more sustainable destination (i.e. avoidable food waste should be consumed, and other streams such as plastic and metals recycled). The national target (for England) is 50% by 2020 so although the direction of travel is	Lead Member Clean and Green Environment/ Head of Community Services

disappointing, the council has contributed towards the nation reaching its target.

Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2018-19	Target 2019-20	Outturn Q1 2019-20	Outturn Q2 2019-20	Outturn Q3 2019-20	Outturn Q4 2019-20	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
59 29	Residual household waste collected per property in kgs.	401kg	430kg	104kg	100kg (Q1 & Q2= 204kg)	103kg (Q1-Q3= 303kg)	107kg (Q1-Q4= 414KG)	↓	☺	The residual waste streams have been creeping up throughout the year and despite efforts to reduce this, the quantity has increased from both the MRF and in the refuse collections. The impact of the lockdown put most people at home for a fortnight in Q4 increasing the collected waste by 125 tonnes compared to the year before. The MRF residual output has increased for the year in excess of 500 tonnes compared to the previous. Partly due to new sorting equipment removing contaminants but also due to more residual items going in the facility. Officers attend the monthly material tests and monitor the performance of the contractor and also the items which are put in the bins and then pulled out at the facility. Whilst still well within the target, it is an increase on last year.	Lead Member Clean and Green Environment/ Head of Community Services
30	Food establishment hygiene	3.3%	5% With a food hygiene	3.9%	4.2%	3.49%	3.6%	↔	☺	There are 745 registered food premises. Of these, 28 are below a food hygiene rating of 3. This remains	Lead Member Clean and Green Environment/ Head of

	ratings.		rating Under three								below the target of no more than 5% of food business having a food hygiene rating of less than 3.	Community Services
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Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2018-19	Target 2019-20	Outturn Q1 2019-20	Outturn Q2 2019-20	Outturn Q3 2019-20	Outturn Q4 2019-20	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
31	Percentage of Freedom of information (FOI) requests answered on time.	92%	80%	87%	91% (Q1 & Q2= 89%)	92% (Q1-Q3= 90%)	91% (Q1-Q4 = 90%)	↓	☺	Total number of FOIs received in Q4 was 177. 137 of these were answered within the 20 working days deadline. Total received during 2019/20: 565. (599 received in 2018/19)	Lead Member Customer Focus/ Head of Corporate Services
32	Percentage of formal complaints answered on time.	92%	90%	90%	84% (Q1 & Q2= 87%)	94% (Q1- Q3= 90%)	74% (Q1-Q4= 86%)	↓	☹	39 complaints were received in Q4. 29 were answered within the 20 working days deadline. Total received during 2019/20: 199. (192 received in 2018/19)	Lead Member Customer Focus/ Head of Corporate Services