

27 November 2023

Committee	Overview and Scrutiny
Date	Tuesday, 5 December 2023
Time of Meeting	4:30 pm
Venue	Tewkesbury Borough Council Offices, Severn Room

ALL MEMBERS OF THE COMMITTEE ARE REQUESTED TO ATTEND

Agenda

1. ANNOUNCEMENTS

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

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

2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

To receive apologies for absence and advise of any substitutions.

3. DECLARATIONS OF INTEREST

Pursuant to the adoption by the Council on 24 January 2023 of the Tewkesbury Borough Council Code of Conduct, effective from 1 February 2023, as set out in Minute No. CL.72, Members are invited to declare any interest they may have in the business set out on the Agenda to which the approved Code applies.

	Item	Page(s)
4.	MINUTES To approve the Minutes of the meeting held on 24 October 2023.	5 - 12
5.	EXECUTIVE COMMITTEE FORWARD PLAN To determine whether there are any questions for the relevant Lead Members and what support the Overview and Scrutiny Committee can give to work contained within the Plan.	13 - 24
6.	OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2023/24 To consider the forthcoming work of the Overview and Scrutiny Committee.	25 - 32
7.	COUNCIL PLAN PERFORMANCE TRACKER - QUARTER TWO 2023/24 To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.	33 - 112
8.	COMMUNICATIONS STRATEGY ACTION PLAN ANNUAL REVIEW To consider progress against the 2022/23 actions within the Communication Strategy Action Plan.	113 - 130
9.	GLOUCESTERSHIRE POLICE AND CRIME PANEL UPDATE To receive an update from the Council's representative on matters considered at the last meeting (24 November 2023).	131 - 132
10.	GLOUCESTERSHIRE HEALTH OVERVIEW AND SCRUTINY COMMITTEE UPDATE To receive an update from the Council's representative on matters considered at the last meeting (28 November 2023).	
11.	SEPARATE BUSINESS The Chair will move the adoption of the following resolution: That under Section 100(A)(4) Local Government Act 1972, the public be excluded for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act.	
12.	SEPARATE MINUTES To approve the separate Minutes of the meeting held on 24 October 2023.	133 - 136

DATE OF NEXT MEETING
TUESDAY, 16 JANUARY 2024

COUNCILLORS CONSTITUTING COMMITTEE

Councillors: N D Adcock, C Agg, H J Bowman, T J Budge, C L J Carter (Vice-Chair), M Dimond-Brown (Chair), P A Godwin, G C Madle, H C McLain, C E Mills, G M Porter, E C Skelt, M J Williams, P N Workman and I Yates

Substitution Arrangements

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

Recording of Meetings

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

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

TEWKESBURY BOROUGH COUNCIL

Minutes of a Meeting of the Overview and Scrutiny Committee held at the Council Offices, Gloucester Road, Tewkesbury on Tuesday, 24 October 2023 commencing at 4:30 pm

Present:

Vice Chair in the Chair

Councillor C L J Carter

and Councillors:

H J Bowman, P A Godwin, C E Mills, G M Porter, E C Skelt, P N Workman and I Yates

OS.33 ANNOUNCEMENTS

33.1 In the absence of the Chair, the Vice-Chair took the Chair for the meeting.

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

OS.34 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

34.1 Apologies for absence were received from Councillors N D Adcock, C Agg, T J Budge, M Dimond-Brown (Chair), G C Madle, H C McLain and M J Williams. There were no substitutes for the meeting.

OS.35 DECLARATIONS OF INTEREST

35.1 The Committee's attention was drawn to the Tewkesbury Borough Code of Conduct which was adopted by the Council on 24 January 2023 and took effect on 1 February 2023.

35.2 There were no declarations made on this occasion.

OS.36 MINUTES

36.1 The Minutes of the meeting held on 12 September 2023, copies of which had been circulated, were approved as a correct record and signed by the Chair.

OS.37 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2023/24 AND ACTION LIST

37.1 Attention was drawn to the Overview and Scrutiny Committee Work Programme, circulated at Pages No. 24-31, and the action list setting out the outstanding actions arising from meetings of the Overview and Scrutiny Committee between 17 January 2023 and 11 July 2023, circulated at Pages No. 28-34. Members were asked to consider the Work Programme and action list.

37.2 The Director: Corporate Resources advised that the Communications Strategy, currently listed in the pending items section of the Work Programme, would be brought to the next meeting on 5 December 2023. As it stood, the Agenda for the meetings in January and February 2023 were quite light so Officers would look to see what else could potentially come forward to those meetings. It was noted that

the Leader of the Council and the Chair of the Overview and Scrutiny Committee had been looking at a potential piece of work around the cost of living and the scope for that was currently being determined; other work flows may also come forward in due course. A Member noted that Community Safety/Aston Project Presentation had been in the pending items section since June 2022 and asked when this would come to the Committee. In response, the Director: Corporate Resources undertook to speak to the relevant Officer following the meeting to establish a date for that.

37.3 In terms of the action list, the Director: Corporate Resources indicated that five of the 34 actions remained outstanding; those actions relating to evaluation of the Grange Field project, work the Business Transformation Team was doing on the Report It system in line with Ubico in-cab technology, the Police and Crime Commissioner presentation to Members, the sweeper schedule being made available to Members and the update on what was planned for workforce development. It was noted that contact had been made with the Office of the Police and Crime Commissioner so a date for the Member briefing would be confirmed shortly.

37.4 Accordingly, it was

RESOLVED That the Overview and Scrutiny Committee Work Programme 2023/24 and the action list be **NOTED**.

OS.38 HAVE YOUR SAY (4CS) ANNUAL REPORT

38.1 Attention was drawn to the report of the Head of Service: Audit and Governance / Communications and Customer Experience Manager, circulated at Pages No. 46-64, which provided a summary of the compliments, comments, concerns and complaints (4Cs) which made up the Council's Have Your Say approach, received during 2022/23. Members were asked to consider the annual report to provide assurance that complaints were managed effectively.

38.2 The Associate Director: Transformation explained that the Have Your Say approach was introduced in 2021 and incorporated the four C's – compliments, comments, concerns and complaints. The framework was built on the Council's digital platform, Liberty Create, which ensured feedback was captured in a standard way and that responses were timely. Compliments, comments and concerns were not supported by a statutory framework so these were aligned with the customer care standards which required a response within five working days. In terms of the amount of compliments received in 2022/23, this remained on par with 2021/22 but had increased significantly since the system had been introduced. These figures did not capture the full picture as some service areas did not log compliments on the system so that was something which would be considered when the process was reviewed next year. Comments had increased by over 40%, from 340 in 2021/22 to 483 in 2022/23, which indicated that more people were using the system to feedback to the Council on issues which did not necessarily sit under the formal complaints/concerns process but were important to residents. During 2021/22, 196 concerns had been received which was a 14% increase compared with the previous year; the benefit to the customer was that they received a quicker response than formal complaints – concerns typically covered things such as repeat missed bins or progress of planning applications. The number of formal complaints had reduced since the system was introduced and this was particularly evident in terms of waste and recycling with a 58% reduction of complaints in that area since the launch.

- 38.3 The Director: Corporate Resources advised that formal complaints sat within the Audit and Governance team and, unlike the other three C's, there was a statutory process in place to deal with them. Page No. 56 of the report showed that 110 formal complaints had been made to the authority in 2021/22, of which 34 were found to be justified and 72% had been responded to within the required timescale of 20 working days against a target of 90%; however, it was pleasing to note that the current outturn was 95% which was positive compared to last year's annual outturn. A breakdown of complaints by service area was set out at Page No. 57 of the report and it was no surprise that the highest number of complaints related to frontline services with 30 complaints in respect of waste and recycling, 27 in relation to planning and 29 regarding revenues and benefits. Page No. 58 of the report illustrated the nature of complaints along with an indication of how many complaints had been answered on time. It was noted that the response rate within planning and revenues and benefits were much improved in the current financial year. Of the 110 complaints received, only 19 had gone to stage two - where the customer was unhappy with the original response – and only three of those were found to be justified. Page No. 59 of the report showed how Tewkesbury Borough Council was performing against other authorities and, overall, the complaints report was positive given the number of customer transactions. If complainants remained dissatisfied after the second stage of the formal complaints procedure, they could escalate their complaint to the Local Government and Social Care Ombudsman (LGSCO) and the Council's annual review letter from the LGSCO was included at Pages No. 62-64 of the report; this showed that a single complaint had been made which was subsequently upheld by the LGSCO.
- 38.4 A Member asked what was covered by 'failure to provide a service' and was advised that this mainly related to missed bins or planning matters where customers felt they had not received the service they should have. Another Member queried who decided whether complaints were justified and was advised that was down to the investigating officer; as set out at Page No. 59 of the report, complaints could currently be partially justified, although the LGSCO was recommending in its latest consultation that this be removed going forward so that complaints were either justified or not. Another Member was surprised how few of the total amount of complaints were justified and he asked why that was the case. In response, the Corporate Officer advised that complaints about missed bin collections often turned out to be due to bins not being put out.
- 38.5 A Member pointed out that residents often raised concerns via their Ward Councillor and she asked if this was captured in any way. In response, the Associate Director: Transformation advised that Members could log any of the 4C's on behalf of customers, for instance, via the Report It system which was very intuitive and easy to use, or they could reach out to Officers to support them through that. When replying to complaints, Officers considered whether the Ward Member had been engaged as part of the response. Another Member felt that list of comparators at Page No. 59 was helpful but he would have liked to have seen other local authorities in the area, such as Cheltenham Borough Council, Cotswold District Council, Stroud District Council and Wychavon District Council, included within the results. The Director: Corporate Resources advised that these results were provided through the LG Inform benchmarking tool and the local authorities mentioned had not logged data through that system to participate in the benchmarking exercise; nevertheless, all local authorities must publish complaints as part of their performance framework so that data could be sourced from elsewhere for inclusion in future reports. With regard to Page No. 60 of the report, a Member noted that the lessons learnt section contained examples of lessons learnt by revenues and benefits and waste and recycling but there was nothing in respect of planning which was the third area with complaints. The Director: Corporate Resources undertook to circulate these details following the meeting. He explained that work had been done by the Audit and Governance team at the request of the

Overview and Scrutiny Committee to give assurance that lessons learnt from complaints were being deployed and he was happy to share this with Members to give a flavour of what the audit covered. He noted that in-cab technology was due to soft launch this week which would reduce the number of complaints relating to the waste service going forward. The Associate Director: Transformation confirmed this would give access to live data reported by Ubico and the system would automatically inform the customer services system as to why bins had been missed, for example, if they were contaminated, and photographs would be uploaded which would help to reduce any disagreement between the customer and Ubico. The new technology would improve the customer experience and would help to save time for both Ubico and Customer Services. In response to a query, confirmation was provided that images would be shared between customers and Ubico. A Member asked when customers would be able to access the new citizen access portal which would allow them to access revenue and benefits accounts to update their own records and the Director: Corporate Resources advised that the first phase was online billing whereby customers could sign up to receive their Council Tax bill online – this had been soft launched and would be promoted over the coming months once it was successfully up and running. The other module which had been purchased would allow customers to change their address, direct debit details etc. which it was hoped would reduce the amount of calls to the team and therefore the number of complaints – this would be included in the performance tracker going forward. A Member asked whether planning could be included in the next audit and was advised there were no plans for the Internal Audit team to look at complaints as there was satisfactory assurance these were being dealt with and lessons were being learnt. He suggested there may be merit in including more detail on planning complaints in the next annual report.

- 38.6 A Member asked whether any feedback had been received regarding ease of use of the online system for reporting the 4Cs and was advised that, although there had been no official feedback, there had been an increase in the number of comments and concerns reported which was not an option available previously so it was being successfully used. The back office system sent an alert to the relevant Officer reminding them to respond which meant it was easier to ensure these were not missed. She indicated that she could engage the Citizen's Panel to gain assurance the system was effective. The Director: Corporate Resources indicated that the Advice and Information Centre in Brockworth, and other Parish Councils, would assist any residents who were struggling to use the system and he urged Members to report any negative comments to Officers in order for any issues to be addressed.
- 38.7 A Member raised concern that residents often suggested their complaints had not been responded to and asked if it was possible for Members to be provided with an overview of complaints in their Wards for the last six months. In response, the Associate Director: Transformation advised that Officers were encouraged to engage with Ward Members on any Ward specific issues; the Business Transformation Team had ambitions to create a Councillor portal which would include Ward specific information including complaints, planning applications etc; whilst that work was scheduled, it was not a priority currently. Another Member indicated that she had not been contacted about any complaints in her Ward since becoming a Councillor in May and she asked if Officers could investigate why those emails were not being received. The Director: Corporate Resources clarified there was an expectation that Ward Members would be notified about any Ward specific matters but Members would not be made aware of every complaint from a resident in their Ward – he undertook to work with the relevant Officers to identify the complaints they would expect to be escalated and establish whether the Ward Members had been notified in those instances.

- 38.8 It was
RESOLVED That the annual report on the Council's compliments, comments, concerns and complaints be **NOTED**.

OS.39 GLOUCESTERSHIRE HEALTH OVERVIEW AND SCRUTINY COMMITTEE UPDATE

- 39.1 Attention was drawn to the report from the Council's representative on the Gloucestershire Health Overview and Scrutiny Committee, circulated at Page No. 65, which gave an update on matters discussed at the last meeting held on 10 October 2023.
- 39.2 In the absence of the Council's representative, the Chair advised that a response would be sought to any questions and circulated following the meeting. A Member indicated that a local resident had stated that other parts of England had psychology units for children with cancer and Gloucestershire was the only one in the country which did not so she asked whether this was correct and if anything was being done to address it. Another Member noted that the update stated that there were too many out of area placements in relation to adult and child mental health and he asked why that was the case and if anything was being done to rectify that.
- 39.3 It was
RESOLVED That the Gloucestershire Health Overview and Scrutiny Committee update be **NOTED**.

OS.40 SEPARATE BUSINESS

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

OS.41 LEISURE CENTRE CONTRACT MONITORING

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

- 41.1 Members considered the performance of Places for People Leisure Management in its operation of Tewkesbury Leisure Centre and noted the positive progress made in relation to returning to the original contract terms and conditions post pandemic.

The meeting closed at 5:50 pm

Overview and Scrutiny Committee Action List – 24 October 2023

AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE)
5.	Overview and Scrutiny Committee Work Programme 2022/23	Communications Strategy to be moved from pending items to 5 December 2023.	Work Programme updated.	Democratic Services Officer	Yes
		Scope of cost of living item to be determined and added to the Work Programme if appropriate.	Chair in discussion with the Leader.	Director: Corporate Services	
		Officers to consider whether additional items could be brought forward to the meeting on 16 January 2024 and 13 February 2024.		Director: Corporate Resources	
		Date to be determined for Community Safety/Aston Project item currently in pending.	Aston Project presentation arranged for 16 January 2024 and Work Programme updated.	Democratic Services Officer	

Overview and Scrutiny Committee Action List – 24 October 2023

AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE)
6.	Have Your Say (4Cs) Annual Report	Page No. 59 – data to be included for other local authorities in the area in future reports (Cheltenham Borough Council, Cotswold District Council, Stroud District Council and Wychavon District Council specifically mentioned).		Director: Corporate Resources	
		Page No. 60 – Lessons Learnt – Details in relation to the audit, with specific details regarding planning which was not referenced in the report, to be circulated to Members.		Director: Corporate Resources	
		More detail on planning complaints to be included in the next annual report.		Director: Corporate Resources	
		Citizens' Panel to be engaged to test whether the system for reporting comments and concerns was working effectively for customers i.e. was it easy to use.		Associate Director: Transformation	

Overview and Scrutiny Committee Action List – 24 October 2023

AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE)
		Identify complaints which would be expected to be escalated to Ward Members to establish whether the Ward Member had been notified.	Concern raised by Cllr Skelt that she had not been notified of any complaints in her Ward.	Director: Corporate Resources	
7.	Gloucestershire Health Overview and Scrutiny Committee Update	Response to be sought as to whether it is correct that Gloucestershire is the only county in England which does not have a psychology unit for children with cancer and, if so, what is being done to address that.	Raised by Cllr Mills	Cllr Madle via Democratic Services Officer	
		Response to be sought as to why there are too many out of area placements in relation to adult and child mental health and what is being done to rectify that.	Raised by Cllr Workman	Cllr Madle via Democratic Services Officer	
9.	Tewkesbury Leisure Centre – Monitoring Contract	Engagement plan for community van to be drawn up and communicated to Members, Parish Council and community groups.		Director: Corporate Services	

EXECUTIVE COMMITTEE FORWARD PLAN

STANDING ITEMS:

- Executive Committee Forward Plan – To consider forthcoming items.
- Feedback from Chair of Overview & Scrutiny Committee.
- Feedback from Chair of Audit & Governance Committee – following Audit & Governance Committee meetings.

Additions to 29 November 2023

- **Tewkesbury Garden Town Programme Delegations**
- **Medium Term Financial Strategy – brought forward from 10 January 2024**
- **CIL Infrastructure Funding Statement**

Deletions from 29 November 2023

- **Council Tax, Business Rates and Housing Benefits Overpayments Debt Recovery Policy – moved to 20 January 2024**
- **Discretionary Support Policy – moved to 10 January 2024**

Committee Date: 10 January 2024

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	Has agenda item previously been deferred? Details and date of deferment required
Treasury and Capital Management (Annual)	To recommend approval to Council a range of statutory required policies and strategies relating to treasury and capital management. <i>(Requirement of CIPFA Prudential Code)</i>	Executive Director: Resources and S151	Lead Member for Finance and Asset Management	Annual strategies for 2022/23 approved by Council 25 January 2022. Agenda for Council on Tuesday, 25 January 2022, 6:00 pm - Tewkesbury Borough Council	No.

NB – Items in bold are changes from the previous plan

Committee Date: 10 January 2024

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	Has agenda item previously been deferred? Details and date of deferment required
ICT Strategy.	<p>To deliver the Council's priorities and to support day to day operational activities it is essential the Council's ICT infrastructure is as effective and secure as possible. The new strategy (2024/28) will build upon existing arrangements and identify key work streams and actions, particularly around cyber security.</p> <p><i>(Fundamental to service objectives and good corporate governance)</i></p>	Associate Director: IT and Cyber	Lead Member for Corporate Governance	<p>ICT Strategy 2020-24 approved by Executive Committee 5 February 2020.</p> <p>Agenda for Executive on Wednesday, 5 February 2020, 2:00 pm - Tewkesbury Borough Council</p>	Removed from January 2023 to go into January 2024.

Committee Date: 10 January 2024					
Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	Has agenda item previously been deferred? Details and date of deferment required
Asset Management Plan	To provide a framework which can secure the operational and financial benefits of the corporate estate. <i>(Action within the Council Plan 2020/24)</i>	Head of Service: Asset Management	Lead Member for Finance and Asset Management	None.	Yes – moved from 29 November 2023 due to other work taking priority e.g. heating replacement system, webcasting.
CIL Governance Joint Committee	To recommend approval to Council of the establishment of a CIL Joint Committee with Cheltenham and Gloucester, it's terms of reference and the pooling of strategic 'Infrastructure' CIL monies by the three partner Councils.	Associate Director: Planning	Lead Member for Built Environment	Tewkesbury Borough Council Infrastructure Funding Statement December 2022	No.

NB – Items in bold are changes from the previous plan

Committee Date: 10 January 2024

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	Has agenda item previously been deferred? Details and date of deferment required
Statement of Common Ground	To recommend to Council to fully adopt the agreed Statement of Common Ground.	Director: Communities	Lead Member for Built Environment / Lead Member for Clean & Green Environment	Report to: (tewkesbury.gov.uk)	No.
Purchase of additional temporary accommodation	To agree the allocation of up to £1,000,000 to allow officers to purchase additional temporary accommodation in order to reduce the use of Bed & Breakfast accommodation.	Director: Communities	Lead Member for Housing, Health & Wellbeing / Lead Member for Finance and Asset Management	None	No
Council Tax, Business Rates and Housing Benefits Overpayments Debt Recovery Policy	To approve the policy. (Service related policy)	Head of Service: Revenues and Benefits	Lead Member for Finance and Asset Management	None.	Yes – moved from 29 November 2023 for further Member engagement.

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NB – Items in bold are changes from the previous plan

Committee Date: 10 January 2024					
Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	Has agenda item previously been deferred? Details and date of deferment required
Discretionary Support Policy	To approve the policy. (Service related policy)	Head of Service: Revenues and Benefits	Lead Member for Finance and Asset Management	None.	Yes – moved from 29 November 2023 for further Member engagement.

Committee Date: 7 February 2024

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	Has agenda item previously been deferred? Details and date of deferment required
Budget 2024/25 (Annual).	Section 32 of the Local Government Finance Act 1992 requires a balanced budget to be set on a timely basis and resultant Council tax setting. <i>(Statutory report)</i>	Executive Director: Resources and S151.	Lead Member for Finance and Asset Management	<p>Previous budget (2023/24) approved by Council 21 February 2023.</p> <p>Agenda for Council on Tuesday, 21 February 2023, 6:00 pm - Tewkesbury Borough Council</p> <p>NB: Transform Working Group will meet from September onwards to consider the budget formulation.</p>	No.

Committee Date: 20 March 2024					
Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	Has agenda item previously been deferred? Details and date of deferment required
Council Plan Performance Tracker – Quarter Three 2023/24.	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter three performance management information. <i>(Council Plan is the strategic document which sets out the priorities of the Council)</i>	Director: Corporate Resources	Leader of the Council	None - will be presented to Overview and Scrutiny Committee on 13 February 2024.	No.
New Council Plan 2024-2029	To make a recommendation to Council which sets out the new strategic priorities and ambition for the Council. <i>(Council Plan is the strategic document which sets out the priorities of the Council)</i>	Director: Corporate Resources	Leader of the Council	None – new plan to be developed from September onwards.	No.

NB – Items in bold are changes from the previous plan

Committee Date: 20 March 2024					
Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	Has agenda item previously been deferred? Details and date of deferment required
Financial Update - Quarter Three 2023/24.	<p>Third quarterly monitoring report on the outturn position of the Council's revenue budget. The report also details the expenditure to date against both the capital programme and approved reserves.</p> <p><i>(Finance and Resources is a priority within the Council Plan 2020-24)</i></p>	Executive Director: Resources and S151	Lead Member for Finance and Asset Management	<p>2023/24 budget approved by Council 21 February 2023.</p> <p>Agenda for Council on Tuesday, 21 February 2023, 6:00 pm - Tewkesbury Borough Council</p>	No.

NB – Items in bold are changes from the previous plan

PENDING ITEMS

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Has agenda item previously been deferred? Details and date of deferment required
First Floor Refurbishment Project.	To approve the project.	Head of Service: Asset Management.	Lead Member for Finance and Asset Management	Moved from 6 September 2023 as this will not be delivered until the new heating system is in place.
CIL Review of Charging Schedule(s) with the new 'draft' Charging Schedule submitted for approval to go out to formal public consultation.	To consider and make a recommendation to Council.	Associate Director: Planning	Lead Member for Built Environment	January 2022. JSP partners to undertake the review at the same time.
Equalities and Diversity Policy.	To approve the Equalities and Diversity Policy.	Associate Director: People, Culture and Performance	Lead Member for Staff and Culture	Removed from 5 October 2022 and added to pending on 21 September 2022.
To approve the 'Health in All Policies' policy.	To approve a policy to better consider the Council's approach to health and wellbeing in the community.	Director: Communities.	Lead Member for Housing, Health and Wellbeing	Removed from 1 February 2023 until the policy has been considered by Management Team.

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Has agenda item previously been deferred? Details and date of deferment required
Volunteering Policy.	To approve the Volunteering Policy.	Associate Director: People, Culture and Performance	Lead Member for Staff and Culture	Removed from 1 March 2023 until the new Council is in place.
Economic Development and Tourism Strategy.	The strategy outlines how the Council will help promote a strong and diverse local economy, support business growth, inform spatial planning strategy, support regeneration, encourage inward investment and maximise visitor numbers to the area. <i>(Council priority)</i>	Head of Service: Community and Economic Development	Lead Member for Economic Development/ Promotion	Deferred from October 2023 pending the outcome of Gloucestershire County Council's strategy.

NB – Items in bold are changes from the previous plan

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Has agenda item previously been deferred? Details and date of deferment required
Housing Strategy Monitoring Report (Annual).	To approve the annual action plan to deliver the priorities within the strategy.	Head of Service: Housing	Lead Member for Housing Health and Wellbeing	Yes – due to be considered at the meeting on 10 January 2024, moved pending a review of the strategy.
New Waste Depot	To approve the project approach and principles for a new waste depot with partner council(s). <i>(Fundamental to service delivery)</i>	Director: Communities	Lead Member for Clean and Green Environment	Yes – due to be considered at the meeting on 29 November 2023. Delayed due to a key member of staff from one of the partner Councils moving jobs – awaiting notification of a lead Officer for that Council to be able to start to develop a high level project plan. Moved to pending items until timescales are clear.

NB – Items in bold are changes from the previous plan

ITEMS FOR 2024/25

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Has agenda item previously been deferred? Details and date of deferment required
Parking Strategy Review	To approve the revised Parking Strategy.	Executive Director: Place	Lead Member for Economic Development/Promotion	Agreed with Lead Member in August 2023 to defer the previous review and for a new review to be carried out in 2024/25.
Pavement Licensing Policy	To approve the policy.	Licensing Team Leader	Lead Member for Clean and Green Environment	Due to be considered in September 2023 but moved to 2024/25 due to delay with legislation.

NB – Items in bold are changes from the previous plan

OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2023/24

REGULAR ITEMS:

- **Executive Committee Forward Plan**
- **Overview and Scrutiny Committee Work Programme 2023/24 (to include the Action List Update on a quarterly basis – June, September, December and March meetings each year).**

<p><u>Additions to 5 December 2023</u></p> <ul style="list-style-type: none"> • <p><u>Deletions from 5 December 2023</u></p> <ul style="list-style-type: none"> • Gloucestershire Economic Growth Scrutiny Committee Update – no representative available to attend the meeting on 31 October 2023. •
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Committee Date: 16 January 2024

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Has agenda item previously been deferred? Details and date of deferment required
Active Gloucestershire Report on the Progress of its 'We Can Move' Project	To consider the annual report on the progress of the project which the Council agreed to fund for five years (2021/22-2025/26) to gain assurance around value for money and successful outcomes.	Head of Service: Community and Economic Development	Lead Member for Housing, Health and Wellbeing	No.

Committee Date: 16 January 2024

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Has agenda item previously been deferred? Details and date of deferment required
Aston Project Presentation	To receive a presentation on the Aston Project.	Director: Communities	Lead Member for Community	No – moved from pending items.
Gloucestershire Health Overview and Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (11 January 2024).	N/A	N/A	No.

Committee Date: 13 February 2024				
Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Has agenda item previously been deferred? Details and date of deferment required
Council Plan Performance Tracker– Quarter Three 2023/24	To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.	Director: Corporate Resources	Leader of the Council	No.
Gloucestershire Police and Crime Panel Update	To receive an update from the Council’s representative on matters considered at the last meeting (6 February 2024).	N/A	N/A	No.

Committee Date: 26 March 2024				
Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Has agenda item previously been deferred? Details and date of deferment required
Housing and Homelessness Strategy	To monitor delivery of the actions in relation to the Housing and Homelessness Strategy.	Director: Communities	Lead Member for Housing, Health and Wellbeing	No.
Customer Care Strategy	To consider the progress made against the actions within the Customer Care Strategy during 2023/24 and to endorse the action plan for 2024/25.	Associate Director: Transformation	Lead Member for Customer Focus	No.
Depot Services Working Group Annual Report	To consider the progress made by the Working Group in 2023/24.	Director: Communities	Lead Member for Clean and Green Environment	No.
Overview and Scrutiny Committee Work Programme 2024/25	To consider and approve the forthcoming Committee work programme	Director: Corporate Resources	Lead Member for Corporate Governance	No.

Committee Date: 26 March 2024				
Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Has agenda item previously been deferred? Details and date of deferment required
Overview and Scrutiny Committee Annual Report 2023/24	To approve the annual report as required by the Council's Constitution to ensure that the activities of the Overview and Scrutiny Committee are promoted, both internally and publicly, to reinforce transparency and accountability in the democratic process.	Director: Corporate Resources	Lead Member for Corporate Governance	No.
Gloucestershire Police and Crime Panel Update	To receive an update from the Council's representative on matters considered at the last meeting (22 March 2024).	N/A	N/A	No.
Gloucestershire Health Overview and Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (12 March 2024).	N/A	N/A	No.

PENDING ITEMS				
Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Date Item Added to Pending
Community Safety Plan Monitoring Report	Annual report – programme in once Community Safety Plan has been agreed (expected April 2023).	Director: Communities	Lead Member for Community	February 2023
Community Safety/Aston Project Presentation	To evaluate whether it is delivering against its Terms of Reference – agreed at the O&S meeting on 7 June 2022	Director: Communities	Lead Member for Community	7 June 2022 – Moved to 16 January 2023.
Communications Strategy	To consider the progress made against the actions within the Communications Strategy during 2022/23 and to endorse the action plan for 2023/24 – deferred from 28 March 2023.	Associate Director: Transformation	Lead Member for Customer Focus	March 2023 Moved to 5 December 2023.
Review of Economic Development and Tourism Strategy	To consider the draft Economic Development and Tourism Strategy and to recommend to the Executive Committee that it be approved.	Head of Service: Community and Economic Development	Lead Member for Economic Development/ Promotion	September 2023 – due to need to wait for the outcome of Gloucestershire County Council's strategy. Previously deferred from January, February and July 2023 as further discussions required due to the importance of the document for Tewksbury Borough.

PENDING ITEMS

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Date Item Added to Pending
Green Champions	Action from Overview and Scrutiny Committee meeting on 12 September 2023 that the Green Champions attend a future meeting of the Committee as and when appropriate.	Director: Communities	Lead Member for Clean and Green Environment	12 September 2023

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	5 December 2023
Subject:	Council Plan Performance Tracker - Quarter Two 2022/23
Report of:	Director: Corporate Resources
Head of Service/Director:	Director: Corporate Resources
Lead Member:	Leader of the Council
Number of Appendices:	7

Executive Summary:

The Council Plan (2020-24) was approved by Council on 28 January 2020 and is now in its last year. Progress in delivering the objectives and actions within the plan is reported through a Performance Tracker document (Appendix 1). The tracker is a combined document which also reports upon a set of Key Performance Indicators (KPIs).

Supporting the tracker is a suite of key financial reports and overall helps give a rounded view of performance information. Attached is the revenue budget summary statement (Appendix 2), capital monitoring statement (Appendix 3) and the reserves position summary (Appendix 4).

This performance information is reported to the Overview and Scrutiny Committee on a quarterly basis and the outcome is then reported to the Executive Committee by the Chair of the Overview and Scrutiny Committee.

Recommendation:

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

Financial Implications:

Though the report does not directly impact upon these implications, Finance and Resources is a priority within the current Council Plan.

Legal Implications:

None directly associated with this report.

Environmental and Sustainability Implications:

Though the report does not directly impact upon these implications, sustainable environment is a priority within the current Council Plan.

Resource Implications (including impact on equalities):

None directly associated with this report.

Safeguarding Implications:

None directly associated with this report.

Impact on the Customer:

Performance monitoring provides our residents with a good oversight on the progress being made in delivering the Council Plan priorities, objectives and actions.

1.0 INTRODUCTION

- 1.1** The Council Plan (2020-24) was approved by Council on 28 January 2020 and is now in its last year. Progress in delivering the objectives and actions within the plan is reported through a Performance Tracker document (Appendix 1). The tracker is a combined document which also reports upon a set of Key Performance Indicators (KPIs).
- 1.2** Key financial information is also reported so Members have a rounded view of overall performance information. Attached is the revenue budget summary statement (Appendix 2), capital monitoring statement (Appendix 3), the reserves position summary (Appendix 4).

2.0 PERFORMANCE TRACKER

- 2.1** Each of the priority themes within the Council Plan is supported by a number of objectives and actions. The tracker document has been developed to provide a transparent summary on delivery and in a format that is easy to understand.
- 2.2** For monitoring the progress of the actions within the performance tracker, the following symbols are used:

😊 – action progressing well

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

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

Grey – project has not yet commenced

✓ – action complete or annual target achieved

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

↑ - PI is showing improved performance on previous year

↔ - PI is on par with previous year performance

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

2.3 This report presents the second quarter of the performance tracker. Key successful activities achieved to bring to Members' attention include:

- The Medium Term Financial Strategy is drafted and due to go to Executive Committee on 29 November 2023.
- The Strategic and Local Plan (SLP) consultation document was approved at Council on 21 November 2023.
- Project proposal has now been submitted to the Secretary of State for the transport infrastructure improvements for an all-ways Junction 10.
- The first public engagement on the Tewkesbury Town Centre Masterplan and Design Code was carried out at the Mop Fair.
- Christmas campaigns through Cotswold Tourism and Visit Gloucestershire have commenced.
- 38 Voluntary and Community Sector groups have been supported with in-depth 1-1 support and advice, a further 10 organisations were supported with general queries.
- Seven successful applications have been made to the Health and Wellbeing Fund, totalling over £6,000. This helped fund projects such as water sports, gardening and sports equipment as well as going towards activities for health groups.
- A new officer has been appointed within the Housing Advice Team focusing on migration to help support Homes for Ukraine, Afghan and wider migrant cohorts. The role has already been successful in linking between agencies and customer as a single point of contact.
- The in-cab technology for waste and recycling collections went live in October.
- Procurement is underway for a customer contact system which will integrate with our digital platform Liberty Create to provide a full overview of customer contact.
- The tender is currently being prepared for the introduction for the webcasting project, which will enable the streaming of Council and Committee meetings online.
- An additional resource for the implementation of the borough wide climate emergency objectives was agreed by Executive Committee along with the year four carbon reduction plan.
- Work has commenced on the new air source heating system which will help the Council towards its goal of becoming carbon neutral.

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

Action	Status and reason for status
<p>Update the Council's asset management plan. (Page No. 2)</p>	<p>☹️ The target date has been amended from November 2023 to January 2024. Commitments within the Asset Management team and the heating system project has resulted in a slight delay with the plan being finalised.</p>
<p>Implement and deliver a project plan for the closure of the trade waste service. (Page No. 3)</p>	<p>☹️ To bring in line with the project plan, the target date has been amended from November 2023 to the end of January 2024. The final collection day is due to take place in December.</p>
<p><u>Strategic Plan actions</u></p> <ul style="list-style-type: none"> • Deliver employment land through allocating land in the Strategic and Local Plan (SLP). • Work with partners to undertake the required review of the SLP. • Ensure adequate land is allocated within the SLP. • Support the garden town planning status through the SLP site assessment process. <p>(Page No. 5, 10, 12, 32 of the Council Plan performance tracker).</p>	<p>☹️ Whilst Council has approved the SLP for consultation in November, the consultation cannot commence until all SLP Councils have approved the document. Cheltenham Borough Council will be the final Council which is scheduled to meet in December. The target date has been amended from October 2023 to December 2023 to reflect this.</p>
<p>Adopt a revised charging schedule for the Community Infrastructure Levy (CIL) (Page No. 15)</p>	<p>☹️ The Contributions Management Group took the decision to align the new charging schedule with the development of the emerging SLP, because of staff availability. It was agreed once the new Strategic and Local Plan Manager was in post the progress of the review will be in line with the timetable set out in the Local Development Scheme.</p>
<p>Deliver an improved planning application validation experience for customers. (Page No. 26)</p>	<p>☹️ The target date has been amended from March 2024 to November 2024. This allows time for more research on other options available but also is due to the complexity of the Plan X project and DLUHC work programme.</p>

Carry out a review of our litter pickers' scheme. (Page No. 39)	☹️ The target date has been amended from December 2023 to June 2024 . This is to allow the Environmental Health team to continue to undertake a data cleanse of the schemes' registration information to ensure that records are accurate and up to date. A new database for capturing this information has been established.
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2.5 It is inevitable that not everything can be delivered at once. Any actions which have yet to commence are 'greyed out' in the tracker with indicative dates for commencement stated.

3.0 KEY PERFORMANCE INDICATORS (KPIs)

3.1 The set of Key Performance Indicators (KPIs) are a combination of contextual indicators and target related indicators. The set of KPIs must remain flexible to ensure they meet our needs. The data reported is the position at end of quarter two (September 2023).

3.2 Of the **24** indicators with targets, their status as at the end of quarter two for 2023/24 is:

☺️ (on target)	☹️ (below target but confident annual target will be achieved)	☹️ (below target)
17	6	1

In terms of the direction of travel i.e. performance compared to last year, for all indicators the status is:

↑ (better performance than last year)	↓ (not as good as last year)	↔️ (on par with previous year performance)
19	11	1

3.3 KPIs where the direction of travel is down and/ or KPI is ☹️ are highlighted below:

KPI No.	KPI description	Reason for ☹️ or ↓
10	Total number of new homeless applications opened during the quarter. (page No.17)	↓ The number of new homeless applications at the end of Q2 was 180. Whilst this has reduced since Q1, cumulatively 384, if the figures continued there would be an increase when compared to last year's outturn figure of 664 applications.
11	Total number of homeless relief cases held at the end of the quarter. (Page No. 17)	↓ The number of homeless relief cases held at the end of Q2 was 41 - this is an increase when compared to Q2 last year which was 38. If the figures remain this level each quarter, cumulatively it will not be as good as the outturn of last year, which was 152.

13	Total number of homeless prevention cases held at the end of the quarter. (Page No. 18)	↓ The number of homeless prevention cases held at the end of Q2 was 48. Similar to the above KPI if the figure continues the performance of last year's outturn (179 applications) will be exceeded.
19	Percentage of 'major' planning applications overturned at appeal. (Page No. 19)	↓ Performance this quarter is not as good as last year's outturn of 7.5%. This KPI is measured over a two-year period nationally with data only available online until the end of September 2022. Based on appeal decisions up to June 2023 the council is at 8.6%.
21	Enforcement - Investigate category A* cases within 24 hours (without prompt action, material risk of further harm which could be reduced by early intervention). (Page No. 21)	↓ 0% of cases in Q2 were investigated within the timescale, this is below the outturn of 100% for 2022/23. Note: this was one case so not a significant number.
22	Investigate category B* cases within five working days (development causing, or likely to cause, irreparable harm or damage). (Page No. 22)	↓ In Q2 66.67% of cases (two out of three) achieved the timescales, this is below the outturn of 100% last year.
23	Investigate category C* cases within 10 working days (risk of material harm to the environment or undue harm to residential amenity). (Page No. 22)	↓ In Q2 91.67% of cases (33 out of 36) achieved the timescales, whilst still a good achievement this is below the outturn of 100% last year.
30	Average number of days to process new housing benefit claims. (Page No. 28)	↓ There has been an increase in the number of days when compared to the outturn of last year's figure of 7.4 days to Q2 figure of 11.72 days. However, when compared to Q1 it has reduced and it is hoped this will continue to do so with the new resources within the team. Performance is still positive when compared nationally.

3.4 Key successful KPIs to bring to Members' attention include:

- KPI 6 - the number of visitors to Winchcombe Tourist Information Centre has already met its yearly target with over 11,000 visitors so far this year. (Page No. 9)
- KPI 15 – 94 new affordable housing properties have been delivered by tenure type in Q2, an increase when compared to Q2 in 2022/23 (39). (Page No. 18)
- KPI 36 - Food established hygiene ratings remains good – 2.1% have a rating of two or below which is beneath the 5% target. (Page No. 30)
- KPI 37- 136 Freedom of Information requests were received of these, 100%, were answered on time. (Page No. 31)
- KPI 40- 54.2% of waste was reused, recycled or composted this is above our local target of 52% and the outturn of last year of 51.06%. (Page No. 44)

4.0 FINANCIAL SUMMARY - REVENUE POSITION

4.1. The financial budget summary for Q2 shows a projected surplus of £257,681 for the full year against the approved budget.

The following table highlights the forecast outturn position for service provision, the net position on corporate income and expenditure and the resulting surplus.

	Budget	Full Year Projection	Full Year Variance
<u>Services expenditure</u>			
Employees	£12,827,598	£12,298,592	£529,006
Premises	£697,810	£737,349	-£39,539
Transport	£71,479	£49,409	£22,070
Supplies & Services	£2,462,578	£2,464,647	-£2,069
Payments to Third Parties	£7,705,273	£7,753,918	-£48,645
Transfer Payments – Benefits Service	£59,229	£142,442	-£83,213
Projects Funded Externally	£220,000	£265,089	-£45,089
Income	-£8,780,923	-£8,391,732	-£389,191
Services Sub Total	£15,263,044	£15,319,714	-£56,670
<u>Corporate expenditure</u>			
Treasury – Interest Received	-£1,000,000	-£1,235,127	£235,127
Treasury – Borrowing Costs	£633,641	£427,823	£205,818
Investment Properties	-£3,330,500	-£3,429,525	£99,025
Corporate Salary Savings	-£208,516	£0	-£208,516
Core Government funding	-£2,022,525	-£2,022,525	£0
New Homes Bonus	-£1,240,366	-£1,240,366	£0
Business Rates	-£4,498,258	-£4,665,526	£167,268
Council Tax Surplus	-£160,899	-£160,899	£0
Parish precept	£2,600,442	£2,600,442	£0
Use of reserves & MRP	£1,690,229	£1,690,229	£0
Corporate Sub Total	-£7,536,752	-£8,035,474	£498,722
Transfer to reserves (externally ringfenced funding)			-£184,372
Surplus / (deficit)			£257,681

4.2. Service Expenditure

The quarter two full year projection highlights a full year cost of service provision totalling £15.3m, resulting in a deficit against the approved budget of £56,670.

The following paragraphs highlight the main reasons for this projected deficit. In addition, appendix 2 provides detail at a service level with notes on variances over £10,000.

- 4.3** The full year projection for employees highlights a potential gross surplus of £529,006. It should; however, be noted that within the Council's corporate expenditure is a target to save £209k from employment costs across the Council. The net position is therefore a surplus against target of £315k.

The majority of the overall surplus is being accrued by One Legal. This is matched off by a reduction in third party income.

The national pay award has now been agreed, each employee will receive an increase of £1,925 or 3.88% above scale point 43, Executive Directors were awarded 3.5%. However, at the time of calculating this quarter's forecast it had not been agreed. Therefore, a 4% pay increase has been included in the forecast. Ubico has included the £1,925 pay award in their latest forecast. Any adverse variance arising will be funded from an approved reserve.

- 4.4** There is a projected overspend of £39,539 for premises costs. The main reason for this is due to various unplanned maintenance work carried out across numerous sites. It is anticipated that maintenance costs to the homeless properties will be over budget, some of these costs will be recovered through the rental charges.

- 4.5** A saving of £22k is expected within Transport costs which is due to reduced travel across the Council and only 4 pool cars being used when 5 were budgeted.

- 4.6** Payments to third parties highlights a projected deficit of £48,645.

The Ubico contract is forecast to be overspent by £73k, this is mainly due to the pay award now being reflected in their forecast.

Emergency homeless accommodation is anticipated to be £52k over budget due to the increased demand in temporary housing. 85% of these costs will be recovered from housing benefit which is included within income.

The MRF gate fee is expected to be £233k over budget which is due to a significant increase in the gate fee per tonne being paid, increasing from £38 per tonne to £69 per tonne, this is affected by the declining value of materials and increase in energy prices. We also incurred a one-off fee for increased energy prices.

The third-party payment saving from the cessation of the trade waste service is estimated to be approximately £82k for 2023/24. This is supplemented by further direct employee savings at the Council but is offset by reductions in expected income. The cessation of the trade waste service is predicted to save over £100k annually in net terms from 2024/25, assuming savings from Ubico's corporate support and support services recharge. There will be no saving this year due to Ubico's budget for indirect costs already being set.

Swindon Road Depot running costs are estimated to be £108k less than budget based upon quarter 2 actual expenditure. These costs were previously borne by Cheltenham and are in relation to the day-to-day running costs and maintenance requirements for the depot.

- 4.7** Income is expected to be below budget by £389k. This is mainly due to the cessation of the trade waste service where income is estimated to be £138k below target. Income from Tewkesbury Leisure Centre will be £78k lower than budget as a reduced management fee has been agreed. Due to vacant space in the council offices, rental income is predicted to be £39k down on budget. In addition, One Legal income is significantly below target, although this is offset against savings within employees. One Legal Management Board is considering income targets for One Legal at its next meeting.
- 4.8** Corporate Expenditure
The expenditure associated with corporate activities as well as the financing of the Council is shown in the second section and highlights an estimated surplus of £498,722 for the financial year.
- 4.9** Treasury activities are currently performing above budget expectations. Due to the rise in interest rates the Council will see a gain in investment activities, this will be monitored and reported as the year moves forward. This rise will not impact our borrowing costs as the interest rate was fixed and no additional borrowing is expected.
- 4.10** The favourable variance within investment properties is due to a reduction in costs associated with managing our portfolio.
- 4.11** The overall projected position on retained business rates is currently showing a positive position. The position in terms of budget is in line with expectations. The valuation list was reset in 2023/24 financial year, making it more difficult to predict the level income and reliefs for businesses. The gain relates to the tariff, paid to central government, being reduced from what was originally calculated.
- 4.12** The Q2 report has now separately identified the external grant funding that is unlikely to be spent by year end and must be ringfenced to a particular project or service. This is estimated at £184k and whilst it will increase our year end reserves, we do not have discretion as to where it can be spent. It is therefore excluded from our reported position.
- 4.13** Bringing together both the deficit on net service expenditure and surplus on net corporate expenditure results in an overall budget surplus projection of £258k for the year. The budget will continue to be monitored, with the Q3 forecast being reported in February.
- 5.0** **CAPITAL BUDGET POSITION**
- 5.1** Appendix 3 shows the capital budget position as at Q2. This is currently showing an underspend of £296k against the profiled budget of £1.3m. The capital programme estimates total expenditure for the year to be circa £1.65m. The main elements of this year's forecast include:
- Vehicle replacement programme
 - High street heritage action zone
 - Disabled Facilities Grants (DFG)
- 5.2** The Council has purchased various equipment for the office refurbishment and tablets and mobiles for new Members, which is in line with the capital programme.
- 5.3** The capital budget for vehicles is currently underspent due to no vehicles being purchased this half of the year. It is planned that new vehicles will be acquired by the end of this financial year.

6.0 RESERVES POSITION

- 6.1** Appendix 4 provides a summary of the current usage of available reserves and supporting notes are provided for reserves where expenditure is high. As at 1 April 2023, these reserves stood at £17.54m which is a decrease of £587k on the previous year. The decrease reflects the fact that expenditure of reserves in 2022/23 exceeded the transfer to reserves at outturn.
- 6.2** Reserves have been set aside from previous years to fund known future costs, Council priorities and the strategic planning of the authority's operation. The information in the appendix reflects only expenditure incurred to date and does not take account of reserves which have been committed but not yet paid or are awaiting capital financing at year end. Such expenditure will include:
- Place Programme Reserve – to support the development of the place planning approach
 - Temporary staff support for Revenues & Benefits
 - Policy and Performance Support – to provide temporary capacity to develop the Council's approach to performance management and ensure the Council is responding to and planning for changes in government policy
 - Upgrade of the income management system
- 6.3** Actual expenditure of £1,090,286 has been made against reserves at Q2. This mostly consists of expenditure relating to the digitalisation team, temporary posts in Revenue and Benefits, community support grants, borough election costs and the second quarter costs of the garden town team. The full breakdown is provided in appendix 4.

7.0 FINANCE KEY PERFORMANCE INDICATORS (KPIs)

- 7.1** As part of the financial management code, approved by the Audit and Governance committee, this report now includes a number of KPI's. The reason for their inclusion is to ensure frequent and meaningful data is reported regularly and therefore allows for further scrutiny of our financial performance. This is part of a range of actions to comply with the CIPFA Financial Management code which is designed to support good practice in financial management and to assist local authorities in demonstrating their financial sustainability.
- 7.2** An area that we closely monitor is the Council's aged sundry debt. Service areas receive monthly reports to make them aware of aged debt and focus their attention on collecting those debts where possible. Each service area is responsible for creating their own bad debt policy and updating Finance quarterly with a progress update. Finance review and analyse aged debt annually for the year-end financial statements which allows finance to determine specific and general bad debt provisions.
- 7.3** The table in Appendix 5 shows the level of bad debt for each service area and the percentage that is greater than one year.
- 7.4** The final KPI shows the number of vacancies in each service area. This is also being reported to Leadership Team on a monthly basis. Although vacant posts result in a saving against budget, they can in some circumstances have a negative impact on service delivery. The total number of vacant full-time equivalents (FTE) at Q2 is 38.9 out of a total workforce of 222.2fte. There are various reasons for these vacancies and management team will be working with HR and Heads of Service to help with recruitment to ensure there is minimal impact on services.

8.0 PRUDENTIAL INDICATORS

- 8.1** In December 2021, CIPFA published its revised Prudential Code and Treasury Management Code of Practice following concerns around the commercial activity undertaken by several local authorities and the affordability of borrowing plans.
- 8.2** The Code required the Prudential Indicators (which are approved as part of the Council's Treasury Management Strategy) to be reported quarterly (from semi-annually) as part of the financial updates. The code permitted this reporting to be implemented by the 2023/24 financial year so Appendices 6 and 7 will be a recurring addition to the quarterly financial reports.
- 8.3** The indicators in the appendices are used to monitor our performance against the prudential indicators approved by full Council prior to the start of the financial year.

9.0 CONSULTATION

- 9.1** None.

10.0 ASSOCIATED RISKS

- 10.1** There are no associated risks in relation to the report itself. A number of actions within the performance tracker are included within the Council's Corporate Risk Register. For example, financial sustainability, climate change, delivery of the Garden Town.

11.0 MONITORING

- 11.1** Progress on delivery of actions is monitored on a quarterly basis by the Overview and Scrutiny Committee. Budget monitoring occurs on a monthly basis and is formally reported quarterly.

12.0 RELEVANT COUNCIL PLAN PRIORITIES/COUNCIL POLICIES/STRATEGIES

- 12.1** Council Plan 2020-2024 approved by Council on 26 July 2022
Budget monitoring is on the approved annual revenue and capital budget for 2023/24 which has been prepared in line with the Medium Term Financial Strategy





Background Papers: None.

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Appendices: Appendix 1 - Council Plan Performance Tracker Qtr 2 2023/24
Appendix 2 - Revenue Budget
Appendix 3 - Capital Budget
Appendix 4 - Reserves
Appendix 5- Finance Key performance indicators
Appendix 6- Q2 Capital Prudential Indicators
Appendix 7- Q2 Treasury Management Indicators


Appendix 1 - Performance Tracker and Key Performance Indicators 2023-24 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		

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PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 1. To ensure the council remains financially secure in the long term.				
a) Produce a Medium- Term Financial Strategy (MTFS) that recognises the impact of funding reform and delivers a balanced approach to meeting funding gaps.	Target date: January 2024 December 2023 (New target date reported to O&S committee in December 2023)	Associate Director Finance and Deputy S151 Lead Member for Finance and Asset Management		The MTFS has been drafted and will be presented to Executive Committee on 29 November for recommended approval by Council in December.

Appendix 1 - Performance Tracker and Key Performance Indicators 2023-24 Progress Report

PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 2. Maintain a low council tax.				
a) Ensure our council tax remains in the lowest quartile nationally.	Target date: February 2024	Associate Director Finance and Deputy S151 Lead Member for Finance and Asset Management		Work has commenced with discussions taking place with service areas to identify core budgets, fees and charges and growth requests for next year being looked at. Currently waiting for the government to confirm funding levels. The budget and council tax for 2024/25 will be approved in February 2024.
Objective 3. Maintain our assets to maximise financial returns.				
a) Update the council's asset management plan.	Target date: March 2022 June 2022 March 2023 January 2024 November 2023 January 2024 (New target date was reported to O&S committee in December 2023)	Head of service-Asset Management Lead Member for Finance and Asset Management		This is a Strategic Asset Management Plan that will be the lead document for the development of the planned maintenance programme. Work has commenced on this project and will be presented to Executive Committee for approval in January 2024. Commitments within the team and the current heating system project, has resulted in a slight delay with it being finalised for the November Executive as hoped in quarter one.

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Appendix 1 - Performance Tracker and Key Performance Indicators 2023-24 Progress Report


b) Approve a new planned maintenance programme.	Target date: June 2022 March 2023 November 2023 May 2024 (Target date reported to O&S committee in September 2023)	Head of service- Asset Management Lead Member for Finance and Asset Management		Planned maintenance programmes will be completed with the key buildings and assets first, for example the Public Service Centre, and will be updated annually. These plans will include details of the 5-year maintenance items and projected major items of expenditure, for example roofs and windows. These will be presented to transform working group on an ongoing basis to ensure they meet the Strategic Asset Management Plan objectives.
PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 4. Deliver the council's commercial strategy.				
a) Implement and deliver a project plan for the closure of the trade waste service.	Target date: November 2023 End of January 2024 (new target date reported to O&S committee in December 2023)	Head of Service- Waste and recycling Lead Member for Clean and Green Environment		A decision to exit from the trade waste service was approved by the Executive Committee in March 2023. Letters have been sent to all customers advising of the service closure with the 3-month notice periods being staggered by current collection day so that bins can be collected from the traders. The final collection day will be 13 December. The date has been amended to bring it in line with the project plan, which includes the final elements of the project to sell/ disposal of the bins in January 2024.

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PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Deliver our strategic plans and economic development plans.				
a) Develop and launch the new Economic Development and Tourism Strategy	Target date: January 2023 September 2023 November 2023 Early 2024 (New revised date reported to O&S committee in December 2023).	Head of Service-Community and Economic Development Lead Member for Economic Development/Promotion		It is prudent to consider the emerging Gloucestershire County Council strategy to understand how it might inform the council's own strategy. A session was held with TBC members to consider the draft GCC Economic Development strategy. GCC have now finished their engagement process and their aim is to complete the drafting of the final strategy by the end of the year before taking it to their Cabinet for approval in early 2024. Once the GCC Strategy has been confirmed, work on the TBC Strategy will be further developed.

Appendix 1 - Performance Tracker and Key Performance Indicators 2023-24 Progress Report


PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 2. Deliver employment land and infrastructure to facilitate economic growth.				
a) Deliver employment land through allocating land in the Strategic and Local Plan (SLP).	Target date: Autumn 2019 Spring 2020 Winter 2020 Summer 2021 Spring 2023 October 2023 December 2023 (preferred options out for public consultation) (timetable resolved by Council in July 2023.) (New target date reported to O&S Committee in December 2023)	Associate Director Planning Lead Member for the Built Environment		<p>Council resolved on 25 July 2023 to adopt a timetable for the preparation of a single Strategic and Local Plan (SLP) as an alternative to the Joint Strategic Plan (JSP) approach. This will include employment land allocations. The following aligned timetable across partner councils was agreed:</p> <ul style="list-style-type: none"> • Issues and Options Consultation – October 2023 • Preferred Options Consultation – March 2025 • Pre-submission Consultation – January 2026 • Submission to Secretary of State – April 2026 • Examination – TBC • Adoption – TBC <p>The Issues and Options (Reg 18) consultation draft has commenced its journey through the respective approval process across all three SLP areas. The final approval required for consultation will be Cheltenham Borough which is scheduled in December. The target date has been amended to reflect this.</p> <p>On 21 November 2023 Council approved the SLP for public consultation. Following approvals from all three councils the Regulation 18 'issues and options' consultation can commence, which is expected to take place at the end of December 2023.</p>

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b) Work with partners to secure transport infrastructure improvements for the all-ways Junction 10.	Target date: September 2024	Associate Director of Garden Towns Lead Member for the Built Environment		<p><u>All-ways Junction 10</u> Gloucestershire County Council (GCC) has been awarded £249m to deliver an all-ways J10. This project includes a link road to the West Cheltenham development site and a park and ride interchange.</p> <p>All updates, including progress of the scheme, plus a copy of the Public Consultation report, are provided on the scheme webpages - M5 Junction 10 Improvements Scheme - Highways (goucestershire.gov.uk)</p> <p>The project proposal has now recently been submitted to the Secretary of State through the Development Consent Order (DCO) process. Subsequent time schedule for the examination as well as delivery is yet to be clarified.</p>
PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 3. Deliver borough regeneration schemes.				
a) Develop a Tewkesbury Town Centre Masterplan and Design Code.	Target date: March 2024	Head of Service-Community and Economic Development Lead Member for Economic Development/Promotion		<p>LDA Design has carried out their first element of public engagement at the Mop Fair with evening drop-in sessions for the general public and themed walks around Tewkesbury for interested stakeholders;</p> <p>Stakeholder workshops took place at the beginning of November to distil this learning into a set of priorities and tangible projects to be worked up before the next consultation activity. There was a good turnout for the event which saw a good cross section of organisations represented and positive engagement with the event. LDA Design are now working on the first drafts of the town centre masterplan following the work carried out at the workshop.</p>

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PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	
Objective 4. Promote the borough as an attractive place to live and visit.				
a) Work with Cotswold Tourism and Visit Gloucestershire to promote the borough.	Target date: March 2024	Head of Service-Community and Economic Development Lead Member for Economic Development/Promotion		Work of Cotswold Tourism, a key partner of the council, includes: <ul style="list-style-type: none"> - Twelve Blogs of Christmas - Campaigns focussing on Christmas Markets, Christmas Shopping, Light trails, New Year in the Cotswolds etc. - The Cotswolds.com website had 118,334 users in September bringing the total for the first nine months of the year to 1,252,872 up 4% on last year. Particularly noticeable is the immediate popularity of the Christmas section, currently the 4th most popular page on the website with over 1,200 views per week.

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Key performance indicators for priority: ECONOMIC GROWTH											
KPI no.	KPI description	Outturn 2022-23	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
1	Employment rate 16-64 year olds.	73.6%		85.6%						85.6% relates to 46,800 people within the borough. This is above the national rate of 78.4% (Source ONS Apr 2022 – march 2023 current figures)	Lead Member for Economic Development/Promotion Head of Service-Community and Economic Development
2	Claimant unemployment rate.	2.0%		2.0%	2.1%					Sept 2023 figure of 2.1% relates to 1,210 people within the borough. This figure is below the county rate of 2.4% and UK rate of 3.7%.	Lead Member for Economic Development/Promotion Head of Service-Community and Economic Development
3	Number of business births.	415 (2021 figure)								These are the current ONS figures for Business Births and Death Rates. Business births have increased with 415 new businesses in 2021. The number of business deaths have increased on last year to 395. These figures are released annually.	Lead Member for Economic Development/Promotion Head of Service-Community and Economic Development
4	Number of business deaths	395 (2021 figure)									


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Key performance indicators for priority: ECONOMIC GROWTH											
KPI no.	KPI description	Outturn 2022-23	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
5	Number of visitors to Tewkesbury Tourist Information Centre (TIC)	18,954	15,000	6,068	6,832 (Q1 & Q2= 12,900)			↑	😊	This quarter has seen a decrease in overall visitors compared to the same period in 2022 (7,174) however the number of overseas visitors to Tewkesbury has now returned to pre covid levels.	Lead Member for Economic Development/Promotion Head of Service-Community and Economic Development
6	Number of visitors to Winchcombe Tourist Information Centre (TIC)	12,872	10,000	5,457	6,357 (Q1 & Q2= 11,814)			↑	😊	Winchcombe TIC has seen a large increase in visitors during Q2 compared to same period last year (4534). The increase in visitor numbers has seen a 31% increase in overseas visitors mainly from the USA and Asia.	Lead Member for Economic Development/Promotion Head of Service-Community and Economic Development
7	Number of visitors entering the Growth Hub	864	700	204	135 (Q1 & Q2= 339)			↔	😊	Whilst figures are lower than last quarter – this is to be expected during the summer holiday period. This is also linked to running a lower number of events this quarter.	Lead Member for Economic Development/Promotion Head of Service-Community and Economic Development
8	Number of workshops/ events delivered	63	50	20	10 (Q1 & Q2=30)			↔	😊	10 events were delivered in Quarter 2. Event topics included: social media, branding, pitching a social	Lead Member for Economic Development/Promotion

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	through Tewkesbury Growth Hub								enterprise and charity for investment and networking.	Head of Service-Community and Economic Development
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PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Deliver the housing needs of our communities				
a) Work with partners to undertake the required review of the SLP.	Target date: Autumn 2019 Spring 2020 Winter 2020 Summer 202 Spring 2023 October 2023 December 2023 (preferred options out for public consultation) (New timetable resolved by Council in July 2023.) (New target date reported to O&S Committee in December 2023)	Associate Director Planning Lead Member for the Built Environment		The approach to strategic plan-making has been the subject of fundamental review jointly with Cheltenham and Gloucester Councils. As a result, Council resolved on 25 July 2023 to adopt a timetable for the preparation of a single Strategic and Local Plan (SLP) as an alternative to the Joint Strategic Plan approach. This will include strategic and non-strategic land allocations for housing. The following aligned timetable across Cheltenham, Gloucester and Tewkesbury was agreed: <ul style="list-style-type: none"> • Issues and Options Consultation –October 2023 • Preferred Options Consultation – March 2025 • Pre-submission Consultation – January 2026 • Submission to Secretary of State – April 2026 • Examination – TBC • Adoption – TBC The Issues and Options (Reg 18) consultation draft has commenced its journey through the respective approval process across all three SLP areas. The final approval required for consultation will be Cheltenham Borough which

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				<p>is scheduled in December. The target date has been amended to reflect this.</p> <p>On 21 November 2023 Council approved the SLP for public consultation. Following approvals from all three councils the Regulation 18 'issues and options' consultation can commence, which is expected to take place at the end of December 2023.</p>
b) Increase the temporary housing accommodation supply.	Target date: March 2024	Head of Service-Housing Lead Member for Housing, Health and Wellbeing		<p>An extra Housing First placement has been added to increase the number available to four. A review of cases will identify the next applicant to be considered.</p> <p>Further options are being explored both as partnership with Registered Provider independently for temporary accommodation properties.</p> <p>There is an opportunity to work with Gloucester Diocese that could lead to land options for temporary accommodation units.</p> <p>Provision used for Severe Weather Emergency Protocol (SWEP) placements has been increased across the County for this period with discussions about further expansion ongoing.</p>
PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 2. Ensure development plans provide for the five-year land supply requirement.				

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<p>a) Ensure adequate land is allocated within the SLP.</p>	<p>Target date: Autumn 2019 Spring 2020 Winter 2020 Summer 2021 Spring 2023 October 2023 December 2023 (preferred options out for public consultation) (New timetable resolved by Council in July 2023.) (New target date reported to O&S Committee in December 2023)</p>	<p>Associate Director Planning Lead Member for the Built Environment</p>	<p></p>	<p>The approach to strategic plan-making has been the subject of fundamental review jointly with Cheltenham and Gloucester Councils. As a result, Council resolved on 25 July 2023 to adopt a timetable for the preparation of a single Strategic and Local Plan (SLP) as an alternative to the Joint Strategic Plan approach. This will make allocations sufficient to ensure an ongoing housing land supply. The following aligned timetable across Cheltenham, Gloucester and Tewkesbury was agreed:</p> <ul style="list-style-type: none"> • Issues and Options Consultation – October 2023 • Preferred Options Consultation – March 2025 • Pre-submission Consultation – January 2026 • Submission to Secretary of State – April 2026 • Examination – TBC • Adoption – TBC <p>The Issues and Options (Reg 18) consultation draft has commenced its journey through the respective approval process across all three SLP areas. The final approval required for consultation will be Cheltenham Borough which is scheduled in December. The target date has been amended to reflect this.</p> <p>On 21 November 2023 Council approved the SLP for public consultation. Following approvals from all three councils the Regulation 18 'issues and options' consultation can commence, which is expected to take place at the end of December 2023.</p> <p>An Interim Housing Position Statement addressing five-year housing land supply issues was adopted at Council on 21 November 2023.</p>
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PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 3. Support infrastructure and facilities delivery to enable sustainable communities.				
a) Work with partners, infrastructure providers and developers, to progress the delivery of key sites.	Target date: March 2024	Associate Director Planning Lead Member for the Built Environment		<p><u>Innsworth</u></p> <ul style="list-style-type: none"> • A programme of reserved matters approvals continues with approval granted for 751 dwellings to date. • A full application for 90 dwellings has been submitted within the strategic allocation but outside of the allowed appeal sites and is pending. No target committee date yet. <p><u>Twigworth</u></p> <ul style="list-style-type: none"> • A programme of reserved matters approvals continues with approval granted for 720 dwellings to date. • Reserved matters approval has also been granted for key infrastructure including the erection of a local centre. • An outline permission by appeal decision for up to 160 dwellings has been allowed. A reserved matters application was submitted in June 2023 and is subject to a PPA agreement. Officers are working towards taking the application to planning committee in January 2024 <p><u>South Churchdown</u></p> <ul style="list-style-type: none"> • Development is underway with reserved matters application granted for 465 dwellings as a first phase of development within this allocation. The development is progressing on site with over 324 completions. • An application for the second phase of the South Churchdown Strategic Allocation for 145 dwellings has been submitted and is being considered by officers prior to referral to committee for determination before the end of this year. <p><u>Brockworth</u></p> <ul style="list-style-type: none"> • Development is underway with reserved matters applications approved for 600 dwellings and key infrastructure.

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			<ul style="list-style-type: none"> • Reserved Matters application for phases 4 & 6 of Perrybrook (22/00251/APP) Phase 4 delivering 226 dwellings and phase 6 delivering 209 dwellings (435 total) has been approved by Planning Committee. • Reserved matters application for Phase 7 was reported to Planning Committee in July and was delegated for approval, awaiting S106 agreement. • Condition discharge submissions have been made for both phases. <p><u>North West Cheltenham</u></p> <ul style="list-style-type: none"> • An outline application has been submitted. Officers continue to work with the developers on transport issues to progress the planning application. Additional transport modelling is being undertaken, which has been necessary to assess the cumulative impacts of development on J10. It is anticipated that the application will go to planning committee early 2024. <p><u>West Cheltenham</u></p> <ul style="list-style-type: none"> • 22/01107/OUT – West Cheltenham Strategic Allocation. Outline planning application validated for land within the northwest part of the allocation in November 2022 for residential development of up to 1,100 dwelling comprising a mixture of market and affordable housing, which could include retirement/extra care accommodation, a flexible mixed use area with a community hub, a primary school and children’s nursery and sports pitches. No target committee date yet.
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PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 3. Support infrastructure and facilities delivery to enable sustainable communities.				
b) Adopt a revised charging schedule for the Community Infrastructure Levy (CIL)	Target date: January 2024 January 2025 April 2025 (Revised date reported to O&S committee in September 2023)	Associate Director Planning Lead Member for the Built Environment		<p>Evidence base work and additional work looking at potential income of alternative charging schedules by Porter Planning Economics (PPE) is complete. However, we have been made aware of new national evidence that will have an impact on the potential for CIL to be charged on retail premises which will require further viability work to be commissioned.</p> <p>The three heads of service met as the Contributions Management Group on the 09 November 2023 and made the decision, on the grounds of staff availability to align the continuing development of the new charging schedule with the development of the emerging Strategic and Local Plan.</p> <p>For this reason, approval will not be sought from Executive Committee, in March 2024, as first planned to go out for consultation on the draft revised charging schedule. Consultation will now take place in May 2024.</p> <p>Work will now be undertaken with the new Strategic and Local Plan Manager, once in post, to progress the review in line with the timetable set out in the Local Development Scheme.</p>
c) Work with the Voluntary and Community Sector (VCS) to access funding to deliver improved	Target date: March 2024	Head of Service-Community and Economic Development Lead Member for the Community		<p>In quarter 2, 38 VCS groups were supported with in-depth/ 1-1 support and advice. At least 10 organisations were supported with general funding queries.</p> <p>There were 7 successful applications to the Health and Wellbeing Fund in Q2, totalling over £6,000. The projects it helped fund is for water sports, gardening and sports</p>

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<p>community facilities.</p>			<p>equipment as well as going towards activities for health groups.</p> <p>Over £80,000 in funding was drawn in via external organisations for VCS groups across Tewkesbury after support given by the Community Funding Officer. The actual number is likely to be higher.</p> <p>In addition, support for improved community facilities within the Borough is included within the UK Shared Prosperity and Rural Prosperity plans.</p> <p>A Crowdfund 360 Workshop was delivered on 3 July. The Community Funding Officer has attended VCS Networking Groups and offered additional funding support.</p>
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Key performance indicators for priority: HOUSING AND COMMUNITIES											
KPI no.	KPI description	Outturn 2022-23	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
9	Total number of active applications on the housing register at the end of the quarter.	1757 1 bed single= 698 1 bed couple= 141 2 bed= 485 3 bed= 321 4 bed= 90 5 bed= 19 6 bed= 2 7 bed= 1		1646 1 bed single= 666 1 bed couple= 127 2 bed= 454 3 bed= 303 4 bed= 79 5 bed= 14 6 bed= 2 7 bed= 1	1621 1 bed single= 673 1 bed couple= 119 2 bed= 441 3 bed= 300 4 bed= 72 5 bed= 14 6 bed= 1 7 bed= 1					The breakdown of bands is: Emergency – 44 Gold – 85 Silver – 566 Bronze – 926 Total – 1621	Lead Member for Housing, Health and Wellbeing/ Head of Service-Housing
10	Total number of new homeless applications opened during the quarter.	664		204	180 (Q1 & Q2 = 384)			↓		This will include 89 Triage (advice only), 45 Prevention and 46 Relief cases newly approaching for assistance.	Lead Member for Housing, Health and Wellbeing/ Head of Service-Housing
11	Total number of homeless relief cases held at the end of the quarter.	152		56	41 (Q1 & Q2= 97)			↓		This is the total number of homeless applications held at the Relief Duty stage usually when the applicant has had to leave their previous accommodation.	Lead Member for Housing, Health and Wellbeing/ Head of Service-Housing

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Key performance indicators for priority: HOUSING AND COMMUNITIES																				
KPI no.	KPI description	Outturn 2022-23	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service									
12	Total number of homeless applications with main duty accepted held at end of the quarter.	86		25	34 (Q1 & Q2= 59)			↑		This is the total number of cases that we have a Main Duty to following a full homelessness application process.	Lead Member for Housing, Health and Wellbeing/ Head of Service-Housing									
13	Total number of homeless prevention cases held at the end of the quarter.	179		64	48 (Q1 & Q2= 112)			↓		This is the total number of homeless applications held at the Prevention Duty stage while still in the accommodation they are threatened with homelessness from.	Lead Member for Housing, Health and Wellbeing/ Head of Service-Housing									
14	Numbers in Temporary Accommodation at the end of the quarter.	93		20	29 (Q1 & Q2= 49)			↑		Total numbers of households in temporary accommodation including hotel, B&B & our temporary houses.	Lead Member for Housing, Health and Wellbeing/ Head of Service-Housing									
15	Total New Affordable Housing properties delivered by tenure type.	280		84	94 (Q1 & Q2= 178)			↑		A total of 76 properties were delivered in Q2 2023/24, the breakdown is as follows:	Lead Member for Housing, Health and Wellbeing/ Head of									
										<table border="1"> <thead> <tr> <th></th> <th>Q1</th> <th>Q2</th> </tr> </thead> <tbody> <tr> <td>Social rent</td> <td>8</td> <td>3</td> </tr> <tr> <td>Affordable rent</td> <td>31</td> <td>46</td> </tr> </tbody> </table>		Q1	Q2	Social rent	8	3	Affordable rent	31	46	
	Q1	Q2																		
Social rent	8	3																		
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KPI no.	KPI description	Outturn 2022-2023	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service															
<table border="1"> <tr> <td>Affordable home ownership</td> <td>45</td> <td>45</td> <td rowspan="2">Service-Housing</td> </tr> <tr> <td>Total</td> <td>84</td> <td>94</td> </tr> </table>											Affordable home ownership	45	45	Service-Housing	Total	84	94									
Affordable home ownership	45	45	Service-Housing																							
Total	84	94																								
Key performance indicators for priority: HOUSING AND COMMUNITIES																										
16	New Affordable Housing properties delivered on JCS sites by tenure type.	157		66	57 (Q1 & Q2= 123)			↑		<p>A total of 57 properties were delivered in Q2. The breakdown is as follows:</p> <table border="1"> <tr> <td></td> <td>Q1</td> <td>Q2</td> </tr> <tr> <td>Social rent</td> <td>0</td> <td>0</td> </tr> <tr> <td>Affordable rent</td> <td>27</td> <td>26</td> </tr> <tr> <td>Affordable home ownership</td> <td>39</td> <td>31</td> </tr> <tr> <td>Total</td> <td>66</td> <td>57</td> </tr> </table>		Q1	Q2	Social rent	0	0	Affordable rent	27	26	Affordable home ownership	39	31	Total	66	57	Lead Member for Housing, Health and Wellbeing/ Head of Service-Housing
	Q1	Q2																								
Social rent	0	0																								
Affordable rent	27	26																								
Affordable home ownership	39	31																								
Total	66	57																								
17	Percentage of 'major' applications determined within 13 weeks or 16 weeks where an EIA is required, or alternative period agreed with the applicant.	64.86%	80%	62.50%	75% (Q1 & Q2= 67%)			↑	🙄	<p>The national threshold for this KPI is 60% measured over a two-year rolling period, we are currently achieving 68%.</p> <p>For Q2, 3 out of 4 decisions were issued within target timescales. Whilst this is below the KPI target, the direction of travel is positive.</p> <p>For the year to date, 12 major decisions have been issued and 8 were in target.</p>	Lead Member Built Environment/ Associate Director-Planning															
18	Percentage of 'non-major' applications determined within 8 weeks or alternative	77.27%	80%	86.67%	81.76% (Q1 & Q2= 84%)			↑	😊	<p>The national threshold for this KPI is 70% measured over a two-year rolling period, we are currently achieving 78%.</p>	Lead Member Built Environment/															

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	period agreed with the applicant.									<p>For Q2, 139 out of 170 decisions were issued within target timescales achieving the KPI target.</p> <p>For the year to date, 365 non major decisions have been issued and 308 were within target.</p>	Associate Director-Planning
Key performance indicators for priority: HOUSING AND COMMUNITIES											
KPI no.	KPI description	Outturn 2022-2023	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
19	Percentage of 'major' planning applications overturned at appeal.	7.5%	10%	8 Decisions 2 Appeals allowed	4 Decisions 1 Appeal allowed			↓	🙄	<p>The national threshold for this KPI is 10% measured over a two-year period.</p> <p>The current assessment period available is to the end of September 2022 (including appeal decisions up to June 2023) where we are at 8.6%. This is based on 67 major decisions and 3 non determination appeals with 6 appeals being allowed.</p> <p>The figures reported show the number of major decisions made during each quarter and the number of appeal decisions received during that quarter, which were allowed. For Q2, 4 major decisions were made, 1 major appeal was allowed during this period.</p> <p>The appeal allowed relates to a non-determination appeal whereby planning committee were minded to</p>	Lead Member Built Environment/ Associate Director-Planning

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										refuse in line with the officer report.	
20	Percentage of 'non-major-planning overturned at appeal.	0.7%	10%	195 Decisions 3 Appeals Allowed	170 Decisions 0 Appeals Allowed			↑	😊	The national threshold for this KPI is 10% measured over a two-year period. The current assessment period available is to the end of September 2022 (including appeal decisions up to June 2023) where we were at 0.9% based on 1617 non major decisions and 10 non determination appeals with 14 appeals being allowed. For Q2, 170 non-major decisions were issued. One appeal decision was received that was dismissed.	Lead Member Built Environment/ Associate Director-Planning
Key performance indicators for priority: HOUSING AND COMMUNITIES											
KPI no.	KPI description	Outturn 2022-2023	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
21	Enforcement - Investigate category A* cases within 24 hours (without prompt action, material risk of further harm which could be reduced by early intervention).	100%	90%	50%	0% (Q1 & Q2=33%)			↓	😐	For Q2 there was one category A case received. Due to a delay with initial registration, the 24 hour timescale target was not achieved. Once the case was allocated, the initial investigations were carried out the same day. <i>*Category A- Development causing, or likely to cause, irreparable harm or damage.</i>	Lead Member Built Environment/ Associate Director-Planning

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22	Investigate category B* cases within five working days (development causing, or likely to cause, irreparable harm or damage).	100%	90%	100%	66.67% (Q1 & Q2=90%)			↓	😐	<p>In Q2 3 category B cases were received. Though the KPI target was not achieved for this period, 2 of the 3 cases were investigated within the target timescale.</p> <p>For the year to date 10 category B cases have been reported and 9 were investigated within the target timescales.</p> <p><i>*Category B- Unless prompt action is taken, there is a material risk of further harm being caused which could be reduced or prevented by early intervention.</i></p>	Lead Member Built Environment/ Associate Director-Planning
23	Investigate category C* cases within 10 working days (risk of material harm to the environment or undue harm to residential amenity).	92.86%	80%	85.71%	88.89% (Q1 & Q2=87%)			↓	😊	<p>For Q2 9 cases were received and 8 were investigated within 10 working days and the 80% target has been exceeded.</p> <p><i>*Category C- unless action is taken, there is a risk of material harm to the environment or undue harm to residential amenity.</i></p>	Lead Member Built Environment/ Associate Director-Planning



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Key performance indicators for priority: HOUSING AND COMMUNITIES											
KPI no.	KPI description	Outturn 2022-2023	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
24	Investigate category D* cases within 15 working days (breaches causing limited material disturbance to local residents or to the environment).	100%	70%	100%	91.67% (Q1 & Q2=95%)			↓	😊	<p>36 cases were reported in Q2, and 33 cases were reviewed within 15 working days.</p> <p>For the year to date 60 category D cases have been reported and 57 were investigated within the target timescales.</p> <p><i>*Category D- breaches of planning control causing limited material disturbance to local residents or harm to the environment, which do not come with any of the higher categories, and where a delay would not prejudice the council's ability to resolve the matter.</i></p>	Lead Member Built Environment/ Associate Director-Planning

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PRIORITY: CUSTOMER FIRST				
Actions	Target date	Reporting Line	Progress to date	Comment
Objective 1. Maintain our culture of continuous service improvement.				
a) Continue to improve the proactive homelessness prevention programme.	Target date: March 2024	Head of service- Housing Lead Member for Housing, Health and Wellbeing		<p>Work between Business Transformation Team (BTT) and Housing is complete with pages on the new web site providing more accessible information for customers.</p> <p>A recent new role within the Housing Advice Team focuses on migration as a Housing Advice Officer to support Homes for Ukraine, Afghan and wider migrant cohorts. The role has been successful in linking between agencies and customers as a single point of contact. This in turn has taken some pressure off the team.</p> <p>Officers will attend training following previous sessions from agencies and customers with lived experience of situations requiring support such as domestic abuse. The training will be delivered by Nelson Trust who support vulnerable women and will help the team work in a trauma-informed way and enable the customers' experience to guide further improvements to the service. This will take place in December.</p>
b) Carry out a full review of the licensing services.	Target date: April 2021, Sept 2021, Nov, 2021 May 2022, Dec 2022, Jan 2023 June 2023, Sept 2023 April 2024 (revised date reported to O&S September 2023)	Head of service- Environmental Health Lead Member for Clean and Green Environment		<p>The review has four work streams: governance, finance, HR and digital transformation. The target date has been pushed back from September to March 2024 due to Business Transformation Team moving their resources to complete the in-cab technology project. This has now been completed and work is beginning on this area of work.</p> <p>Despite the online form and online register work, all streams of the project are progressing very well with most of the project milestones being achieved. This has led to a number of policies being revised, additional training, schedule of fees and charges, review of systems and more.</p>

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PRIORITY: CUSTOMER FIRST				
Actions	Target date	Reporting Line	Progress to date	Comment
Objective 1. Maintain our culture of continuous service improvement.				
c) In partnership with Ubico deliver the in-cab technology project.	Target date: January 2024	Head of Service- Waste and Recycling Lead Member for Clean and Green Environment		The in-cab technology project is making good progress with the waste and recycling collections element now live, this went live in October 2023. Street cleansing and grounds maintenance work is now underway with soft go live planned for Q4 2023-24.
d) Review the Section 106 process.	Target date: March 2024	Associate Director Planning Lead Member for the Built Environment		<p>The councils Internal Audit team are currently undertaking an audit on the process. Once the audit opinion has been received, this will be shared with members. Officers will implement improvements off the back of the Audit (likely to be early 2024).</p> <p>In parallel, the council has commenced working with other Gloucestershire planning authorities on a wider review of S106 processes to share wider learning, best practice and identify areas of improvement.</p>
PRIORITY: CUSTOMER FIRST				
Actions	Target date	Reporting Line	Progress to date	Comment
Objective 2. Develop online services to achieve 'digital by preference, access for all'.				
a) Deliver the new corporate website.	Target date: April 2022, June 2022 December 2022	Associate Director- Transformation Lead Member for Customer Focus		The website was launched on 21 August – with a new look, significant search function improvement (with visitors able to drill their search to very specific things such as individual planning applications).

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	<p>April 2023</p> <p>July 2023 (revised date reported to committee in March 2023)</p> <p>21 August 2023</p>			
b) Deliver an improved planning application validation experience for customers.	<p>Target date:</p> <p>March 2024</p> <p>November 2024</p> <p>(New revised date reported to committee in December 2023)</p>	<p>Associate Director-Transformation</p> <p>Lead Member for Customer Focus</p>		<p>The team are working to explore a number of options to improve validation for customers these include: the Plan X project and other validation tools.</p> <p>The target date for this action has been amended to reflect the complexity of the Plan X project and the DLUHC work programme but also allow time to research other options that could be available.</p>
c) Explore options for a new system to improve the way we manage interactions with our customers from multiple contact channels.	<p>Target date:</p> <p>March 2024</p>	<p>Associate Director-Transformation</p> <p>Lead Member for Customer Focus</p>		<p>Procurement is underway for a customer contact system following the approval of a business case by Chief Officers' Group, and a discussion at Transform Working Group. The system will integrate with our digital platform Liberty Create to provide a full overview of customer contact whether they have contacted us online, through email or via live chat or social media. This will have a positive impact on our customer experience with us.</p>
d) Introduce webcasting for council meetings.	<p>Target date:</p> <p>Go live: July 2024</p>	<p>Head of Service: Asset Management</p> <p>Lead Member for Customer Focus</p>		<p>Following approval from Council in June 2023, a project team has been established to set up the key work streams and milestones. Engagement with all relevant stakeholders, including Members will be pivotal to successful delivery of the project. The specification has been agreed and the contract documents are being prepared for the tender in December 2023. With the contract award by the end of January 2024.</p>

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Key performance indicators for priority: CUSTOMER FIRST																							
KPI no.	KPI description	Outturn 2022-23	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service												
25	Total enquiries logged by the Area Information Centre (AIC).	116		21	12 (Q1 & Q2= 33)					<p>The AIC visitor numbers remain very low in line with the trend seen since covid, where customers likely realised the ease of interacting with us online.</p> <p>Figures per AIC can be seen below, Q2 22/23 figures are in brackets:</p> <table border="1"> <thead> <tr> <th></th> <th>Q1 23/24</th> <th>Q2 23/24</th> </tr> </thead> <tbody> <tr> <td>Winchcombe</td> <td>14 (29)</td> <td>10 (38)</td> </tr> <tr> <td>Churchdown</td> <td>7 (0)</td> <td>2 (0)</td> </tr> <tr> <td>Total</td> <td>21</td> <td>12</td> </tr> </tbody> </table>		Q1 23/24	Q2 23/24	Winchcombe	14 (29)	10 (38)	Churchdown	7 (0)	2 (0)	Total	21	12	Lead Member Customer Focus/ Associate Director-Transformation
	Q1 23/24	Q2 23/24																					
Winchcombe	14 (29)	10 (38)																					
Churchdown	7 (0)	2 (0)																					
Total	21	12																					
26	Total number of people assisted within the borough by Citizens Advice Bureau (CAB).	1,801		532	Awaiting data from CAB					Awaiting data from CAB	Lead Member Community Development / Head of service-Community and Economic Development												
27	Financial gain to clients resulting from CAB advice	£1,309,641.		£233,320	Awaiting data from CAB					Awaiting data from CAB.	Lead Member Community Development / Head of service-Community and Economic Development												
28	Community groups assisted with funding advice	198		42	38 (Q1 & Q2= 80)					In Q2 38 groups were assisted with 1-1 in depth advice, at least an additional 10 groups given general query advice.	Lead Member Community Development / Head of service-Community and Economic Development												

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Key performance indicators for priority: CUSTOMER FIRST											
KPI no.	KPI description	Outturn 2022-23	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
29	Benefits caseload: a) Housing Benefit (HB) b) Council Tax Reduction (CTR)	2018 4799		1999 4727	1950 4758					Housing Benefit claims continue to reduce, new changes to UC will see this figure reduce further once Tax Credit cases migrate to UC, however again this figure will fluctuate given the pensioner caseload within the authority area and claims returning to us when pensionable age has been reached. CTR claims have increased this quarter, as advised previously these fluctuate throughout the year. The below shows the CTR claimants rate between pension age and working age claimants: Pension age 1781 Working age 2977	Lead Member Finance and Asset Management/ Head of service- Revenue and benefits
30	Average number of days to process new Housing benefit claims.	7.4	15	14.03	11.72 (Q1 & Q2= 13.54)			↓	😊	This has reduced this quarter as other priorities have started to reduce, new team members have joined the authority and we hope that this figure will reduce further as training is delivered, below our single housing benefit extract target.	Lead Member Finance and Asset Management/ Head of service- Revenue and benefits

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31	Average number of days to process change in circumstances to housing benefit claims.	10.6	4	7.7	4.7 (Q1 & Q2= 5.48)			↑	😬	<p>We are still slightly above our target of 4 days, however this figure has now started to come back in line as other tasks within the team have been completed etc. We have still reduced the days to process from the final figures for Q4 at the end of last year.</p> <p>We have now managed to recruit to one of the fixed term posts with the other two roles currently being advertised.</p>	Lead Member Finance and Asset Management/ Head of service- Revenue and benefits
Key performance indicators for priority: CUSTOMER FIRST											
KPI no.	KPI description	Outturn 2022-23	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
32	Percentage of council tax collected	98.7%	98%	29.9%	57.7%			↑	😊	<p>End of Q2 collection is on course for annual targets to be met.</p> <p>New staff have been brought in to increase collection of old debt and current years charges.</p>	Lead Member Finance and Asset Management/ Head of service- Revenue and benefits
33	Percentage of NNDR collected	98.9%	98%	33.8%	58.7%			↑	😊	<p>End of Q2 collection is on course for annual targets to be met.</p> <p>We have had a large amount of sickness within the team, and this has impacted on the collection rates for NDR – both members of staff are now back with us, and we hope to stay on track for this year's collection.</p>	Lead Member Finance and Asset Management/ Head of service- Revenue and benefits

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Key performance indicators for priority: CUSTOMER FIRST											
KPI no.	KPI description	Outturn 2022-23	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
34	Average number of sick days per full time equivalent	9.84	8.0	2.3 days	2.1 days (Q1 & Q2= 4.4)			↑	🙄	In Q2, 418 days were lost to sickness absence, in comparison with 450 days in Q1. This comprised of 143 short term days – 0.72 av. days per employee (97 in Q1) and 275 long term – 1.38 av. days per employee (353 in Q1). The annual target is 8 days absence per full time equivalent. A projection based on the Q1 and Q2 outturn would equate to just under 9 days per full time equivalent. This would be a slight improvement on last year's figure of 9.84.	Lead Member Organisational Development/ Associate Director- People, Culture and Performance
35	Average voluntary staff turnover.	15.4%	13.4%	3.1%	3.5% (Q1 & Q2: 6.6%)			↔	😐	The target outturn of 13.4% is based on the latest median figure identified by the LGA for the Local Government workforce. For 2022-23 the voluntary turnover rate for the council was 15.4%. Voluntary turnover for Q2 is 3.5% which is a 0.4% increase from Q1, based on 7 voluntary resignations. The cumulative figure for 23/24 to date is 6.6%.	Lead Member Organisational Development/ Associate Director- People, Culture and Performance
36	Food establishment hygiene ratings.	2.1%	5% With a food hygiene rating Under three	2.2%	2.1%			↑	😊	There are currently 769 registered food businesses with Tewkesbury Borough. Of these 17 (2.21%) have a food hygiene rating score of 2 or below.	Lead Member Clean and Green Environment/ Head of service- Environmental Health

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Key performance indicators for priority: CUSTOMER FIRST											
KPI no.	KPI description	Outturn 2022-23	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
37	Percentage of Freedom of information (FOI) requests answered on time.	91%	92%	95%	100% (Q1-Q2= 97%)			↑	😊	136 requests were received in Q2 – all were responded to within the 20 working days deadline. For the year so far- 278 requests out of 286 have been responded to on time (97%). Total received for 2022/23= 507 of these 461 (91%) were responded to within the timescale.	Lead Member Customer Focus/ Head of Service-Audit and Governance
38	Percentage of formal complaints answered on time.	70%	90%	97%	84% (Q1 & Q2= 92%)			↑	😊	25 formal complaints were received in Q1. 21 of these (84%) were answered within the 20 working days. For the year so far 56 out of 61 complaints have been answered in time (92%). Total received for 2022/23= 110 of these 7 were withdrawn and 72 (70%) were responded to within the timescale. This is above both the outturn of last year figure (70%) and the target (90%) set for this year.	Lead Member Customer Focus/ Head of Service-Audit and Governance


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PRIORITY: GARDEN COMMUNITIES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 1. Delivery of Tewkesbury Garden Town				
a) Support the garden town planning status through the SLP site assessment process.	<p>Target date:</p> <p>Autumn 2019 Spring 2020 Winter 2020 Summer 2024 Spring 2023 October 2023</p> <p>December 2023</p> <p>(preferred options out for public consultation)</p> <p>(New timetable resolved by Council in July 2023.)</p> <p>(New target date reported to O&S Committee in December 2023)</p>	<p>Associate Director- Garden towns</p> <p>Lead Member Built Environment</p>		<p>The approach to joint strategic plan-making has been the subject of fundamental review with Cheltenham and Gloucester Councils. As a result, Council resolved on 25 July 2023 to adopt a timetable for the preparation of a single Strategic and Local Plan (SLP) as an alternative to the Joint Strategic Plan approach. The Garden Town will form one of the strategic development options to meet future housing and economic needs, to be tested through evidence base collection and public consultation.</p> <p>The following aligned timetable across Cheltenham, Gloucester and Tewkesbury was agreed:</p> <ul style="list-style-type: none"> • Issues and Options Consultation – October 2023 • Preferred Options Consultation – March 2025 • Pre-submission Consultation – January 2026 • Submission to Secretary of State – April 2026 • Examination – TBC • Adoption - TBC <p>The Issues and Options (Reg 18) consultation draft has commenced its journey through the respective approval process across all three SLP areas. The final approval required for consultation will be Cheltenham Borough which is scheduled in December. The target date has been amended to reflect this.</p> <p>On 21 November 2023 Council approved the SLP for public consultation. Following approvals from all three councils the</p>



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				Regulation 18 'issues and options' consultation can commence, which is expected to take place at the end of December 2023.
b) Work with partners to progress the business case for the Junction 9 and A46 improvements.	Target date: March 2024 for finalisation of business case by <u>GCC</u>	Associate Director- Garden towns Lead Member Built Environment		<p>Note this project is led by Gloucestershire County Council (GCC). Work continues with our partners (GCC, Department of Transport, Homes England and National Highways), to develop the outline business case work. On completion/ agreement of the outline business case a consultation will take place on the preferred route options.</p> <p>Gloucestershire County Council (GCC) continues to schedule a non-statutory public consultation for the M5 Junction 9 and A46 (Ashchurch) Transport Scheme, however at this stage no date has been fixed.</p> <p>The project has recently completed a sifting process which shortlists the options and this is now being finalised with National Highways.</p> <p>The project is now focussing on recent comments from the DfT asking for further detail on the on-line A46 improvements proposals, further detail on the local contribution requirement and an understanding of support from DLUHC. This work is currently underway with a response scheduled for early December.</p> <p>Further information including FAQs available at - M5 Junction 9 and A46 (Ashchurch) Transport Scheme - Highways (goucestershire.gov.uk)</p>

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PRIORITY: GARDEN COMMUNITIES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 1. Delivery of Tewkesbury Garden Town				
c) Use the recommendations from the Tewkesbury Garden Town Gateway Review to develop a new approach for the delivery of the garden town.	Target date: December 2023	Associate Director- Garden towns Lead Member Built Environment		<p>The focus of the new approach is detailed engagement sessions with key stakeholders and the wider community – with a refresh of the programme.</p> <p>Over the past months Cratus have supported with various meetings/sessions and have issued the engagement report from these events and now are completing an engagement strategy which will give a plan of how best to continue with this detailed engagement.</p> <p>In addition, a new governance structure was approved at Council in September. A number of the new groups have been stood up and over the next coming weeks the remainder are scheduled. This structure will give clarity, transparency and a clear direction of travel for the garden town.</p>
d) Produce an integrated stakeholder and community engagement strategy for the delivery of the garden town.	Target date: December 2023	Associate Director- Garden towns Lead Member Built Environment		<p>The engagement strategy being proposed by Cratus has been part of the discussion at the engagement sessions with feedback asked of each – parishes, community groups, landowners/developers and business as well as the member group of how future communication should take place.</p> <p>Once the final recommendations (scheduled in the next few weeks) are received from Cratus, a working plan to deliver the new strategy will be developed.</p>

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PRIORITY: GARDEN COMMUNITIES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 2. Delivery of Golden Valley Garden village.				
a) Work with partners to deliver the first phase of The Golden Valley Development.	Target date: March 2024	Associate Director- Garden towns Lead Member Built Environment		<p>TBC continues to work closely with Cheltenham Borough Council (CBC) and landowners with supporting delivery of the first phase of the Golden Valley Development.</p> <p>The first outline planning application has been submitted for the West of Cheltenham (planning reference 22/01107/OUT). This has been submitted by St Modwen who are bringing forward the STW land within the allocation.</p> <p>St Modwen are currently responding to consultation responses received to date and timescales for determination are to be agreed with the applicant. (see also comment under Housing and Communities: Objective 3a).</p> <p>A further planning application by Cheltenham Borough Council developers is scheduled for submission in the near future (date to be confirmed).</p> <p>More details relating to the Golden Valley Development can be found on the website - <u>The Golden Valley Development (goldenvalleyuk.com)</u></p>

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PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 1. Deliver the carbon reduction action plan				
a) In conjunction with the Climate Change and Ecology Management Group, develop and deliver the year four carbon reduction action plan.	Target date: September 2024	Head of Service-Asset Management Lead Member for Clean and Green Environment		<p>Year 4 plan has been agreed by Executive Committee in September 2023, following consultation with the Climate Change and Ecology Management group.</p> <p>The plan incorporates the new members motion approved at Council in to widen the scope to our Climate Emergency to include the whole Borough, to declare a Nature (Ecological) emergency and support the climate and ecology Bill.</p> <p>The delivery of the plan is on target, along with the approval of additional resource for the implementation of the borough wide Climate Emergency objectives, implementation of a full electric pool car fleet and introduction of electrical vehicle charging across the borough.</p>
b) Source and secure funding opportunities to support the delivery of our carbon reduction programme.	Target date: End of March 2024	Head of Service-Asset Management Lead Member for Clean and Green Environment		<p>£708K has been secured through Salix, to help deliver the new heating system.</p> <p>Further funding is being applied for the installation of the car park charging points. This will be carried out by various funders including ORCS (On-Street residential charging scheme) and DEFRA (Department for Environment, Food, and Rural Affairs).</p> <p>Public Sector Decarbonisation Scheme (PSDS) funding will also be applied for to help reduce the carbon</p>




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				<p>emissions at the Roses Theatre. This will include a feasibility assessment to see what can be achieved.</p> <p>All these are applications that will be carried out throughout the year, plus others where appropriate.</p>
c) Install a new, air sourced, heating system at the Public Services Centre.	Target date: End of March 2024	Head of Service-Asset Management Lead Member for Clean and Green Environment		In July 2023, Council agreed to a new air source heating system as the current gas fired boilers are out of date and by changing them it will have a positive outcome within our carbon reduction objective. External funding from Salix of £708K has been secured and additional funding shortfall agreed at Council. The contract was awarded in August with work commencing on site on 1 September. This is progressing well with the aim for completion by March 2024.
d) Appoint an additional Climate Change Officer to help support the declaration of a Borough-wide climate emergency.	Target date: April 2024	Head of Service-Asset Management Lead Member for Clean and Green Environment		Executive committee in September, agreed the funding of an additional Climate change officer. The Job description and evaluation is currently being finalised. Once this has been completed the post will be advertised.
e) Install publicly accessible Electric Vehicle (EV) charging points in our car parks.	Target date: End of March 2024	Head of Service-Asset Management Lead Member for Clean and Green Environment		<p>As part of the works to support the council Electric Vehicle Infrastructure Strategy, approved at Executive Committee in November 2022, soft market testing has been completed.</p> <p>In consultation with the Energy Saving Trust a tender specification has been developed for tendering in December 2023. For a phase one roll out by March 2024.</p>



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PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 2. Promote a healthy and flourishing environment in the borough.				
a) Establish policies to ensure the delivery of healthy and sustainable communities.	Target date: March 2024 (ongoing as action is across a number of plans)	All Management Lead Member for Clean and Green Environment		<p>Throughout the year this action has seen several policies and other work be carried out, all to help deliver healthy and sustainable communities this has included:</p> <ul style="list-style-type: none"> • Draft Electric Vehicle Charging Point strategy was approved at Executive Committee in November 2022. • Public Space Protection Order • An Economic Needs Assessment to help inform the Economic and Tourism Strategy • The support in creating 31 Warm spaces across the borough. A survey of the warm spaces has shown the value of this initiative, particularly as a social venue and many will continue with this in mind. Further funding will shortly be available to communities. • A Health and Wellbeing small grant scheme has also been created and is proving popular. • 6 September 2023- Executive Committee approved the Gloucestershire Resources and Waste Strategy. Which will see working in partnership with the Gloucestershire Resources and Waste Partnership working collaboratively to help reduce tonnage of waste collected in the county, whilst promoting projects which reduce and reuse waste. • 21 November 2023- Council approved the consultation for the Strategic and Local Plan.


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<p>b) Promote a healthier lifestyle through working with Active Gloucestershire through the 'we can move' programme.</p>	<p>Target date: March 2024</p>	<p>Head of Service-Community and Economic Development Lead member of Housing, Health and Wellbeing/ Lead member of Community.</p>		<p>Active Gloucestershire has initiated:</p> <ul style="list-style-type: none"> - Analysing impact of Together Fund on communities in Gloucestershire - Active Ageing Network - Appointing posts to support place-based work and digital marketing <p>Further details of the programme can be found on the website : www.wecanmove.net</p>
<p>c) Carry out a review of our litter pickers' scheme.</p>	<p>Target date: September 2021 June 2022 Jan 2023 August 2023 December 2023 June 2024</p> <p>(New target date reported to O&S committee in December 2023)</p>	<p>Head of Service-Environmental Health Lead Member for Clean and Green Environment</p>		<p>The Environmental Health team continue to cleanse the database and delete registration details that are no longer required. It is anticipated that this will take a further 3 – 6 months and once this phase is completed then Business Transformation Team will be instructed to transfer registration details onto a purpose provided database.</p>
<p>d) Work with the Integrated Locality Partnership (ILP) to build community resilience within the borough and reduce health inequalities.</p>	<p>Target date: March 2024</p>	<p>Head of Service-Community and Economic Development Lead member of Housing, Health and Wellbeing</p>		<p>The ILP has highlighted new key priorities around addressing health inequalities – focussing on assisting the economically inactive, young people's mental wellbeing and housing. The ILP is setting up working groups to take this work forward.</p> <p>The ILP is developing projects to target those areas with digital inactivity, mentoring young people who have not been able to return to school and looking at ways for communities to become healthier through the planning of new communities.</p>


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PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 2. Promote a healthy and flourishing environment in the borough.				
e) Support community led biodiversity projects across the borough.	Target date: March 2024	Head of Service- Community and Economic Development Lead Member for Community		<p>The council's Community Health and Wellbeing Fund will support community biodiversity projects. Seven grants have been awarded in Q2. Specifically, one of these funded projects was to support the Greener Together Fayre held in Tewkesbury offering advice on planting trees, wildlife, recycling, reducing carbon footprint and using less plastic. There was also advice on joining or volunteering with various groups. A community garden and allotment group were also supported via this funding.</p> <p>The council applied to the Coronation Living Heritage Fund in Q2, this is funding to support the creation of a micro wood in the Borough and a grant funding scheme for community orchards.</p> <p>Many community organisations offering projects that support biodiversity such as community gardens are being supported by the community funding officer and the community development team.</p> <p>Additionally, UK Shared Prosperity Fund and Rural England Prosperity Fund (REPF) schemes will offer opportunity for further development of community led bio-diversity projects across the council.</p>
f) Introduce mechanisms to implement Bio-Diversity Net Gain	Target date: November 2023	Associate Director Planning		In order to introduce mechanisms to implement Bio-Diversity Net Gain (BNG) through Planning developments, various workstreams will be carried out these include:

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through planning developments.		Lead Member for the Built Environment		<ul style="list-style-type: none"> • Publish interim guidance on BNG for applicants (Sept 2023). This has been completed and is available on our website to view. • Secure professional ecological resource (Nov 2023)- complete. The council have engaged with a BNG specialist, on a temporary basis, to assist with reviewing and introducing procedures and requirements. • Review DM requirements and procedures for BNG (Nov 2023). At the time of writing this report, work is near completion. This includes planning officers being briefed and implementing new procedures • Explore options for off-site BNG- this is ongoing liaison with the Gloucestershire Nature and Climate Fund (GNCF).
PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 3. Promote responsible recycling across the borough.				
a) Working with Gloucestershire Waste and Resources Partnership to improve our recycling figures and reduce waste.	Target date: March 2024	Head of Service- Waste and Recycling Lead Member for Clean and Green Environment		<p>In September the interim Resources and Waste strategy has been agreed by the Executive Committee. This is a county wide strategy, looking to provide targets and reinforce the partnership approach while waiting for the full implications of new national legislation to be known.</p> <p>Partnership work continues, with a recent focus Halloween waste, waste wizard and repair pop up shops. Upcoming projects on plastics and food waste will focus on ways to reduce Christmas waste.</p>

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PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 4. Preserve and enhance the natural assets and built heritage of our borough.				
a) To deliver projects as part of the Tewkesbury High Street Heritage Action Zone (HSHAZ), including Shop Front Scheme, Upper Floors Scheme and Traditional Skills.	Target date: March 2024	Head of Service-Community and Economic Development Lead Member for Economic Development/Promotion		<p><u>Shop front and upper floor grant schemes:</u></p> <ul style="list-style-type: none"> • 5 grants completed – value £52,288 • 6 almost complete • 3 more in progress • Total grants offered: 30 value £565,665 • Three grants pending final paperwork • Grants’ scheme closed to new applicants on 1 September 2023 • There is still more demand for this kind of support. <p><u>Traditional Skills:</u></p> <ul style="list-style-type: none"> • Talks being arranged for January and February 2024 about research on Tewkesbury properties. • Heritage Open Days: three events delivered Sept. 2023. <p><u>Public Realm Projects</u></p> <ul style="list-style-type: none"> • Initial consultation completed for Post Office Lane, Smith’s Lane, Warders Alley enhancements and creation of pocket park in High Street at Bishop’s Walk; detailed designs being drawn up. Construction project manager being contracted to help with tender and on-site delivery. Timescale for full delivery by March 2024 is tight. • Wayfinding and signage tender let to IS Group and first meeting to take place week commencing 6 November 2023; timetable suggests completion possible by end Feb. 2024.

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Appendix 1 - Performance Tracker and Key Performance Indicators 2023-24 Progress Report

				<ul style="list-style-type: none"> Green Machine pedestrian sweeper on order, to clean alleyways. Completed projects: gateway signs – extra panels purchased to promote heritage.
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Key performance indicators for priority: SUSTAINABLE ENVIRONMENT

KPI no.	KPI description	Outturn 2022-23	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service																								
39	Number of reported enviro crimes	1,076	1000	305	266 (Q1 & Q2= 571)			↔	😐	<p>A breakdown for Q2 is as follows (Q2</p> <table border="1"> <thead> <tr> <th></th> <th>Q1</th> <th>Q2</th> </tr> </thead> <tbody> <tr> <td>Fly tipping</td> <td>179 (140)</td> <td>143 (184)</td> </tr> <tr> <td>Littering</td> <td>1 (3)</td> <td>2 (0)</td> </tr> <tr> <td>Dog fouling</td> <td>2 (2)</td> <td>1 (0)</td> </tr> <tr> <td>Abandoned vehicles</td> <td>33 (12)</td> <td>23 (21)</td> </tr> <tr> <td>Noise</td> <td>71 (65)</td> <td>84 (105)</td> </tr> <tr> <td>Bonfire</td> <td>19 (15)</td> <td>13 (18)</td> </tr> <tr> <td>Total</td> <td>305 (237)</td> <td>266 (328)</td> </tr> </tbody> </table> <p>2022/23 figures are in brackets):</p> <p>The total enviro-crime complaints has reduced by 62 compared to Q2 2022/23. This can be attributed to a reduction in fly tipping and noise complaints.</p>		Q1	Q2	Fly tipping	179 (140)	143 (184)	Littering	1 (3)	2 (0)	Dog fouling	2 (2)	1 (0)	Abandoned vehicles	33 (12)	23 (21)	Noise	71 (65)	84 (105)	Bonfire	19 (15)	13 (18)	Total	305 (237)	266 (328)	Lead Member Clean and Green Environment/ Head of Service- Environmental Health
	Q1	Q2																																	
Fly tipping	179 (140)	143 (184)																																	
Littering	1 (3)	2 (0)																																	
Dog fouling	2 (2)	1 (0)																																	
Abandoned vehicles	33 (12)	23 (21)																																	
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Total	305 (237)	266 (328)																																	

Appendix 1 - Performance Tracker and Key Performance Indicators 2023-24 Progress Report

Key performance indicators for priority: SUSTAINABLE ENVIRONMENT											
KPI no.	KPI description	Outturn 2022-23	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
40	Percentage of waste reused, recycled or composted.	51.06%	52%	54.4%	54% (Q1 & Q2: average 54.2%)			↑	😊	The Q2 figure of 54% keeps the recycling rate on course to meet the full year target.	Lead Member Clean and Green Environment/ Head of Service-Waste and Recycling
41	Residual household waste collected per property in kgs.	402Kg	430Kg	104Kg	101Kg (Q1 & Q2= 205kg)			↔	😊	The year-to-date figure is in line with the same point in 2022-23 and on course to be on par with the council's target.	Lead Member Clean and Green Environment/ Head of Service-Waste and Recycling

Appendix 2 - Quarter 2 budget report

Chief Executive

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	285,069	345,191	(60,122)	1
Transport	0	30	(30)	
Supplies & Services	9,460	8,794	666	
TOTAL	294,529	354,015	(59,486)	

1) Adverse variance caused by transitional arrangements for Borough Solicitor's post prior to restructure.

People Culture and Performan

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	210,488	210,488	0	
Supplies & Services	62,472	61,730	742	
Payments to Third Parties	155,097	122,303	32,794	2
Income	0	(1,000)	1,000	
TOTAL	428,057	393,521	34,536	

2) Savings due to 4 vacant Apprenticeship posts.

Transformation

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	885,128	860,928	24,200	3
Transport	0	34	(34)	
Supplies & Services	138,747	132,065	6,682	
Payments to Third Parties	67,000	70,100	(3,100)	
Income	(2,400)	(2,400)	0	
TOTAL	1,088,475	1,060,727	27,748	

3) Savings on various posts in Customer Services & Communications.

Executive Director of Place

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	118,997	59,454	59,543	4
Supplies & Services	90	2,515	(2,425)	
TOTAL	119,087	61,969	57,118	

4) Favourable variance is due to this post being vacant for the first half of the year.

Communities

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	2,282,530	2,241,604	40,926	5
Premises	55,710	45,554	10,156	6
Transport	0	595	(595)	
Supplies & Services	254,126	254,978	(852)	
Payments to Third Parties	6,700,534	6,747,826	(47,292)	7
Ringfenced Projects and Funding	0	45,089	(45,089)	8
Income	(2,834,940)	(2,800,431)	(34,509)	9

TOTAL	6,457,960	6,535,215	(77,255)
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5) Savings due to vacant posts within Community & Economic Development and within Housing Services, in addition to this there is a resource saving from the cessation of the trade waste service. This saving has been reduced by the Flood Risk Engineer post which is currently

6) Reduction in utility costs at the tourist information centres.

7) Adverse variance of £47k is mainly due to the following: MRF gate fee is £233k overbudget, this is due to an increase in the rate per tonne which is affected by the declining value of materials and increase in energy prices, the rate has increased from £38 to £69 per tonne, a one off charge was also incurred for additional power. This adverse variance is reduced by a saving of £82k from ceasing the trade waste service in December and £128k saving in running costs for the Swindon

8) £52.5k asylum seekers grant to be transferred to reserves as no expenditure anticipated this year. £189k of housing benefits, associated with emergency accommodation, cannot be reclaimed as housing subsidy, this can be partially funded from the homelessness prevention grant but the remainder will need to be funded from the general fund or reserves.

9) Adverse variance of £35k is mainly due to the loss of income from the cessation of the trade waste service of £138k, this has been reduced by the increased income generated from licensing

Planning

	Full Year Budget	Projected Outturn	Savings / (Deficit)	
	£	£	£	
Employees	1,679,866	1,838,866	(159,000)	10
Transport	1,239	523	716	
Supplies & Services	101,857	156,717	(54,860)	11
Payments to Third Parties	257,000	259,159	(2,159)	
Central Recharges	10,000	10,000	0	
Ringfenced Projects and Funding	220,000	220,000	0	
Income	(1,300,624)	(1,347,761)	47,137	12
TOTAL	969,338	1,137,504	(168,166)	

10) Additional expenditure incurred through transitional arrangements for new management structure. In addition, cost being incurred for additional staff to meet PPA requirements which is

11) Projected overspend due to higher than anticipated refunds of planning fees.

12) Favourable variance due to higher than target income from planning performance agreements but this saving has been used to fund the increase in employment costs.

Executive Director of Resources

	Full Year Budget	Projected Outturn	Savings / (Deficit)	
	£	£	£	
Employees	126,038	134,030	(7,992)	
Supplies & Services	4,440	3,736	704	
Payments to Third Parties	111,439	111,439	0	
	241,917	249,205	(7,288)	

Corporate Resources

	Full Year Budget	Projected Outturn	Savings / (Deficit)	
	£	£	£	
Employees	2,145,300	2,041,595	103,705	13
Premises	642,100	691,795	(49,695)	14
Transport	68,240	47,240	21,000	15
Supplies & Services	852,764	847,102	5,662	
Payments to Third Parties	296,641	325,310	(28,669)	16
Transfer Payments - Benefits Serv	59,229	142,442	(83,213)	17
Income	(1,922,042)	(2,013,252)	91,210	18
TOTAL	2,142,232	2,082,232	60,000	

13) Three vacant posts in Democratic Services are expected to make a £78k saving. This is offset by some interim agency support.

£24k saving expected in Revenues & Benefits due to internal efficiencies and one post being

14) £10k of this variance is for expected YE expenditure to maintain the homeless properties - some of this cost will be recovered through the rental charges. £7k for maintaining the council offices and £33k on maintenance of other assests, roof repairs, fences, vandalism etc..

15) Predicted saving from decreased mileage claims across the council and the use of fleet cars

16) This overspend relates to additional costs incurred to provide Monitoring Officer role.

17) This £83k variance is due to under recovery of housing benefit subsidy.

18) Total variance across Revenues & Benefits, Democratic and Asset Management income is a surplus of £88k. This includes a £78k agreed reduction in the management fee paid by Tewkesbury Leisure Centre and £40k loss from empty office space vacated by Mole Valley.

Revenues have received £125k to administer a new grant support scheme. A policy has been approved. There are also a number of other small new burdens grants for Revenues and Benefits and Electoral Registrartions grants, £114k in total.

Finance

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £
Employees	1,695,775	1,697,602	(1,827)
Supplies & Services	502,619	497,072	5,547
Payments to Third Parties	38,050	38,250	(200)
Income	(10,300)	(13,968)	3,668
TOTAL	2,226,144	2,218,957	7,187

IT and Cyber

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	485,662	476,078	9,584	
Supplies & Services	422,768	384,340	38,428	20
Payments to Third Parties	8,250	8,269	(19)	
Income	0	(33)	33	
TOTAL	916,680	868,654	48,026	

20) £22k saving on equipment. Fewer purchases on laptops and hybrid meeting equipment lower cost than anticipated. High volume of laptops will be required in the future and therefore a large amount of this saving will be transferred to reserves at year end.

One Legal

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	2,912,745	2,392,758	519,987	21
Transport	2,000	987	1,013	
Supplies & Services	113,235	115,597	(2,362)	
Payments to Third Parties	10,000	10,000	0	
Central Recharges	51,262	51,262	0	
Income	(2,710,617)	(2,212,887)	(497,730)	22
TOTAL	378,625	357,717	20,908	

21) There are currently 14 vacant posts in One Legal offset by a predicted annual costs of £339k for agency staff. Any year end surplus will be transferred to One Legal reserves.

22) Limited resources available to undertake additional work and increased internal demand from Partner Councils have had an impact on the ability to achieve the income targets. As a result, the actual income for 2023-24 is predicted to be below the budget as in previous years.

Appendix 3 - Analysis of capital budget 2023/24

	Q2 Budget Position £	Q2 Actual Position £	(Over) / Under spend £	% Slippage	Comments
Council Land & Buildings	500,000	496,369	3,631	1	Expenditure for the Central heating project is in line with budget. The project is expected to be completed in the Spring. It is to be financed by capital grant of £708k and reserves.
Vehicles	249,000	0	249,000	100	No expenditure in Q2 2023/24, we expect the vehicles to be purchased in the second half of the financial year.
Equipment & Furniture	100,000	113,754	(13,754)	(14)	Expenditure in Q2 was more than expected. Overspend will be financed from the s 106 funds available for the waste bins.
Community Grants	75,000	13,913	61,087	81	High Street Heritage Action Zone Programme, expenditure in Q2 was less than expected
Housing & Business Grants	400,000	403,874	(3,874)	(1)	Expenditure for Disabled Facility Grants in line with budget
	1,324,000	1,027,910	296,090	22	

Appendix 4 - Revenue reserves for 2023/24

Reserve	Balance 31st March 2023	Spent in Reserve Q2	Reserve Remaining	Note
Service Reserves				
Asset Management Reserve	1,596,322	41,539	1,554,783	
Borough Growth Reserve	578,591	2,347	576,244	
Borough Regeneration Reserve	20,634	1,994	18,640	
Business Rates Reserve	-	-	-	
Business Support Reserve	88,044	10,368	77,676	
Business Transformation Reserve	1,540,070	274,141	1,265,929	1
Climate Change Reserve	210,333	-	210,333	
Community Support Reserve	1,008,028	118,290	889,738	2
Council Tax Reserve	98,392	-	98,392	
Development Management Reserve	399,143	159,562	239,580	3
Development Policy Reserve	1,738,301	5,836	1,732,465	
Elections Reserve	228,515	155,394	73,120	4
Flood Support and Protection Reserve	9,509	-	9,509	
Garden Town Reserve	370,451	175,091	195,360	5
Health & Leisure development reserve	-	-	-	
Housing & Homeless Reserve	556,633	39,494	517,140	
Insurance Reserve	-	-	-	
Investment Reserve	600,000	-	600,000	
IT Reserve	165,000	21,662	143,338	
MTFS Equalisation Reserve	2,868,333	39,091	2,829,243	
Open Space & watercourse Reserve	929,047	7,000	922,047	
Organisational Development Reserve	710,753	29,561	681,192	
Risk Management Reserve	610,000	-	610,000	
Waste & Recycling development Reserve	3,212,315	8,915	3,203,400	
	17,538,415	1,090,286	16,448,129	

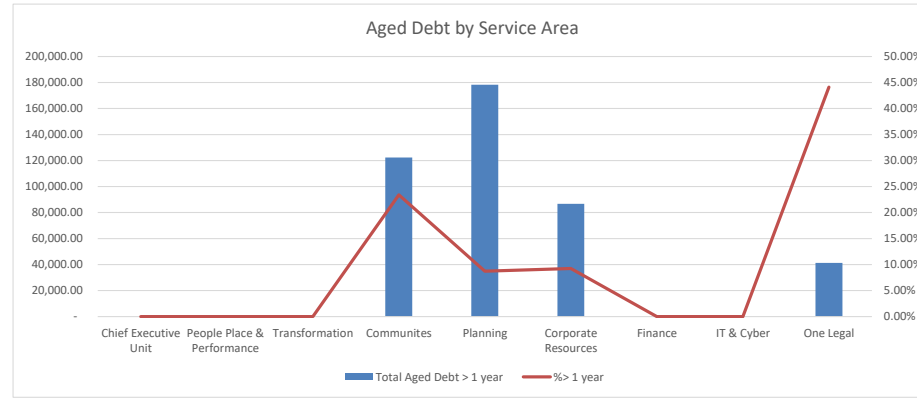
Notes

- 1 Expenditure against a combination of specific reserves including the Digitalisation team and various temporary posts in the revenues and benefits team.
- 2 Predominantly community support grants.
- 3 This reserve is currently being used to fund temporary planning staff.
- 4 Elections Cost
- 5 Cost of Garden Town team for Q2

Appendix 5 - Key Performance Indicators 2023/24

Aged Debt

	Total Aged Debt	Total Aged Debt > 1 year	%> 1 year
Chief Executive Unit	-	-	#DIV/0!
People Place & Performance	-	-	0.00%
Transformation	-	-	0.00%
Communities	522,692.12	122,361.74	23.41%
Planning	2,042,968.82	178,359.40	8.73%
Corporate Resources	936,100.74	86,692.23	9.26%
Finance	-	-	0.00%
IT & Cyber	-	-	0.00%
One Legal	93,711.64	41,345.73	44.12%



Treasury

Investments as at 30.09.23

Internal Investments	£17.9m
Strategic Pooled Funds	£8.3m
Total Investments	£26.2m

Borrowing as at 30.09.23

Short Term Borrowing	£10.0m
Long Term Borrowing	£20.6m
Total Borrowing	£30.6m

Security

Average Credit Rating	A+
Bail In Proportion	33%

Budgeted Cost 2023/24	£467,000
Cost as at 30.09.23	£337,359
Estimated Cost at Year End	£449,812

Liquidity

Proportion available 7 days	23%
Proportion available 100 days	30%

Yield

Internal Investments	5.15%
Strategic Funds (income)	4.53%
Total Income Return	2.88%

Budgeted Yield 2023/24	£1,000,000
Yield earned as at 30.09.23	£677,436
Estimated Yield at Year End	£1,235,000

Vacancies

	FTE Vacant
Chief Executive Unit	-
People, Culture & Performance	4.00
Transformation	3.00
Communities	6.50
Place	6.00
Corporate Resources	4.00
Finance	-
IT & Cyber	1.40
One Legal	14.00
Total	38.90

Prudential Indicators Q2 2023/24

The Authority measures and manages its capital expenditure, borrowing and commercial investments with references to the following indicators.

It is now a requirement of the CIPFA Prudential Code that these are reported on a quarterly basis.

Capital Expenditure: The Authority has undertaken and is planning capital expenditure as summarised below.

	2022/23 actual £m	2023/24 forecast £m	2024/25 budget * £m	2025/26 budget £m
General Fund services	2.78	1.65	3.82	2.27

Capital Financing Requirement: The Authority's cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP and capital receipts used to replace debt.

	31.3.2023 actual £'000	31.3.2024 forecast £'000	31.3.2025 budget * £'000	31.3.2026 budget £'000
Capital investments	53,545	53,405	55,350	55,655
TOTAL CFR	53,545	53,405	55,350	55,655

Gross Debt and the Capital Financing Requirement: Statutory guidance is that debt should remain below the capital financing requirement, except in the short term. The Authority has complied and expects to continue to comply with this requirement in the medium term as is shown below.

	31.3.2023 actual £'000	31.3.2024 forecast £'000	31.3.2025 budget £'000	31.3.2026 budget £'000	Debt at 30.6.2023 £'000
Debt (incl. PFI & leases)	30,333	19,800	19,267	18,734	20,333
Capital Financing Requirement	53,545	53,405	55,350	55,655	

Debt and the Authorised Limit and Operational Boundary: The Authority is legally obliged to set an affordable borrowing limit (also termed the Authorised Limit for external debt) each year. In line with statutory guidance, a lower "operational boundary" is also set as a warning level should debt approach the limit.

	Maximum debt Q1 2023/24 £'000	Debt at 30.9.23 £'000	2023/24 Authorised Limit £'000	2023/24 Operational Boundary £'000	Complied? Yes/No
Borrowing	30,333	20,067	50,000	40,000	Yes
Total debt	30,333	20,067	50,000	40,000	

Since the operational boundary is a management tool for in-year monitoring it is not significant if the boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure.

Net Income from Commercial and Service Investments to Net Revenue Stream: The Authority's income from commercial and service investments as a proportion of its net revenue stream has been and is expected to be as indicated below.

	2022/23 actual	2023/24 forecast	2024/25 budget	2025/26 budget
Total net income from service and commercial investments	3,137	3,388	3,466	3,466
Proportion of net revenue stream	26.52%	29.92%	30.19%	30%

Proportion of Financing Costs to Net Revenue Stream: Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue.

The net annual charge is known as financing costs; this is compared to the net revenue stream i.e. the amount funded from Council Tax, business rates and general government grants.

	2022/23 actual	2023/24 forecast	2024/25 budget *	2025/26 budget
Financing costs (£m)	0.436	0.439	0.439	0.439
Proportion of net revenue stream	15.29%	13.98%	12.29%	12.42%

Treasury Management Mid-Year Report 2023/24

Introduction

In February 2012 the Authority adopted the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice* (the CIPFA Code) which requires the Authority to approve, as a minimum, treasury management semi-annual and annual outturn reports. This quarterly report provides an additional update.

This report includes the new requirement in the 2021 Code, mandatory from 1st April 2023, of quarterly reporting of the treasury management prudential indicators. The non-treasury prudential indicators are incorporated in the Authority's normal quarterly capital monitoring report.

The Authority's treasury management strategy for 2023/24 was approved at a meeting on 24th January 2023. The Authority has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk remains central to the Authority's treasury management strategy.

External Context

Economic background: UK inflation remained stubbornly high over much the period compared to the US and euro zone, keeping expectations elevated of how much further the Bank of England (BoE) would hike rates compared to the regions. However, inflation data published in the latter part of the period undershot expectations, causing financial markets to reassess the peak in BoE Bank Rate. This was followed very soon after by the BoE deciding to keep Bank Rate on hold at 5.25% in September, against expectation for another 0.25% rise.

Economic growth in the UK remained relatively weak over the period. In calendar Q2 2023, the economy expanded by 0.2%. However, monthly GDP data showed a 0.5% contraction in July, the largest fall to date in 2023 and worse than the 0.2% decline predicted which could be an indication the monetary tightening cycle is starting to cause recessionary or at the very least stagnating economic conditions.

July data showed the unemployment rate increased to 4.3% (3mth/year) while the employment rate rose to 75.5%. Pay growth was 8.5% for total pay (including bonuses) and 7.8% for regular pay, which for the latter was the highest recorded annual growth rate. Adjusting for inflation, pay growth in real terms were positive at 1.2% and 0.6% for total pay and regular pay respectively.

Inflation continued to fall from its peak as annual headline CPI declined to 6.7% in July 2023 from 6.8% in the previous month against expectations for a tick back up to 7.0%. The largest downward contribution came from food prices. The core rate also surprised on the downside, falling to 6.2% from 6.9% compared to predictions for it to only edge down to 6.8%.

The Bank of England's Monetary Policy Committee continued tightening monetary policy over most of the period, taking Bank Rate to 5.25% in August. Against expectations of a further hike in September, the Committee voted 5-4 to maintain Bank Rate at 5.25%. Each of the four dissenters were in favour of another 0.25% increase.

Financial market Bank Rate expectations moderated over the period as falling inflation and weakening data gave some indication that higher interest rates were working. Expectations fell

from predicting a peak of over 6% in June to 5.5% just ahead of the September MPC meeting, and to then expecting 5.25% to be the peak by the end of the period.

Following the September MPC meeting, Arlingclose, the authority's treasury adviser, modestly revised its interest forecast to reflect the central view that 5.25% will now be the peak in Bank Rate. In the short term the risks are to the upside if inflation increases again, but over the remaining part of the time horizon the risks are to the downside from economic activity weakening more than expected.

The lagged effect of monetary policy together with the staggered fixed term mortgage maturities over the next 12-24 months means the full impact from Bank Rate rises are still yet to be felt by households. As such, while consumer confidence continued to improve over the period, the GfK measure hit -21 in September, it is likely this will reverse at some point. Higher rates will also impact business and according to S&P/CIPS survey data, the UK manufacturing and services sector contracted during the quarter with all measures scoring under 50, indicating contraction in the sectors.

The US Federal Reserve increased its key interest rate to 5.25-5.50% over the period, pausing in September following a 0.25% rise the month before, and indicating that it may have not quite completed its monetary tightening cycle.

Having fallen throughout 2023, annual US inflation started to pick up again in July 2023, rising from 3% in June, which represented the lowest level since March 2021, to 3.2% in July and then jumping again to 3.7% in August, beating expectations for a rise to 3.6%. Rising oil prices were the main cause of the increase. US GDP growth registered 2.1% annualised in the second calendar quarter of 2023, down from the initial estimate of 2.4% but above the 2% expansion seen in the first quarter.

The European Central Bank increased its key deposit, main refinancing, and marginal lending interest rates to 4.00%, 4.50% and 4.75% respectively in September, and hinted these levels may represent the peak in rates but also emphasising rates would stay high for as long as required to bring inflation down to target.

Although continuing to decline steadily, inflation has been sticky, Eurozone annual headline CPI fell to 5.2% in August while annual core inflation eased to 5.3% having stuck at 5.5% in the previous two months. GDP growth remains weak, with recent data showing the region expanded by only 0.1% in the three months to June 2023, the rate as the previous quarter.

Financial markets: Financial market sentiment and bond yields remained volatile, with the latter generally trending downwards as there were signs inflation, while still high, was moderating and interest rates were at a peak.

Gilt yields fell towards the end of the period. The 5-year UK benchmark gilt yield rose from 3.30% to peak at 4.91% in July before trending downwards to 4.29%, the 10-year gilt yield rose from 3.43% to 4.75% in August before declining to 4.45%, and the 20-year yield from 3.75% to 4.97% in August and then fell back to 4.84%. The Sterling Overnight Rate (SONIA) averaged 4.73% over the period.

Credit review: Having completed a review of its credit advice on unsecured deposits at UK and non-UK banks following concerns of a wider financial crisis after the collapse of Silicon Valley Bank purchase of Credit Suisse by UBS, as well as other well-publicised banking sector issues, in March Arlingclose reduced the advised maximum duration limit for all banks on its recommended counterparty list to 35 days. This stance continued to be maintained at the end of the period.

During the second quarter of the period, Moody's revised the outlook on Svenska Handelsbanken to negative from stable, citing concerns around the Swedish real estate sector.

Having put the US sovereign rating on Rating Watch Negative earlier in the period, Fitch took further action in August, downgrading the long-term rating to AA+, partly around ongoing debt ceiling concerns but also an expected fiscal deterioration over the next couple of years.

Following the issue of a Section 114 notice, in September Arlingclose advised against undertaking new lending to Birmingham City Council, and later in the month cut its recommended duration on Warrington Borough Council to a maximum of 100 days.

Arlingclose continued to monitor and assess credit default swap levels for signs of ongoing credit stress and although no changes were made to recommended durations over the period, Northern Trust Corporation was added to the counterparty list.

Heightened market volatility is expected to remain a feature, at least in the near term and, as ever, the institutions and durations on the Authority's counterparty list recommended by Arlingclose remains under constant review.

Local Context

On 31st March 2023, the Authority had net investments of **-£29.87m** arising from its revenue and capital income and expenditure. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while balance sheet resources are the underlying resources available for investment. These factors are summarised in Table 1 below.

Table 1: Balance Sheet Summary

	31.3.23 Actual £m
General Fund CFR	53.44
External borrowing**	-30.33
Internal (over) borrowing	23.11
Less: Balance sheet resources	-52.98
Net investments	-29.87

** shows only loans to which the Authority is committed and excludes optional refinancing

The treasury management position at 30th September and the change over the six months' is shown in Table 2 below.

Table 2: Treasury Management Summary

	31.3.23 Balance £m	Movement £m	30.9.23 Balance £m	30.9.23 Rate %
Long-term borrowing				
- PWLB	-20.33	0.27	-20.00	1.91
Short-term borrowing	-10.00	10.00	0.00	0.10
Total borrowing	-30.30	10.27	-20.00	2.01
Long-term investments	10.43	0.00	10.43	4.53
Short-term investments	18.00	-8.00	10.00	5.15
Cash and cash equivalents	1.45	4.45	5.90	5.15
Total investments	29.88	-3.55	26.33	14.83
Net investments	-0.42	6.72	6.33	16.84

Borrowing

CIPFA's 2021 Prudential Code is clear that local authorities must not borrow to invest primarily for financial return and that it is not prudent for local authorities to make any investment or spending decision that will increase the capital financing requirement and so may lead to new borrowing, unless directly and primarily related to the functions of the Authority. PWLB loans are no longer available to local authorities planning to buy investment assets primarily for yield unless these loans are for refinancing purposes.

The Authority is currently reviewing its capital programme in light of the Prudential Code 2021 requirements and PWLB lending arrangements to ensure that borrowing to invest primarily for commercial return is no longer undertaken.

The Authority currently holds £59.9m in commercial investments that were purchased prior to the change in the CIPFA Prudential Code. Before undertaking further additional borrowing the Authority will review the options for exiting these investments.

Borrowing strategy and activity

As outlined in the treasury strategy, the Authority's chief objective when borrowing has been to strike an appropriately low risk balance between securing lower interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Authority's long-term plans change being a secondary objective. The Authority's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio.

There was a substantial rise in the cost of both short- and long-term borrowing over the last 18 months. Bank Rate rose by 1% from 4.25% at the beginning of April to 5.25% at the end of September. Bank Rate was 2% higher than at the end of September 2022.

UK gilt yields were volatile, mainly facing upward pressure since early April following signs that UK growth had been more resilient, inflation stickier than expected, and that the Bank of England saw persistently higher rates through 2023/24 as key to dampening domestic demand. Gilt yields, and consequently PWLB borrowing rates, rose and broadly remained at elevated levels. On 30th September, the PWLB certainty rates for maturity loans were 5.26% for 10-year loans, 5.64% for 20-year loans and 5.43% for 50-year loans. Their equivalents on 31st March 2023 were 4.33%, 4.70% and 4.41% respectively.

At 30th September the Authority held £20.3m of loans, a decrease of £10.3m 31st March 2023, as part of its strategy for funding previous years' capital programmes. Outstanding loans on 30th September are summarised in Table 3A below.

Table 3A: Borrowing Position

	31.3.23 Balance £m	Net Movement £m	30.9.23 Balance £m
Public Works Loan Board	-20.30	0.27	-20.00
Local authorities (short-term)	-10.00	10.00	0.00
Total borrowing	-30.30	10.27	-20.00

Table 3B: Long-dated Loans borrowed (if applicable to your borrowing activity)

	Principal Amount £m	Rate %	Period (Years)
PWLB Maturity Loan 1	-11.00	2.35	40
PWLB Maturity Loan 2	-3.00	2.47	40
PWLB EIP Loan 1	-5.00	1.05	15
PWLB EIP Loan 2	-3.00	1.80	15
Total borrowing	-22.00	2.00	

The Authority's borrowing decisions are not predicated on any one outcome for interest rates and a balanced portfolio of short- and long-term borrowing was maintained.

There remains a strong argument for diversifying funding sources, particularly if rates can be achieved on alternatives which are below gilt yields + 0.80%. The Authority will evaluate and pursue these lower cost solutions and opportunities with its advisor Arlingclose.

Treasury Investment Activity

The CIPFA Treasury Management Code now defines treasury management investments as those investments which arise from the Authority's cash flows or treasury risk management activity that ultimately represents balances that need to be invested until the cash is required for use in the course of business.

The Authority holds invested funds, representing income received in advance of expenditure plus balances and reserves held. The investment position is shown in table 4 below.

Table 4: Treasury Investment Position

	31.3.23 Balance £m	Net Movement £m	30.9.23 Balance £m
Banks & building societies (unsecured)	0	0	0
Local authorities and other govt entities	18	8	10
Money Market Funds	1.45	4.45	5.90
Other Pooled Funds			
- Property funds	3.64	0.00	3.64
- Multi asset income funds	4.34	0.00	4.34
- Real Estate Investment Trusts	0.45	0.00	0.45
Total investments	27.80	22.45	24.33

Both the CIPFA Code and government guidance require the Authority to invest its funds prudently, and to have regard to the security and liquidity of its treasury investments before seeking the optimum rate of return, or yield. The Authority's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.

As demonstrated by the liability benchmark in this report, the Authority expects to be a long-term investor and treasury investments therefore include both short-term low risk instruments to manage day-to-day cash flows and longer-term instruments where limited additional risk is accepted in return for higher investment income to support local public services.

Bank Rate increased by 1%, from 4.25% at the beginning of April to 5.25% by the end of September. Short-dated cash rates rose commensurately, with 3-month rates rising to around 5.25% and 12-month rates to nearly 6%. The rates on DMADF deposits also rose, ranging between 4.8% and 5.4% by the end of June and Money Market Rates between 4.6% and 5.2%.

The progression of risk and return metrics are shown in the extracts from Arlingclose's quarterly investment benchmarking in Table 5 below.

Table 5: Investment Benchmarking - Treasury investments managed in-house

	Credit Score	Credit Rating	Bail-in Exposure	Weighted Average Maturity (days)	Rate of Return %
31.03.2023					
30.09.2023	4.97	A+	33%	132	2.49%
Similar LAs	4.43	AA-	56%	63	3.47%
All LAs	4.47	AA-	59%	13	3.65%

Externally Managed Pooled Funds: £8.43m of the Authority's investments is invested in externally managed strategic pooled [multi-asset and property] funds where short-term security and liquidity are lesser considerations, and the objectives instead are regular revenue income and long-term price stability.

For existing longer-term investors in fixed income securities, the prospect of a higher-for-longer rate environment weighed on sentiment. Yields rose in Q2 2023 on the expectation that central banks would continue hiking rates but fell in August as investors grew confident that policy rates were close to their peak, then rose again in September as oil prices climbed above \$90/barrel. There was also some effect from quantitative tightening by the Bank of England. This affected capital values of the Authority's longer-dated bond funds during the six-month period and, to a lesser extent, the multi-asset funds where there was some offset from equity performance.

Investor sentiment for UK commercial property was more settled than in Q3 and Q4 of 2022 when the sharp rise in bond yields resulted in a big fall in property valuations. There were signs of returning investor interest, occupier resilience and a perception that the downturn in commercial real estate may be bottoming out. It helped rental income and led to some stabilisation in capital values. However, the combination of high interest rates and bond yield, higher funding costs and the prospect of sluggish economic growth constrain the outlook for commercial property.

The combination of the above had a marginal negative effect on the combined value of the Authority's strategic funds since March 2023.

The change in the Authority's funds' capital values and income return over the 6-month period is shown in Table 4.

Income returns remained above budget at 35%. The Authority has budgeted £1m income from these investments in 2023/24 (£500k budget up to 30th September). Income received up to 30th September was £675k.

Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Authority's medium- to long-term investment objectives are regularly reviewed. Strategic fund investments are made in the knowledge that capital values will move both up and down on months, quarters and even years; but with the confidence that over a three- to five-year minimum period total returns will exceed cash interest rates.

Statutory override: In April 2023 the Department for Levelling Up, Housing and Communities published the full outcome of the consultation on the extension of the statutory override on accounting for gains and losses on pooled investment funds. The override has been extended for two years until 31st March 2025 but no other changes have been made; whether the override will be extended beyond the new date is unknown but commentary to the consultation outcome suggests not. The Authority will discuss with Arlingclose the implications for the investment strategy and what action may need to be taken.

Non-Treasury Investments

The definition of investments in the Treasury Management Code now covers all the financial assets of the Authority as well as other non-financial assets which the Authority holds primarily for financial return. Investments that do not meet the definition of treasury management investments (i.e. management of surplus cash) are categorised as either for service purposes (made explicitly to further service objectives) and or for commercial purposes (made primarily for financial return).

Investment Guidance issued by the Department for Levelling Up Housing and Communities (DLUHC) and Welsh Government also includes within the definition of investments all such assets held partially or wholly for financial return.

The Authority also held £59.3m of such investments in directly owned property as shown in the table below:

Property	Purchase date	Purchase Price	Sector
Challenge House, Tewkesbury	Dec-16	£9,083,736	Office
Challenge House, Tewkesbury	Dec-16	£6,055,024	Industrial
Retail units, Clevedon	Jul-06	£2,299,110	Retail
The Chase, Hertford	Nov-17	£3,937,861	Office
SPL House, Ellesmere Port	Nov-17	£3,770,482	Industrial
Wickes, Trowbridge	Dec-17	£5,929,910	Retail
Edmund House, Leamington	Aug-18	£3,862,877	Office
M&S, Walton on the Naze	Oct-18	£4,653,141	Retail
Vaughan Park, Tipton	May-20	£9,688,943	Industrial
Volvo, Crawley	Dec-20	£10,050,365	Alternatives
Total		£59,333,248	

These investments are expected to generate £3.4m of investment income for the Authority after taking account of direct costs, representing a rate of return of 5.78%.

Treasury Performance

The Authority measures the financial performance of its treasury management activities both in terms of its impact on the revenue budget and its relationship to benchmark interest rates, as shown in table 6 below.

Table 6: Performance

	Actual £m	Budget £m	Over/ under	Actual %	Benchmark %	Over/ under
<i>Treasury Investments</i>	0.67	0.50	0.17	5.15	4.95	Over
<i>Borrowing</i>	-0.22	-0.32	0.10	2.00	N/A	N/A
Total	0.45	0.18	0.27			

The borrowing interest rate is fixed, long term PWLB loans, therefore no benchmark is available.

Compliance

The Chief Finance Officer reports that most treasury management activities undertaken during the quarter complied fully with the principles in the Treasury Management Code and the Authority's approved Treasury Management Strategy. There was a period of 3 days where we did not have £7m

of liquid cash available, please see liquidity table below. Compliance with specific investment limits is demonstrated in table 7 below.

Table 7: Investment Limits

	2023/24 Maximum	30.9.23 Actual	2023/24 Limit	Complied? Yes/No
Any single organisation, except the UK Government	£2.0m	£2.0m	£3.0m	Yes
Limit per non-UK country	£2.0m	£0.0m	£2.0m	Yes
Unsecured investments with banks and building societies	£0.0m	£0.0m	£2.0m	Yes
Money Market Funds	£3.0m	£3.0m	£3.0m	Yes
Strategic pooled funds	£3.99m	£3.99m	£4.0m	Yes
- CCLA	£2.0m	£2.0m	£2.0m	
- Other				
Real Estate Investment Trusts	£0.5m	£0.5m	£2.0m	Yes

Compliance with the Authorised Limit and Operational Boundary for external debt is demonstrated in table 8 below.

Table 8: Debt and the Authorised Limit and Operational Boundary

	H1 2023/24 Maximum	30.9.23 Actual	2023/24 Operational Boundary	2023/24 Authorised Limit	Complied? Yes/No
Borrowing	£30.3m	£20.6m	£40.0m	£50.0m	Yes

Since the operational boundary is a management tool for in-year monitoring it is not significant if the operational boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure.

Treasury Management Prudential Indicators

As required by the 2021 CIPFA Treasury Management Code, the Authority monitors and measures the following treasury management prudential indicators.

1. Liability Benchmark:

This new indicator compares the Authority’s actual existing borrowing against a liability benchmark that has been calculated to show the lowest risk level of borrowing. The liability benchmark is an important tool to help establish whether the Council is likely to be a long-term borrower or long-term investor in the future, and so shape its strategic focus and decision making. It represents an estimate of the cumulative amount of external borrowing the Council must hold to fund its current capital and revenue plans while keeping treasury investments at the minimum level of £10m required to manage day-to-day cash flow.

	31.3.23 Actual	31.3.24 Forecast	31.3.25 Forecast	31.3.26 Forecast
Loans CFR	£53.54m	£53.40m	£55.34m	£55.65m
Less: Balance sheet resources	£52.98m	£50.69m	£48.69m	£50.69m

Net loans requirement	£0.56m	£0.27m	£0.64m	£0.59m
Plus: Liquidity allowance	10,000	10,000	10,000	10,000
Liability benchmark	£11.45m	£12.71m	£16.64m	£15.96m
Existing borrowing	30,333	19,800	19,267	18,734

Following on from the medium-term forecast above, the long-term liability benchmark assumes no capital expenditure funded by borrowing.

Whilst borrowing may be above the liability benchmark, strategies involving borrowing which is significantly above the liability benchmark carry higher risk.

2. **Maturity Structure of Borrowing:** This indicator is set to control the Authority's exposure to refinancing risk. The upper and lower limits on the maturity structure of all borrowing were:

	Upper Limit	Lower Limit	30.9.23 Actual	Complied?
Under 12 months	0%	100%	0%	Yes
12 months and within 24 months	0%	100%	0%	Yes
24 months and within 5 years	0%	100%	0%	Yes
5 years and within 10 years	0%	100%	0%	Yes
10 years and above	0%	100%	100%	Yes

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

3. **Long-term Treasury Management Investments:** The purpose of this indicator is to control the Authority's exposure to the risk of incurring losses by seeking early repayment of its investments. The prudential limits on the long-term treasury management limits are:

	2023/24	2024/25	2025/26	No fixed date
Limit on principal invested beyond year end	£16m	£14m	£12m	£10m
Actual principal invested beyond year end	£0m	£0m	£0m	£10m
Complied?	Yes	Yes	Yes	Yes

Long-term investments with no fixed maturity date include strategic pooled funds, real estate investment trusts and directly held equity but exclude money market funds and bank accounts with no fixed maturity date as these are considered short-term.

Additional indicators

Security: The Authority has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average A+ of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

	2023/24 Target	30.9.23 Actual	Complied?
Portfolio average credit rating	A	A+	Yes

Liquidity: The Authority has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a monthly period, without additional borrowing.

	30.9.23 Actual	2023/24 Target	Complied?
Total cash available within 1 months	£5.9m	£7m	No

Non-compliant for 3 working days.

Interest Rate Exposures: This indicator is set to control the Authority's exposure to interest rate risk. Bank Rate rose by 1.25% from 4.25% on 1st April to 5.25% by 30th September.

For context, the changes in interest rates during the quarter were:

	<u>31/3/23</u>	<u>30/9/23</u>
Bank Rate	4.25%	5.25%
1-year PWLB certainty rate, maturity loans	4.78%	5.69%
5-year PWLB certainty rate, maturity loans	4.31%	5.22%
10-year PWLB certainty rate, maturity loans	4.33%	5.26%
20-year PWLB certainty rate, maturity loans	4.70%	5.64%
50-year PWLB certainty rate, maturity loans	4.41%	5.43%

The impact of a change in interest rates is calculated on the assumption that maturing loans and investment will be replaced at new market rates.

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	5 December 2023
Subject:	Communication Strategy Action Plan Annual Review
Report of:	Communications and Customer Experience Manager
Head of Service/Director:	Chief Executive
Lead Member:	Leader of the Council
Number of Appendices:	Two

Executive Summary:

Our Communications Strategy was launched in 2020 and is supported by an annual action plan.

This report provides an update on the 2022/23 Communication Strategy Action Plan – highlighting the range of communications activity that has taken place over the past 12 months.

This is the final year of the current Communications Strategy, and reflecting this, new targets have not been included in this report because these will form part of the new strategy due to be introduced next year.

Recommendation:

To CONSIDER progress against the 2022/23 actions within the Communication Strategy Action Plan.

Financial Implications:

Managed within current resources and budget.

Legal Implications:

None directly arising from this report.

Environmental and Sustainability Implications:

The promotion of the Council's new website, featuring improved accessibility, will help to reduce the need to visit Council Offices, supporting our work around carbon reduction.

Resource Implications (including impact on equalities):

Officer time.

Safeguarding Implications:

None

Impact on the Customer:

Good communications will improve stakeholder's knowledge of, and access to, Council services and information.

1.0 INTRODUCTION

- 1.1** The aim of the Council's Communications Strategy, which can be found at Appendix 1, is to develop and improve our communications, as well as making sure it is in line with current best practice. It is important that as a Council we recognise that communicating is at the heart of everything we do at all levels of the organisation. Clear communication helps us to strengthen our links with the public, our residents, stakeholders, Members and staff.
- 1.2** The strategy was developed with the financial challenges facing local government in mind, and as services develop to be as cost effective as possible, it is vital that we can communicate these changes effectively to our target audiences – both internally and externally.
- 1.3** Communications is vital in helping our customers, Members, staff and stakeholders know when and how a service is changing, or when it can be accessed in a different way.
- 1.4** The strategy was approved at Executive Committee in February 2021 with a supporting annual action plan. To ensure there is effective monitoring of the strategy's actions, it was agreed an annual review would be undertaken by the Overview and Scrutiny Committee. This report provides the 2022/23 action plan update.

2.0 UPDATE ON 2022 ACTIONS

- 2.1** Last year was another busy one for the Council's Communications Team. It provided support for major Council projects including the Garden Town programme, promoted cost-of-living support, delivered timely communications on adverse weather emergencies, and continued to deliver the team's 'business as usual' proactive work, while operating at reduced capacity for most of the year.
- 2.2** Most actions for 2022, which can be found in Appendix 2, have been completed. Key highlights include:
- A focus on improving social media engagement led to many well-received campaigns and posts such as: highlighting rescheduled waste and recycling collections due to severe weather and promoting the requirement to register to vote. These campaigns received national recognition.
 - Supporting the launch of the new corporate website to ensure information is clearly presented and the Council's news is effectively presented online.
 - Media training was delivered for Lead Members and the Corporate Leadership Team, with positive feedback.
 - The introduction and production of 'Alistair's Update' – a bi-weekly video update from the Chief Executive to all staff, including the celebration of Council achievements.
 - A communications plan and branding were developed to support the first-floor refurbishment project.

- Engaging graphic design work was produced to accompany a range of social media campaigns including a new civic pride project, Garden Town updates, and the launch of the planning application tracker.
- The delivery of communications campaigns including promotion of the Council Plan, promotion of civic pride in the borough, promotion of our parks and public spaces, and promotion of voter ID requirements for the May 2023 elections.

2.3 Out of the 21 actions, four have not been achieved. These are:

Action	Status
Raise the profile of communications and the importance of effective communications via staff briefing session.	The Communications Team is on the agenda for a 2024 staff briefing session.
Promote Council achievements in local government and service-specific publications.	Due to limited resource in the Communications Team, this action was not completed and has moved across to 2024.
Review the effectiveness of the Council's intranet	Due to the time it took to recruit a Web Developer, this action was not completed and will be moved across to 2024.
Deliver social media training for all Councillors.	While an introduction to the Council's use of social media and its corporate social media channels formed part of the Member Induction Programme, formal training still needs to be arranged.

2.4 It is recognised that each of these actions are important to ensure the aims and objectives of the Communications Strategy are delivered, and they will be transferred to the 2024 action plan that will accompany the new Communications Strategy.

2.5 It is worth noting that all the actions were carried out alongside the day-to-day reactive duties of the Communications Team, including producing all corporate external press releases, all social media management, Tewkesbury Borough News, internal communications, dealing with a significant number of media enquiries and producing regular newsletters/annual reports to a range of audiences, all while operating at reduced capacity.

3.0 NEW COMMUNICATIONS STRATEGY FOR 2024

3.1 A new Communications Strategy for 2024 will be developed next year, aligned to the new Council Plan and the Council's ambition to become a high performing organisation.

3.2 Alongside the four actions that were not achieved in 2022/23, a wide range of new actions will be developed in the new strategy's annual action plan.

3.3 The actions will be aimed at raising and protecting the Council's reputation, both internally and externally, as well as with our partner organisations.

4.0 CONSULTATION

4.1 None.

5.0 ASSOCIATED RISKS

5.1 If the Council does not have an effective strategy in place, then this will adversely affect the reputation of the Council.

6.0 MONITORING

6.1 Progress in delivering the action plan will be reported to Overview and Scrutiny Committee on an annual basis.

7.0 RELEVANT COUNCIL PLAN PRIORITIES/COUNCIL POLICIES/STRATEGIES

7.1 Council Plan (2020 to 2024)

Social Media Policy

Digital Approach

Customer Care Strategy

Background Papers: None

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Appendices: Appendix 1 - Communications Strategy
Appendix 2 - Communications Strategy Action Plan

Communications strategy



2020 - 2024

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Why do we need a communications strategy?

Good communication can create a positive experience for those who interact with the council. It helps residents, councillors, employees, partners, and the media understand our objectives, values, services, challenges and achievements.

To communicate effectively means to listen as well as broadcast, and it only works when what we are saying is clear and easy to understand. Given that we are a council delivering a wide range of complex services to more than 90,000 residents, we face a significant challenge to communicate well. This strategy explores how we will go about facing that challenge.

It is important we recognise that communicating is at the heart of everything we do at all levels of the organisation – communications is not just the responsibility of the communications team.

This strategy provides a framework and action plan for how we can drive forward our approach to communications, ensuring we push our digital communication channels (such as social media, the website and email communications) while recognising the need to continue using more traditional methods (such as face-to-face and phone).

As the financial challenges facing local government put more pressure on services to change and to be as cost effective as possible, it is vital that we communicate these changes to our target audiences – both internally and externally. Our customers, members and staff need to know

when and how a service is changing or when it can be accessed in a different way.

This communications strategy is short and simple - looking at how we can build on what's been achieved so far and how we can grow to meet our aims for the future. It is backed up by an action plan, which sets out the milestones along the way.

Who do we want to communicate with?

As a borough council, we have a wide range of audiences and stakeholders. It is important that we target communications at the right audience, so that we communicate with the right people at the right time, in the right way

These include:

- councillors
- residents
- employees
- the media
- public sector partners
- town and parish councils
- businesses
- government
- local community groups and charities.

Our key principles

The following principles will underpin all our communications work:

- We recognise that good quality communication is essential for the effective delivery of our services.

- We will be as transparent, open and accountable as possible.
- We will ensure information is shared, accessible and meets equality standards.
- All our communication - spoken, written and digital - will:
 - o Be honest, accurate, timely and up-to-date.
 - o Be clear, written in plain English, and easily understood.
 - o Be consistent and suitable for the audience - including hard-to-reach groups.
 - o Meet the corporate Written Style and Branding Guide and be clearly identified with Tewkesbury Borough Council.
 - o Be compliant with relevant legal requirements and conform to the Code of Conduct on local government publicity.

How are we doing?

Since our previous Communications Strategy 2017 to 2019, there have been a number of notable achievements as a result of improved communications, including:

- Media coverage continues to be positive, with only a small percentage of stories reflecting negatively.
- Communication has become even more proactive, using press releases as standard, but social media allows for more informal, quick updates.
- We are the lead communications team for the Joint Core Strategy, working with the team to produce press releases, newsletters, member updates and social media posts.
- Improved media relations – we continue to

- have excellent media relations with the local media, and we meet regularly with them.
- Effective ways of communicating – we hold seminars and publish newsletters for our town and parish councils. We now have a number of social media accounts on Facebook, Twitter and Instagram. In addition, we publish a monthly online newsletter for staff, as well as daily updates on the intranet.
- We continue to ensure communications is published in line with our Written Style and Branding Guide so that all external communication is written and designed in a consistent and professional manner.
- Our community news page in Tewkesbury Borough News has opened up the opportunity for town and parish councils across the borough to add their news to our paper.
- A consistent, accurate and controlled approach to our response to emergency situations is now in place.

What do people think of us now?

To know what people think of us, we need to understand how our reputation really stands in our communities.

In 2016 we set up a Citizens' Panel, which is a diverse group of Tewkesbury borough residents (from different communities, age groups, needs and backgrounds) who we email occasionally to ask for opinions about our services and to help us pilot new ways of delivering services.

We currently have 251 members and we use the information they provide us with to ensure that our services are available and suitable for everyone.

The list of topics we ask about range from testing online services before they go live, to giving feedback on strategies (e.g. car parking, waste and recycling collections).

In November 2019, we carried out a snapshot survey and asked the panel what they thought of our communications. 58 members responded to the survey which revealed:

- That 72 per cent of respondents felt we kept them very or fairly well informed about our services and the benefits we provide – an increase of 8 percent since the last survey in 2017.
- Encouragingly, the main way our respondents find out about the council is through our own website (39 people chose this source of communication), followed by our own publication – Tewkesbury Borough News – (32 people chose this source of communication) and through local media (15 people chose this source of communication).
- 81 per cent of respondents read Tewkesbury Borough News either in full or in part.
- 16 per cent of respondents said that they did not receive Tewkesbury Borough News, but work is already in place to bring this figure down.

What do we want to achieve?

While the feedback from our citizens' panel is encouraging, it can only be regarded as an indication of how we are performing, and the communications team wants to continue pushing communication forward through digital and traditional channels.

Our communications objectives are to:

- Maintain and improve our local reputation through proactive communications.
- Ensure that all elements of our communication (traditional, digital and graphic design) are integrated, consistent and co-ordinated across all channels to give maximum support to our Council Plan.
- Encourage two-way dialogue.
- Promote the image of the council as an effective, efficient and listening organisation that is focused on the public and their needs.
- Build and maintain a professional corporate identity for consistent and co-ordinated use throughout the organisation.
- Ensure that our communications activities reflect the full diversity of the community and help ensure equality of access to all our services.

How will we achieve this?

Media and PR

The communications team runs a busy press office function, producing responses to daily media enquiries and issuing proactive releases to publicise council services, news, decisions and performance.

The way we need to respond to media enquiries is changing. Most stories are published online first, so reporters want a very quick turnaround. In addition, reporters are much more likely to pick up stories through social media.

It is important that we make the most of the opportunities to use the media to help

communicate our messages to their audiences, such as:

- Issuing media releases in a timely and relevant manner.
- Being proactive when it is clear a decision or approach may be controversial.
- Responding to inaccurate information or misleading interpretation of the facts.
- Continuing to foster excellent working relationships with the media through regular meetings and briefings.
- Producing regular updates of the council's media coverage for councillors and managers.

Corporate communications

The team manages proactive communications to increase public awareness of council policies, initiatives and service updates. The team is also responsible for maintaining a strong corporate identity across the council, and for managing high quality and consistent communications.

Social media

Social media provides a quick and easy way for the public to receive information and engage with us.

The insight and ability to target specific audiences provides opportunities to support campaigns and key messages. To help support this, we will:

- Grow our social media accounts to help support the effective sharing of news, including in emergency situations.
- Ensure enquiries received through social media are responded to quickly and in an appropriate tone.

Promoting digital

Supporting and promoting digital channels is now a communications priority to reflect the continuing and rapid growth in web and social networking.

Using digital methods we can communicate quickly and target our more hard-to-reach groups (for example, young people). One significant benefit to using digital methods of communication, is that it tends to be inexpensive.

However, it is also important to recognise that whilst we embrace digital channels, our traditional methods of communication are still important. We must not exclude groups or individuals who do not have access to social media or the internet.

Creative and design service

We have an experienced, in-house graphic designer working across all forms of design for digital as well as print media.

The designer offers a professional service – managing the whole process from concept to production. Key to the work of the team is to protect and manage the use of our corporate identity, ensuring the quality of council artwork adheres to the highest standards and the purpose of publications is relevant.

The team will also take a lead in developing innovative design solutions to present council information through digital and social media platforms. This will help us to ensure that our digital presence remains current at all times.

Tewkesbury Borough News

Our residents' magazine, which is delivered twice a year, provides information and features about the council and its services, as well as details of events in the borough. Our recent snapshot survey revealed that it is still one of the main ways in which residents find out about council-related news.

- Written style and branding guide
- Customer care strategy
- Digital strategy

Strategy review

This communications strategy and action plan will be reviewed regularly, and progress on the action plan will be reported to Overview and Scrutiny Committee on an annual basis.

Internal communications

Where staff understand what is required of them and morale is high, they become ambassadors for the organisation that they work for.

Even without a specific programme of change, organisations - particularly councils - are changing constantly and good internal communication is the best way of retaining the support of staff and the key to long-term improvement.

We have a multi-channel approach to our internal communication including:

- Face-to-face staff briefing sessions
- Management team briefings
- Intranet updates
- Monthly digital newsletter – News4U
- Email updates for emergencies

Supporting documents

The following plans support the work of the communications team:

- Media protocol
- Social media policy and guidelines
- Social media user tips
- Social media response check

Communications Strategy action plan 2020

Communications action plan YEAR ONE					
Recommendation / Action	Responsible officer	Target date	Status	Aim	
Support the Digital Strategy to promote digital ways of communicating	Corporate services manager	Ongoing with needs of digital projects	O	Clear, consistent communications is needed throughout this council priority to ensure all audiences feel engaged and understand what is happening and why.	
Provide social media training for councillors	Corporate services manager	January 2020	O	To ensure councillors are aware of the benefits and potential risks of using social media.	
Promote our media protocol to staff and councillors	Corporate services manager	February 2020	O	Our media protocol ensures we have an agreed understanding of how we deal with media enquiries, statements and interviews. It is required that we review the aspects of this protocol that are affected by social media.	
Carry out a review of internal communications that can be improved by Office 365 applications	Corporate services manager ICT manager	March 2020	O	Utilisation, where appropriate, of the tools available to us through the Office 365 apps with the aim of improving internal communications.	
Carry out a review of internal communications	Corporate services manager	September 2020	O	Ensure we are following best practice and are using methods of internal communication that work, and are useful, for staff.	
Increase video output	Corporate services manager	December 2020	O	Use of video to promote the brand, events etc has proved successful. We should actively seek out opportunities where this medium can be used.	
Promote council achievements in the local government arena, such as the Municipal Journal	Corporate services manager	December 2020	O	To raise the profile of Tewkesbury Borough Council across the local government sector. Aim for a minimum of two pieces of national media coverage throughout the year.	
Deliver regular communications to town and parish councils.	Communications officer	Ongoing through 2020	O	Having reviewed the effectiveness of this document in 2019, now look to formulate an e-newsletter, which promotes great, engaged, two way conversation between the council and the parishes.	
Continue to lead on communications for the Joint Core Strategy team	Communications officer	Ongoing throughout strategy	O	Help to ensure consistent and accurate information in simple language is provided about the progress of the JCS. The aim being to highlight and bring JCS news to the attention of interested parties and members of the public	

Communications Strategy action plan 2020

Communications action plan YEAR ONE					
Recommendation / Action	Responsible officer	Target date	Status	Aim	
Promote the new Council Plan.	Communications officer	February 2020	O	As the council's key corporate document setting out our vision, aims and priorities, it is important that our staff and members of the public know what it is and what it means.	
Continue to develop our communications through social media	Communications officer	December 2020	O	Continue to engage on social media on both of our two key platforms (Twitter and Facebook), protect the council's reputation, and keep the council up-to-date with new social media communications channels and trends.	
Promote the joint work carried out through the Public Service Centre	Communications officer	December 2020	O	This should include the opening of the new PSC and the ongoing support of the new Growth Hub.	
GDPR compliant photo storage	Corporate Services Manager	March 2020	O	To introduce a photo policy. Photo storage for promotional use is held in a number of departments and does not make the best use of this resource.	
Peer Challenge	Communications officer	February 2020	O	Explain the peer challenge to members and staff, communicating the process and sharing updates regularly. The results of the peer challenge will be shared with all appropriate audiences.	
Support the communications for the development of Garden Communities	Communications Officer and Garden Communities Project Team	December 2020	O	Provide support to the Garden Communities team to make the communication around garden communities timely and effective, with the aim of reassuring local communities.	

Status key
O - Action not yet commenced. (may not yet be programmed for action)









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Produced by Tewkesbury Borough Council. 2019

Focus area	2022/23 update on action	Status
<p>Proactive communications</p>	<p>Re-establish regular meetings with key services to ensure regular proactive stories are promoted.</p> <p>All service areas have been encouraged to invite a communications officer to their team meetings, and this has proven to be particularly effective with the economic development and tourism team, as well as the property team. As a result of these meetings, there have been a range of proactive stories promoted including community funding opportunities and the development of new community centres.</p> <p>Investigate options for delivery of Tewkesbury Borough News, to improve the circulation of the magazine.</p> <p>Following a review of the way in which the residents’ magazine is delivered, it was agreed to trial an alternative delivery option for the area of Highnam. Highnam had previously experienced mixed success for delivery, and the parish council had expressed interest in delivering the magazine locally. This approach was successful for the winter 2022 edition, and we will continue with this for 2023. The delivery review did highlight that while we do experience recurrent issues in some areas, compared to many authorities our delivery rate seemed high. The alternative option of solely using Royal Mail was discounted on the basis of it being extremely expensive and the issue of some areas being missed remained a problem for councils using this option.</p> <p>Provide communications support for the garden communities.</p> <p>During and following the Cratus review of the garden town, the communications team has provided support in delivering short-term communications plans (to communicate the review itself, the engagement sessions and currently the development of the charter). A key recommendation from the review is to develop a communications strategy to support the garden town based on the programme’s overarching delivery plan. As work is underway to progress this, the communications strategy will be developed alongside it, incorporating the recommendations resulting from the integrated stakeholder engagement strategy too. This piece of work will feature as a key action within the next corporate communications strategy.</p>	<p>😊</p> <p>😊</p> <p>😊</p>

	<p>To support an improved approach to proactive communications, identify five key communications campaigns for 2022/23</p> <p>The five campaigns delivered were: promotion of the Council Plan, promotion of civic pride in the borough, promotion of our parks and public spaces, promotion of voter ID requirements for the May 2023 elections, and promotion of rescheduled waste and recycling collections due to severe weather.</p>	😊
Digital communications	<p>Review and learn from best practice on social media to increase effective communications through these channels.</p> <p>Communications officers have attended social media training sessions and have benefited from following the accounts of local government accounts that are widely regarded as producing excellent content.</p> <p>Input to the corporate website review to ensure the council's news is effectively presented online.</p> <p>The communications team has been consulted as part of the website review, and the news section remains visible and accessible from the front page of the website.</p>	😊 😊
Training	<p>Deliver social media training for all councillors.</p> <p>While an introduction to the council's use of social media and its corporate social media channels formed part of the member induction, formal training still needs to be arranged.</p> <p>Deliver media training for lead members, heads of service and the corporate leadership team.</p> <p>This was delivered in August 2023.</p> <p>Raise the profile of communications and the importance of effective communications via Staff Briefing session.</p> <p>The communications team is on the agenda for a 2024 Staff Briefing session.</p>	😐 😊 😐

Communicating achievements	<p>Introduce a new way of promoting staff achievements in News4U. A new feature is now included in our internal newsletter News4U, which includes promoting the successes from teams across the council. Coverage so far has included the Business Transformation Team’s awards, the solar canopy, the development of the council’s budget, the well-being awards and much more. In addition, staff achievements are also now included in Alistair’s Update – a bi-weekly video update from the chief executive to all staff.</p> <p>Promote council achievements in local government and service-specific publications. Due to limited resource in the comms team, this action was not completed and has moved across to 2023/24.</p>	 
Internal communications	<p>Promote the year 2 refresh of Council Plan. The second year of the Council Plan refresh was promoted internally through a Staff Briefing, the intranet and through our internal newsletter News4U. In addition to this, operational managers were encouraged to take their teams through the annual update to raise awareness.</p> <p>Support the first-floor refurbishment project. A communications plan and branding has been developed to support the refurbishment project. Regular updates are provided through our internal newsletter News4U and communications representatives are invited to the project meetings as and when required.</p> <p>Review the effectiveness of the council’s intranet. Due to the time it took to recruit a web developer, this action was not completed and will be moved across to 2024.</p> <p>Support the GDPR officer through delivery of a GDPR communications plan. A range of GDPR communications has been issued internally, which has been well received. Thanks to an informative but light-hearted approach the GDPR intranet posts were some of the top-read posts of 22/23.</p>	   
Graphic design	<p>Support the communications team to deliver successful social media posts through engaging design. Examples are: Free Xmas parking promotion, Our Borough campaign, planning job vacancies, Tewkesbury Garden Town updates, changes to bin collections, Pride week and the planning application tracker launch.</p>	 

	<p>Support the communications team with the five communications campaigns across the year. Five campaigns were run by the comms team - Council Plan and Our Borough - and graphic design support was provided for both to produce posters, social media tiles etc</p> <p>Support the design and branding of the first-floor refurbishment, including signage and wall wraps. Artwork signed off and sent to signage company for installation for Horsbere test wall. Other walls to follow. Will probably need new photography. Could tie this in with new photos required for the council plan.</p> <p>Support the production of corporate strategies, policies, and reports across the council, including the new Council Plan and recovery plan. Examples are the Annual Governance Statement, finance narrative report, Community Infrastructure Levy, Overview and Scrutiny report, economic development strategy, new council plan (ongoing), Quality Assurance and Improvement Program audit report, data protection policy, management structure charts.</p> <p>Provide design services to a range of functions across the council to help promote new initiatives, provide information to residents or staff, and to market the borough as an excellent place to live, work and do business. Such as garden waste, treecycle, elections maps, public speaking leaflets, One Legal exhibition banners, runners and posters, anti-social behaviour event leaflet, Grange field interpretation panels, HSHAZ leaflets.</p> <p>Provide design services for tourism marketing and the TICs reopening through promotional flyers, brochures and posters for events and for the borough in general. Examples are Belas Knap flyer, Heritage Open Days leaflet, eating out guide, tree ring dating walks leaflet, mediaeval banners leaflet and mini guide.</p>	   
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Police and Crime Panel Update – 24 November 2023

The Agenda and papers for this meeting can be found at <https://glostext.gloucestershire.gov.uk/ieListDocuments.aspx?CId=650&MId=11074&Ver=4>. I have only made comments where I feel they can be useful; the remainder of the agenda can be taken as read.

HMICFRS Update

Temporary Assistant Chief Constable Richard Ocone gave a presentation on the Inspectorate's improvement Plan, the substance of which is included within the Agenda. In summary: The Enhanced Operating Model was launched on 6 June. A contract was signed for Niche (core records management system) which will go live April 2025. This will provide efficiency and operational improvements by releasing personnel from record keeping. There have been a number of inspections the results of which will be published soon.

At the last inspection 5 causes of concern were identified:

1. Failures in recording domestic abuse, behavioural crime, and anti-social behaviour
2. Inconsistent application of THRIVE risk assessment and absence of victim needs assessments
3. Absence of adequate financial plans
4. Unable to manage demand effectively
5. Inadequate call taking capacity, capability and processing

Of these concerns, four have been discharged while the fifth relating to call taking has been partially discharged, as the call abandonment rate (currently 40.45%) is not yet within acceptable levels (described as being in the high 20th percentile).

Further information relating to the other concerns can be found within the agenda. In summary the improvements are:

- GOOD Force Management System grade
- 97.65% Crime Data Integrity accuracy
- 86.5% of 999 calls answered with 7.6 seconds
- 38 of 46 Victim Service Assessment measures adopted
- Improved performance in arrests, attendance times, and solved cases (14% is apparently acceptable)

Antisocial use of E-scooters and e-bikes

- At least 33 e-scooters have been seized in the past 12 months
- Pursuit tactics are not as effective because riders are often not wearing protection and the risks of harm to the rider and the public are very high
- Neighbourhood Teams are making plans relating to criminal use of e-scooters and e-bikes (Operation Endurance 2)

Violence against Women and Girls

There is an upward trend - however it was noted that increased victim confidence along with improved crime data recording can be considered to account for at least a portion of this. The new permanent data system went live in May 2022 and the Constabulary is very confident in the accuracy of its data - Assistant Chief Constable Richard Ocone remarked that he viewed the apparent increase in VIAWG as a positive indication of the accuracy of the statistics.

Draft Police and Crime Prevention Plan Update

The Panel noted the update received from the Commissioner, which is included within the agenda. The draft plan is yet to be published and is due to go through further revision. In summary, the Plan currently consists of six Priorities:

- 1: Creating safer communities
- 2: Tackling Violence against Women and Girls
- 3: Strengthening the Constabulary
- 4: Targeting the causes of crime
- 5: Supporting victims and reducing reoffending
- 6: Empowering local communities

Chief Executive's Report

The Report was taken as read. The Chief Executive wanted to highlight the following:

1. A spike in complaints in May have skewed the complaints statistics. These complaints were related to a lobbying campaign over hunting.
2. A number of vacant posts have been filled.
3. Funding totalling over £1,000,000 has been made available to Gloucestershire through the Safer Streets 5; these funds will be used to tackle Violence against Women and Girls, antisocial behaviour, and rural, heritage, and wildlife crime.

The Chief Executive also informed the panel that the lease on Nightingale Court at Cirencester is due to expire next year. A further agreement will be made soon, as there is an appetite to continue its use as a nightingale court. No plans for the longer term have been made as yet.

Cllr George Porter

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