

Council Plan Performance Tracker and Key Performance Indicators 2017-18 Progress Report (Quarter 3)

Appendix 8

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

PRIORITY: FINANCE AND RESOURCES



Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 1. Start on the path to being financially independent of the government's core grants.				
a) Deliver the council's transformation programme.	Target date: March 2018	Corporate Leadership Team (CLT) Gill Blackwell Lead Member for Organisational Development	😊	Delivery is monitored by the Transform Working Group. There are a number of projects across the key themes of the programme which all have different delivery dates. Significant projects in progress include the refurbishment of the Public Service Centre (incl. Growth Hub), Spring Gardens/Oldbury Road regeneration, review of garden waste, new on-line forms and review of the planning service. The progress in delivering these individual projects may vary but overall the transformation programme is delivering its objectives.
b) Implement a Fees and Charges Strategy to maximise return in the medium term.	Target date: February 2018 April 2017	Head of Finance & Asset Management Ron Furolo Lead Member for Finance and Asset Management	✓	Strategy approved by Executive in April 2017. Timetable for ensuring fees and charges are reviewed and considered by each service on an annual basis aligns with the budget cycle and allows for publicity and communication with customers prior to their implementation on 1 April.

PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 1. Start on the path to being financially independent of the government's core grants.				
c) Produce a balanced budget in light of elimination of the revenues support grant.	Target date: February 2018	Head of Finance and Asset Management Ron Furolo Lead Member for Finance and Asset Management	✓	Budget proposal was approved at Council on 20 February. The proposal is balanced despite the £1.6m deficit.
Objective 2. Maintain a low council tax.				
a) Produce a medium term strategy which ensures that council tax remains in the lowest quartile nationally.	Target date: December 2017	Head of Finance & Asset Management Ron Furolo Lead Member for Finance and Asset Management	✓	Annual Medium Term Financial Strategy was approved at Council in December 2017.

PRIORITY: FINANCE AND RESOURCES

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 3. Investigate and take appropriate commercial opportunities.				
a) Deliver the aims and objectives of the commercial property investment strategy.	Target date: March 2018	Corporate Leadership Team (CLT) Gill Blackwell Lead Member for Organisational Development and Ron Furolo Lead Member for Finance and Asset management	☺	The council has been successful in acquiring an additional three properties to add to the portfolio at a cost of circa £13.6m with an average net initial yield of 5.99%. Portfolio is now worth £31.09m and generates over £1.9m gross income. A net return, after deducting financing costs, of £1.15m is available to support the council budget in 2018/19. Council has agreed a further £12m investment in additional properties.
b) Undertake a review of the discretionary trade waste service to ensure it is operating on a viable commercial level.	Target date: April 2017 July 2017 August 2017 April 2018	Head of Community Services Jim Mason Lead Member for Clean and Green Environment	☺	The final report has been received. Officers are now considering the outputs, implications and any subsequent actions. A separate marketing project has recently commenced.

PRIORITY: FINANCE AND RESOURCES

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 4. Use our assets to provide maximum financial return.				
a) Put in place a plan to regenerate Spring Gardens	Target date: December 2017 September 2018 (revised date)	Head of Finance and Asset Management Ron Furolo Lead Member for Finance and Asset Management		Bruton Knowles appointed to review current position and advise on current market conditions and opportunities. Feedback to be provided to Spring gardens working group and will be reported in Spring.
b) Deliver the council's asset plan.	Target date: March 2018	Head of Finance & Asset Management Ron Furolo Lead Member for Finance and Asset Management		<p>Delivery of plan in third quarter has included:</p> <ul style="list-style-type: none"> • Agreement to dispose of garage sites at Winchcombe and Staverton • Land disposal at Lincoln Green Lane, Tewkesbury progressed • Top floor of Public Service Centre (PSC) refurbished and tenant moved in • Ground floor refurbishment plan and costs agreed – commence 1st February • New leases agreed for existing tenants at PSC • Land transferred to Tewkesbury Nature Reserve • Vineyards play area refurbishment completed and re-opened • Abbey caravan site agreement for lease in place and works commenced • Heads of Terms agreed for lease to Roses Trust

Key performance indicators for priority: Finance and resources											
KPI no.	KPI description	Outturn 2016-17	Target 2017-18	Outturn Q1 2017-18	Outturn Q2 2017-18	Outturn Q3 2017-18	Outturn Q4 2017-18	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
1	Percentage of creditor payments paid within 30 days of receipt.	94.74%	94.00%	95.18%	94.70%	94.55%		↔	☺	The percentage has remained stable in the third quarter.	Lead Member Finance and Asset Management/ Simon Dix
2	Outstanding sundry debt in excess of 12 months old.	£33,566	£50,000	£38,317	£43,351	£47,956		↓	☺	Two big debts totalling £19,127 are close to being resolved while the underlying debt of £28,830 needs to be addressed by service managers.	Lead Member Finance and Asset Management/ Simon Dix

PRIORITY: ECONOMIC DEVELOPMENT				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Be the primary growth engine of Gloucestershire's economy.				
a) Seek approval and implement year one of the Economic Development and Tourism Strategy	Target date: June 2018	Head of Development Services Rob Bird Lead Member for Economic Development/ Promotion	☺	<p>The Economic Development and Tourism Strategy was approved at Executive committee in June 2017.</p> <p>Implementation of annual delivery plan – activities this quarter:</p> <ul style="list-style-type: none"> • Growth Hub development (see action below) • Implementation of tourism marketing plan for Winchcombe • LEADER funding continuing to be allocated – increased grants now available approved 19 projects, with a total value of £515k (31%) across Tewkesbury Borough and Forest of Dean • LEP and Gloucestershire districts submitting an Expression of Interest to the European Regional Development Fund (ERDF)

				<p>Inward Investment bid call – to improve and develop the Inward investment service and capacity for the county.</p> <ul style="list-style-type: none"> • Promotional advert in Commercial Property magazine – opening South West section. • In partnership with Cotswold Tourism, new Visitor Guide produced – 200,000 copies being distributed globally • Reached 1,000,000 hits on Cotswold Tourism website • New Battle Trail leaflet in production
b) Develop and launch a business growth hub in the Public Services Centre	Target date: Spring 2018	<p>Head of Development Services</p> <p>Rob Bird Lead Member for Economic Development/Promotion</p>	☺	<ul style="list-style-type: none"> • The Due Diligence business case has been submitted to the Local Enterprise Partnership (LEP) board. • Architect designs and survey work completed. • Workshop with Heads of Service and Operational Managers planned • The funding agreement and other documentation relevant to the successful delivery of the hub is now in progress. • Draft governance structure in place • Ongoing meetings with other Hub providers

PRIORITY: ECONOMIC DEVELOPMENT

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 2. Identify and deliver employment land within the borough.				
a) Allocate and deliver employment land through the JCS and Tewkesbury Borough Plan.	JCS target date: Winter 2017	Head of Development Services	☺	<p>The JCS was adopted on 11th December 2017. This sets out a requirement to deliver a minimum of 192ha of B class employment land and 39,500 jobs over the plan period to 2031.</p> <p>The JCS identifies strategic allocations which include a significant amount of employment land (112ha). The plan also sets out general policies to manage the development of employment land in the Borough</p>
	Borough plan target date: Winter 2017 Spring/ Summer	Elaine MacTiernan Lead Member for the Built Environment	☺	<p>The Tewkesbury Borough Plan will identify further employment sites which will be informed by the Employment Land Review. As part of the development of the next stage of the Borough Plan the potential employment sites are now being assessed to see if they would make</p>

	2019			<p>sustainable allocations. Much of this work has been undertaken by officers, but further evidence base studies (Green Belt, flood risk, landscape) have been commissioned to provide further information to develop a set of preferred options.</p> <p>Slight delays on the Preferred Options plan, containing employment allocations, being presented to Council. This is due to additional work being carried out with the member working group. It is anticipated to go to Council in April 2018.</p>
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PRIORITY: ECONOMIC DEVELOPMENT

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 3. Maximise the growth potential of the M5 junctions within the borough.				
a) Produce a vision for the J9 area.	Target date: March 2017 March 2018 June 2018 (revised date)	Head of Development Services Rob Bird Lead Member for Economic Development/Promotion	☹	Following the Thinking Places consultation. Building Design Partnership (BDP) are in the final stages of completing their first stage report setting out opportunities for future development at the area which will lead to a masterplan for the area to underpin the work of the JCS, prior to its publication later in the Spring. Detailed work on the masterplan will be updated following Housing Infrastructure Fund (HIF) award.
b) Work with our partners, including the JCS partners and the LEP, to promote the M5 Growth Zone.	Target date: Ongoing as part of County Strategic Economic Plan (ends 2022)	Head of Development Services Rob Bird Lead Member for Economic Development/Promotion	☺	Thinking Places has completed their consultation and work in regard to creating a vision for J9 and the wider area and have reported their initial findings to the J9 Members Working Group. Along with partners a response is being prepared to the Road Investment Strategy to highlight the importance of the M5 junctions in TBC area and Gloucestershire as a whole.
c) Work with partners to build a case for an all-ways M5 junction 10.	Target date: 2021 (approved business case)	Head of Development Services Rob Bird Lead	☺	A bid for Forward Funding from the Housing Infrastructure Fund was submitted in September for funding to create an all ways M5 junction 10 with associated improvements. Outcome of the bid is expected in February.

		Member for Economic Development/ Promotion		
PRIORITY: ECONOMIC DEVELOPMENT				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 4. Deliver regeneration for Tewkesbury town.				
a) Develop a regeneration plan for Tewkesbury Town.	Target date: April 2018	Head of Development Services Elaine MacTierman Lead Member for Built Environment	☺	<p>The Tewkesbury Town Regeneration Partnership has been re-launched (incorporating the Riverside Partnership) with revised terms of reference and new membership.</p> <p>Working Groups have been formed to take individual projects forward.</p> <ul style="list-style-type: none"> • Riverside project • Funding group • A masterplan overview group to deliver a refresh of the masterplan for Tewkesbury town centre. <p>The masterplan overview group has met to refresh the masterplan and has considered that the masterplan would be appropriately made into an supplementary planning document.</p>
b) Deliver a programme with partners to progress Healings Mill and other key sites to support the regeneration of Tewkesbury.	Target date: September 2017 January 2018 March 2018 (revised date)	Head of Development Services Rob Bird Lead Member for Economic Development/ Promotion	☹	<p>Following the site not being sold last summer, discussions are now being sought with developer, to ascertain the potential of the site. Alongside this discussions with a number of agencies are being held to secure development. Officers have also met with the Environment Agency and Historic England on site to look at the constraints in environmental and flooding terms. A programme of action is being drawn up.</p>
c) Explore the potential for the formation of a retail group to support the vitality	Target date: September 2017	Head of Development Services	✓	<p>A Tewkesbury Town Traders retail group has been formed in Tewkesbury and is led by local businesses. The Economic Development Officer regularly attends meetings to represent the Council but also to understand</p>

and regeneration of the town.		Rob Bird Lead Member for Economic Development/ Promotion		the retailers aspirations.
d) Explore with partners – including the Battlefield Society – the potential to increase the heritage offer at the Battlefield site.	Target date: Complete feasibility - December 2017 . April 2018 (revised date)	Head of Development Services Rob Bird Lead Member for Economic Development/ Promotion	☹	A feasibility assessment is in progress investigating the potential heritage offer. The original target date has been extended to conclude this work.

Key performance indicators for priority: Economic development

KPI no.	KPI description	Outturn 2016-17	Target 2017-18	Outturn Q1 2017-18	Outturn Q2 2017-18	Outturn Q3 2017-18	Outturn Q4 2017-18	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
3	Employment rate 16-64 year olds.	83.7%		74.3%						74.3% relates to 40,800 people within the borough. This is just above the national rate of 74.2%. (Source: ONS April 2016 – Mar 2017. Current figures)	Leader Member Economic Development/ Annette Roberts
4	Claimant unemployment rate.	1.0%		0.9%	0.9%	0.8%				0.8% relates to 425 people within the borough. This rate is below the county rate of 1.0% (Source: ONS Dec 2017)	Leader Member Economic Development/ Annette Roberts
5	Number of business births.	460 (2015 figure)				480 (2016 figure)					Leader Member Economic Development/

6	Number of business deaths	335 (2015 figure)				515 (2016 figure)					Annette Roberts
7	Number of visitors to Tewkesbury Tourist Information Centre (TIC)	32,270	31,000	9,751	11,808 (Q1 & Q2: 21,559)	4,180 (Q1 - Q3: 25,739)		↑	😊	UK & overseas visitor's numbers have remained steady, with slight decrease in local residents using the service. This is mainly as a result of more customers booking coach/buses online.	Leader Member Economic Development/ Annette Roberts
8	Number of visitors to Winchcombe Tourist Information Centre (TIC)	10,316	10,000	4,002	4,233 (Q1 & Q2: 8,235)	1,172 (Q1 - Q3: 9,407)		↑	😊	Numbers remaining consistent. TBC working closely with Winchcombe Town Council to promote the area more effectively through a joint marketing plan.	Leader Member Economic Development/ Annette Roberts

PRIORITY: HOUSING

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Increase the supply of suitable housing across the borough to support growth and meet the needs of our communities.				
a) Continue working with our partner councils to ensure the Joint Core Strategy is adopted.	Target date: Winter 2017	Head of Development Services Elaine MacTiernan Lead Member for the Built Environment	✓	All three councils adopted the JCS with Cheltenham Borough Council being the final council, on 11 December 2017

b) Develop the Tewkesbury Borough Plan.	Target date: Winter 2018 Spring/ Summer 2019	Head of Development Services Elaine MacTiernan Lead Member for the Built Environment	😊	<p>The timetable for the Tewkesbury Borough Plan (TBP) has been inextricably linked to the JCS. Focus has been on progressing the JCS and this has had the knock-on impact of delaying progress of the plan. A number of Neighbourhood Plans are also being progressed which require significant resource from the team.</p> <p>It is anticipated that Council approval for the Preferred Options Borough Plan will take place in April 2018.</p> <p>Estimated timetable for the TBP to adoption is:</p> <ul style="list-style-type: none"> • Preferred Options Consultation- Spring 2018 • Pre-Submission Consultation- Summer 2018 • Submission to Secretary of State- Summer/ Autumn 2018 • Examination in Public- Winter 2018/19 • Adoption- Spring/ Summer 2019
c) Support Neighbourhood Development Plans (NDP) across the borough where communities bring them forward.	Target date: March 2018	Head of Development Services Elaine MacTiernan Lead Member for the Built Environment	😊	<p>A total of 14 neighbourhood areas have now been designated across 16 parishes.</p> <p>The Gotherington NDP was subject to examination in April 2017 and was successfully voted through at its referendum on 20 July 2017. The NDP has now been formally 'made' by the Council.</p> <p>Twynning NDP was also successfully voted through at its referendum on 1 March 2018. Alderton NDP has now been successful at examination and the examiner's report is expected in February 2018.</p> <p>A number of other plans are also advancing and officers have been working with, Ashchurch Rural, Churchdown and Innsworth, Down Hatherley, Norton and Twigworth, and neighbourhood plan groups.</p>

PRIORITY: HOUSING				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 2. Achieve a five year supply of land.				
a) Ensure adequate land is allocated within the Joint Core Strategy and Tewkesbury Borough Plan to meet housing needs.	Target date: Winter 2017 (JCS) Spring/ summer 2019 (TBP)	Head of Development Services Elaine MacTiernan Lead Member for the Built Environment	☺	The JCS was adopted on 11 th December 2017. Where adequate land was allocated to meet the housing needs. It is anticipated that Council approval for the Preferred Options Borough Plan will take place in April 2018 before going out to public consultation. The most recently published Housing Land Supply Statement (June 2017) sets out that the Borough currently has at least a 5.3 year supply of housing land.
b) Continue to promote sustainable development throughout the borough.	Target date: Winter 2017 (JCS) Spring/ Summer 2019 (TBP)	Head of Development Services Elaine MacTiernan Lead Member for the Built Environment	☺	The JCS was adopted in December 2017 and achieved its Winter 2017 target. However, the TBP will now follow the JCS and is being developed to reach adoption in Spring/Summer 2019. Therefore there has been a need to change the target date against this objective.
PRIORITY: HOUSING				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 3. Deliver the homes and necessary infrastructure to create new sustainable communities in key locations.				
a) Monitor annually the delivery of homes within the borough.	Target date: March 2018	Head of Development Services Elaine MacTiernan Lead Member	✓	The 2016/17 monitoring has now been completed and the report was published onto the council's website in June 2017. This report provides information on how many homes have been delivered within this year.

		for the Built Environment		
b) Work with partners, infrastructure providers and developers to progress the delivery of key sites.	Target date: March 2018	Head of Development Services Elaine MacTiernan Lead Member for the Built Environment	☺	<p>JCS transport strategy (May 2017) has identified key transport infrastructure requirements for strategic allocations.</p> <p>Government Growth Deal Funding has been received to fund two programmes; infrastructure for a new Cyber Business Park in West Cheltenham and improvements to traffic flow and release of land for housing at Longford. The total amount of funding received is £26.53m. Both projects are progressing with the input of officers.</p> <p>M5 J9/Ashchurch visioning (thinking place) and master planning project (BDP) will be published shortly. This will be important piece of work in determining development potential in the area that will feed into the JCS review.</p>

PRIORITY: HOUSING

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

a) Implement year one of the Housing and Homelessness Strategy	Target date: 31 March 2018	Head of Community Services Julie Greening Lead Member for Health and Wellbeing	✓	<p>The first year of the Homeless strategy Action Plan has now concluded. Year two action plan has been submitted to Executive committee. The new action plan is a 15 month plan to realign the plan to the municipal year rather than the calendar year.</p> <p>Successful activity this quarter includes:</p> <ul style="list-style-type: none"> • An application for Challenge 1 of the Gold Standard was submitted in December 2017 and the authority should receive a Bronze award in the new year. • Lead authority on Places of Safety contract • A new county housing first service for chaotic entrenched rough sleepers has been introduced through a joint SIB funding bid • Housing services website successfully updated. • Affordable housing policies agreed with planning policy as part of the Borough Plan.
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b) Deliver 150 affordable homes each year.	Target date: 31 March 2018	Head of Community Services Elaine MacTiernan Lead Member for the Built Environment	✓	Q3 has delivered 65 new affordable properties including properties in Bishops Cleeve, Longford, Tewkesbury and Churchdown. They comprise of; 35 affordable rented and 30 shared ownership. This gives a total of 150 to date this year and means the annual target has been met ahead of time.
c) Work in partnership to prevent residents becoming homeless.	Target date: 31 March 2018	Head of Community Services Julie Greening Lead Member for Health and Wellbeing	✓	Housing services is actively participating in partnerships with other local districts, other public agencies such as the Police Crime Commissioner, Glos County, and the Glos Clinical Commissioning Group to provide a housing first model for rough sleepers. This will lead on many of the actions in our multi agency financial inclusion partnership, as well as working closely within internal partners such as Revenues and Benefits to make best use of the Discretionary Housing Payments funds. We are now the lead authority for the Places of Safety Project for victims of Domestic Abuse and negotiations have facilitated the continuation of the Sanctuary Scheme/target hardening for victims of violence who wish to remain in their own homes until July 2018.

Key performance indicators for priority: Housing

KPI no.	KPI description	Outturn 2016-17	Target 2017-18	Outturn Q1 2017-18	Outturn Q2 2017-18	Outturn Q3 2017-18	Outturn Q4 2017-18	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
9	Total number of homeless applications presented	119		28	23 (Q1 & Q2: 51)	33 (Q1,Q2 & Q3: 84)		↔		The number of households presenting as homeless during the second quarter has risen on the previous quarter but remain largely in line with the previous year	Lead Member Health and Wellbeing/ Peter Tonge

10	Total number of homeless applications accepted	61		16	10 (Q1 & Q2: 26)	24 (Q1,Q2 & Q3: 50)		↔		The number of accepted homeless applications has risen this quarter – this is likely to be as a result of clearing case backlogs which occurred during q2 following changes in the team and short period of under staffing	Lead Member Health and Wellbeing/ Peter Tonge
11	Total number of active applications on the housing register	2196 1196 – 1 bed 668 – 2 bed 231 – 3 bed 83 – 4 bed 15 – 5 bed 3 – 6 bed+		2367 1283 – 1 bed 725 – 2 bed 245 – 3 bed 96 – 4 bed 15 – 5 bed 3 – 6 bed	2017 1066 – 1 bed 632 – 2 bed 226 – 3 bed 76 – 4 bed 15 – 5 bed 2 – 6 bed	1886 979 – 1 bed 599 – 2 bed 222 – 3 bed 70 – 4 bed 15 -5 bed 1 – 6 bed				The breakdown of bands is: Gold – 115 Silver – 515 Bronze – 1218 Emergency - 38 The numbers registered with Choice Based Lettings have fallen following ongoing review and removal of dormant applications.	Lead Member Health and Wellbeing/ Peter Tonge

Key performance indicators for priority: Housing




KPI no.	KPI description	Outturn 2016-17	Target 2017-18	Outturn Q1 2017-18	Outturn Q2 2017-18	Outturn Q3 2017-18	Outturn Q4 2017-18	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
12	Total number of homeless prevention cases	187		62	45 (Q1 & Q2: 107)	57 (Q1, Q2 & Q3: 164)		↑		This has been a successful quarter for preventing both homeless applications and homeless acceptances through positive interventions. The first three quarters indicate that prevention figures this year will be significantly higher than previous years	Lead Member Health and Wellbeing/ Peter Tonge
13	Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant.	82.50%	80%	90.90%	80%	88.51%		↑	😊	Improved performance in Q3 with both target and last year's out-turn being exceeded. Performance expected to continue to the year end. During this year a total of 35 'major' applications have been determined of which 31 were determined within 13 weeks or the agreed timescale with the applicant.	Lead Member Built Environment/ Annette Roberts

14	Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the applicant.	70.55%	90%	66.04%	68.29%	73.89%		↑	☹	<p>Well below target but continued and significant improvement since Q1 and improvement on last year's out-turn. Not expected to meet target by year end however would expect to maintain improved performance.</p> <p>During this year a total of 180 'minor' applications have been determined of which 133 were determined within 8 weeks or the agreed timescale with the applicant.</p>	Lead Member Built Environment/ Annette Roberts
15	Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant.	88.66%	90%	90.19%	90.15%	91.11%		↑	☺	<p>Continued excellent performance, exceeding target and improvement on last year's out-turn. Speed of decisions has been positively impacted by the new technical officer post which provides support to officers and carries out the validation of applications.</p> <p>During this year a total of 472 'other' applications have been determined of which 430 were determined within 8 weeks or the agreed timescale with the applicant.</p>	Lead Member Built Environment/ Annette Roberts

PRIORITY: CUSTOMER FOCUSED SERVICES

Actions	Target date	Reporting Line	Progress to date	Comment
Objective 1. Maintain and improve our culture of continuous service improvement.				
a) Deliver improvements through a review of the Revenues and Benefits service	Target date: January 2018	Head of Revenues and Benefits Gill Blackwell Lead Member for Organisational Development	✓	<p>The main phase of the Revenues and Benefits team restructure is complete. A new management structure is in place supported with an overall reduction in the number of FTE within the benefits team. As routine business, the team structure will remain under review to ensure it is fit for purpose and responsive to changes resulting from legislative changes and customer requirements.</p> <p>Improvements to processes are taking place, including improved staff engagement, policy reviews and customer focus activities such as e-billing, pilot of webchat and online forms are in the pipeline.</p>
b) Deliver the enviro-crimes action plan, with a particular focus on fly-tipping and dog fouling	Target date: March 2018	Head of Community Services Jim Mason Lead Member for the Clean and Green Environment	😊	<p>The requirements of the enviro crime strategy continue to be implemented.</p> <ul style="list-style-type: none"> • Officers continue to successfully issue fixed penalty notices, now more than 20 have been issued • Two cases relating to illegal waste deposit and carrying waste offences were sent for prosecution, report outcome in Q4 • Signage continues to be erected at hotspots • Signage and Enforcement appearing to be effective as less tipping at common hotspots. Require to monitor over longer period to confirm trend. • Results from Public Space Protection Order (PSPO) dog fouling consultation indicate that there is broad support from responders regarding introduction of Borough wide PSPO. Report to committee in Q4 regarding adoption of PSPO across borough. • Joint stop and search initiative with Environment Agency carried out in October. Initiative considered by all parties a general success. Whilst no enforcement action was taken on this occasion



				a number of advisory letters were sent out and advice given. Will look to repeat this initiative in Q1 2018/19 and develop scope of initiative as a result of this experience.
c) Review garden waste arrangements to improve the renewal and payment process	Target date: March 2018	Head of Corporate Services Jim Mason Lead Member for the Clean and Green Environment	😊	Notification for the annual renewal has been sent to 15,000 garden waste customers. The sticker licence is in place and will be forwarded once payment has been made. Resilience work has been undertaken with the Customer Services Team to prepare them for call volumes.
PRIORITY: CUSTOMER FOCUSED SERVICES				
Actions	Target date	Reporting Line	Progress to date	Comment
Objective 2. Develop our customer service ethos to ensure that we deliver to the needs of residents.				
a) Improve the quality of our website self-serve forms	Target date: March 2018	Head of Corporate Services Mike Dean Lead Member for Customer Focus	😊	<p>The project is progressing well, and the missed bin form is now live. This form makes it significantly easier for customers to report missed bins, and for Ubico to action them.</p> <p>Other completed forms include:</p> <ul style="list-style-type: none"> • Business grant application • Job application • Community support request • Food business application <p>Report it forms, as well as FOI and complaints forms will be completed in the new year.</p>

b) Roll out a programme of customer services training for staff across the council, including an appraisal of our complaint system.	Target date: March 2017 September 2017 January 2018	Head of Corporate Services Mike Dean Lead Member for Customer Focus		A review of our complaints system has taken place, and feedback is being used to inform the corporate online forms project. In addition, complaints handling training has taken place for operational managers. Customer services training is now programmed in for all front line staff – the council's corporate customer care standards will be central to this.
Objective 3. Further expansion of the Public Services Centre (bring in other partners).				
a) Deliver the Public Services Centre refurbishment project.	Target date: March 2018 June 2018 August 2018 (revised date)	Head of Finance & Asset Management Ron Furolo Lead Member for Finance and Asset Management		Refurbishment works to top floor has now been completed. Works to the ground floor and entrance to offices now agreed within the allocated finances. Works to commence 1 st February with an estimated programme of 29 weeks. Reception areas and business hub to be completed by the end of June with civic suite and externals completed by the end of August.
b) To let out the top floor of the Public Services Centre.	Target date: March 2018	Head of Finance and Asset Management Ron Furolo Lead Member for Finance and Asset Management		One tenant to occupy a third of the area on the top floor has been secured with occupation on the 18 December 2017. The vacant space remains on the market and improvements to the marketing materials, potential inducements and increasing the amount of agents acting on behalf of the council to be considered if no tenants in place by the end of February. Refurbished top floor being used as civic suite through ground floor refurbishment works therefore space unavailable for new tenants to occupy the area until September.

PRIORITY: CUSTOMER FOCUSED SERVICES

Actions	Target date	Reporting Line	Progress to date	Comment
Objective 4. Improve and expand our partnership both public and private sector and explore opportunities to do this.				
a) Look at collaborative options for the planning and environmental health services	Target date: Environmental health – December 2017 April 2018 July 2018 (revised date)	Head of Development Services and Head of Community Services Elaine MacTierman Lead Member for Built Environment and Jim Mason Lead Member for Clean and Green	☹️	Environmental Health Manager Appointed in November 2017. EHM is in discussion with neighbouring authorities about the feasibility of shared post relating to planning consultations and contaminated land. The structure of the EH team is also currently under review.
	Planning - December 2017 April 2018		☺️	Planning – a report is to be presented at Executive Committee in March outlining the proposals of the Development Services review.
b) Work with partners to improve digital links between public services to make life simpler for customers.	Target date: March 2018	Head of Corporate Services Mike Dean Lead Member for Customer Focus	☺️	<p>‘Join forces with our partners’ is one of three key priorities in our Digital Strategy. Initiatives include ;</p> <ul style="list-style-type: none"> • New online forms are being developed to improve the way the council works with Ubico, as well as making it easier for customers to report, apply and pay for services. • The introduction of PayPoint will enable face-to-face customers to pay for things such as council tax or garden waste in their local communities, rather than having to drive to the council offices. • The introduction of Office 365 will provide collaborative working opportunities. • The property services help desk is accessible to all PSC customers.

PRIORITY: CUSTOMER FOCUSED SERVICES

Actions	Target date	Reporting Line	Progress to date	Comment
Objective 5. To improve customer access to our services and service delivery through digital methods.				
a) Deliver a Digital Strategy.	Target date: March 2018	Head of Corporate Services Mike Dean Lead Member for Customer Focus		The Digital Strategy was approved at Executive Committee on 6 April 2016. As part of this strategy, the digital team is in the process of inviting a number of suppliers in to demonstrate what might be possible in terms of digital platforms for Tewkesbury Borough Council. In addition, the digital team has produced a digital story and accompanying info-graphic, which tells the story of how far the council has come in terms of digital changes. This has been circulated to councillors, staff and neighbouring districts.
b) Improve and increase the range of digital payment channels available for our customers	Target date: March 2018	Head of Finance and Asset Management Mike Dean Lead Member for Customer Focus		Implementation of Paypoint channel is now complete and payments are being received. Replacement of the income system will go live for garden waste payments in February 2018 with other services going live before the year end.
c) To improve business continuity, migrate to cloud based Office 365	Target date: December 2017	Head of Corporate Services Mike Dean Lead Member for Customer Focus	✓	This constitutes phase one of the 365 project and all staff and members email have been moved onto 365.

Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2016-17	Target 2017-18	Outturn Q1 2017-18	Outturn Q2 2017-18	Outturn Q3 2017-18	Outturn Q4 2017-18	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
16	Total enquiries logged by the Area Information Centre (AIC).	1595		338	132	224				<div>Q1, Q2 Q3</div> <div>Bishops Cleeve 72, 24 64</div> <div>Brockworth 147, 53 101</div> <div>Churchdown 53, 24 19</div> <div>Winchcombe 66, 31 40</div> <div>Total 338 132 224</div> <div>Customer foot fall remains steady.</div>	Lead Member Customer Focus/ Graeme Simpson
17	Total number of people assisted within the borough by Citizens Advice Bureau (CAB).	1372		383	735	1,114				<div>2,175 issues raised compared to 2,206 for the same period last year Q1-Q3). With 75% being about:</div> <div>Benefits 26%</div> <div>Debt 20%</div> <div>Employment 11%</div> <div>Relationships 10%</div> <div>Housing 8%</div> <div>Of the 1,114 clients seen in the first 9 months of this year the heaviest demand was again in Brockworth at 149 (13.4 %).</div> <div>The following five wards represent 515 (46%) of all clients seen:</div> <div>Brockworth 149, Cleeve</div>	Lead Member Economic Development /Promotion / Annette Roberts

										St Michael 107, Tewkesbury Priors Park- 107, Churchdown St Johns 84 and Tewkesbury Town with Mitton 71.	
Key performance indicators for priority: Customer focused services											
KPI no.	KPI description	Outturn 2016-17	Target 2017-18	Outturn Q1 2017-18	Outturn Q2 2017-18	Outturn Q3 2017-18	Outturn Q4 2017-18	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
18	Financial gain to clients resulting from CAB advice	£390,717		£77,593	£139,391	£198,524				During the quarter, clients have benefitted from £59,133 of financial gains (£198,524 in the nine months to end of December).	Lead Member Economic Development /Promotion / Annette Roberts
19	Number of reported enviro crimes	1359	1000	353	176 (Q1 & Q2 529)	181 (Q1 & Q2 & Q3 710)		↑	😊	Enviro-Crime figures for Q3: <ul style="list-style-type: none"> fly tips- 75 littering- 1 dog fouling- 38 abandoned vehicles- 28 noise- 39 General reduction in reported enviro crimes continues in this quarter. This reflects the notable reduction of fly tipping at hotspots. Indication that Enviro crime strategy is having an effect. Longer data period required before conclusive analysis can be stated.	Lead Member Clean and Green Environment/ Peter Tonge

Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2016-17	Target 2017-18	Outturn Q1 2017-18	Outturn Q2 2017-18	Outturn Q3 2017-18	Outturn Q4 2017-18	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
20	Community groups assisted with funding advice	349		46	32 (Q1 & Q2: 78)	30 (Q1- Q3: 108)				<p>Since July 2015 community groups have been supported by the borough to receive £1,000,174 in grants from external funders.</p> <p>In quarter 3 of 2017-2018 the council supported groups to raise £100,991 in external grants.</p>	Lead Member Economic Development /Promotion / Annette Roberts
21	Benefits caseload: a) Housing Benefit b) Council Tax Support	3,974 4,552		3,971 4,536	4,000 4,461	4,008 4,441				<p>The number of council tax support claimants has fallen during quarter 3. The housing benefit caseload has increased during this quarter, but it is anticipated that this will start to fall during Q4 once the whole of the Borough has moved to Universal Credit.</p>	Lead Member Finance and Asset Management / Graeme Simpson
22	Average number of days to process new benefit claims	16.19	16.19	13.22	15.67	14.0		↑	😊	<p>The benefits team continue to perform well above the national average of 21 days and remain on track to meet target.</p>	Lead Member Finance and Asset Management / Graeme Simpson

Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2016-17	Target 2017-18	Outturn Q1 2017-18	Outturn Q2 2017-18	Outturn Q3 2017-18	Outturn Q4 2017-18	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
23	Average number of days to process change in circumstances	5.30	5.30	4.27	3.46	6.0		↓	☺	Performance remains good, the national average is 9 days. Performance has declined in quarter 3 due to changes with regard to homeless claims taking longer to assess at 10 days. Standard changes are currently taking 4 days on average to process.	Lead Member Finance and Asset Management/ Graeme Simpson
24	Percentage of council tax collected	98.24%	98%	29.63%	57.5%	85.6%		↑	☺	Council tax collection is on track to meet the 2017-18 target.	Lead Member Finance and Asset Management / Graeme Simpson
25	Percentage of NNDR collected	98.97%	98%	33.85%	59.4%	84.8%		↑	☺	Business rates collection is on track to meet the 2017-18 target.	Lead Member Finance and Asset Management / Graeme Simpson
26	Number of anti-social behaviour incidents	2443		615	600 (Q1- Q2: 1215)	501 (Q1- Q3: 1716)		↑		Over a rolling 12 mth period there has been a decrease in incidents of 8.5%	Lead Member Community/ Peter Tonge

Key performance indicators for priority: Customer focused services

KPI	KPI description	Outturn	Target	Outturn Q1 2017-18	Outturn Q2 2017-18	Outturn Q3 2017-18	Outturn Q4 2017-18	Direction	Traffic light	Comment	Portfolio Lead / Head
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no.		2016-17	2017-18					of travel	icon		of service
27	Number of overall crime incidents	3070		851	893 (Q1- Q2 1744)	793 (Q1- Q3: 2537)		↓		Over a 12 mth rolling period there has been an increase of 13.24%.	Lead Member Community/ Peter Tonge
28	Average number of sick days per full time equivalent	7.79	7.0	1.31	2.57 (Q1-Q2 3.88)	3.39 (Q1- Q3: 7.4)		↓	☹	Total sick days to Qtr 3 = 1306. Comprising long term (746) and short term (560). Long term sickness equates to av 4.28 days and short term 3.21 days	Lead Member Organisational Development/ Graeme Simpson
29	Percentage of waste recycled or composted	53.29%	52%	56%	57.48%	55.95%		↑	☺	Both the recycling rate and the kg/hh demonstrate good performance. There is a reduction of waste sent to landfill which is promising for a wasteful time of year at Christmas and New Year, even when some collections did not take place over the Christmas period due to bank holidays and some delays due to inclement weather. The MRF is efficiently sorting recyclables and the levels of contamination of wrong items are low. This can range between 6-8% of the material sent for sorting in the blue bin. Suez send this for energy recovery. Garden waste tonnages have dropped due to the change in season, however still averaging 406 tonnes per month over the quarter. Food waste tonnage is	Lead Member Clean and Green Environment/ Peter Tonge
30	Residual household waste collected per property in kgs	411kg	430kg	95kg	94kg (Q1-Q2 189KG)	94kg (Q1- Q3: 283KG)		↑	☺		Lead Member Clean and Green Environment/ Peter Tonge

										slightly lower than previous quarters, but this isn't reflected in the landfill tonnage and also will be down slightly due to the missed Christmas collections. Both the food and other bin tonnages will be up in January most likely as the catch up collections take place.	
31	Food establishments hygiene ratings	Not measured previously	5% baseline	4.82	4.36	4.30				There are 650 food hygiene rated premises. Of this 28 are below a food hygiene rating of three.	Lead Member Clean and Green Environment/ Peter Tonge