

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2018-19 Progress

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

PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 1. Seek to be financially independent of the government's core grants.				
a) Deliver the council's transformation programme to deliver a balanced budget.	Target date: March 2019	Corporate Leadership Team (CLT) Lead Member for Organisational Development	😊	Since the implementation of the Transformation Programme in 2014, a number of significant projects have been successfully delivered. For example; new leisure centre, new website, commercial property investments, public services centre refurbishment. The current programme includes a number of projects which all have different delivery dates. The March 2019 target date is therefore an annual date and will reflect the success of the programme in that financial year. With regards to current performance, a couple of key projects are fundamentally complete, the Public Service Centre refurbishment (incl Growth Hub) and the garden waste project. Emerging projects include the car pool pilot, Revenues e-billing and proof of concept for a customer relationship management system.

Priority: Finance and Resources				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 1. Seek to be financially independent of the government's core grants.				
b) Maximise retention around business rates.	Target date: March 2019	Head of Finance & Asset Management Lead Member for Finance and Asset Management	😊	Figures for the Q1 outturn position of the Gloucestershire pilot suggest that both Tewkesbury individually and the Gloucestershire Pilot overall are performing well and are in line with expectations. Q2 position is currently being collated. The Gloucestershire authorities have submitted a bid to Government to be a 75% retention pilot in 2019/20 and expect to find out whether the bid has been successful shortly before Christmas.
c) Work to reduce the council's deficits, outlined in the Medium Term Financial Strategy (MTFS).	Target date: December 2018 January 2019 (revised date)	Head of Finance and Asset Management Lead Member for Finance and Asset Management	😊	Work has commenced to re-evaluate the Council's financial projections within the current environment and uncertainty over funding. Discussions have now begun with the Transform Working Group over the level of deficit and potential remedial action. In the short term, the Council is benefitting from the investment in two further commercial properties and the significant growth in garden waste customers.
Objective 2. Maintain a low council tax.				
a) Produce a Medium Term Financial Strategy which ensures that council tax remains in the lowest quartile nationally.	Target date: December 2018 January 2019 (revised date)	Head of Finance & Asset Management Lead Member for Finance and Asset Management	😊	Work currently being undertaken to forecast future financial position. This will continue through the Autumn before MTFS is drafted for Executive and Council approval in the Winter. Following discussion with the Transform Working Group, the MTFS has been pushed back to January 2019 to allow further time to consider the deficit and understand the Government's intentions for local government finance. Tewkesbury remains the fifth lowest council tax for an English District authority in 2018/19 at £114.36 per annum for a Band D household. This is £43 below the lowest quartile threshold.

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 2019	Corporate Leadership Team (CLT) Lead Member for Organisational Development and Lead Member for Finance and Asset management	😊	The purchase of a £3.8m office property was completed in August and a further £4.6m retail property being completed in October. These two purchases take the total commercial portfolio to £39.5m producing an annual gross income of £2.4m. A further £6.7m is available within the capital programme to support the portfolio.
b) Undertake a review of the discretionary trade waste service to ensure it is operating on a viable commercial level.	Target date: April 2017 July 2017 August 2017 April 2018 April 2019 (revised date reported at O&S 4 Sept)	Head of Community Services Lead Member for Clean and Green Environment	😊	The Head of Community Service is having initial discussions with neighbouring council's about working more closely on trade waste. Proposals will be brought forward early in the new year.
c) Explore opportunities to increase commercial activity in all services.	Target date: March 2019	Heads of service Deputy Chief Executive / Lead member for Finance and Asset Management.	😊	This project will look to create an overarching 'commercial strategy' for the organisation. It will constitute two main sections – maximising cost recovery opportunities within the organisation and exploring opportunities for income generation. This strategy will not include direct reference to the commercial property investment portfolio, which is managed separately. A commercial Strategy will be presented to Executive Committee on 21 November 2018.

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) Explore options for the regeneration of Spring Gardens.	Target date: June 2019	Head of Finance and Asset Management Lead Member for Finance and Asset Management	😊	The Council is now entering a new phase of the Spring Gardens project following the successful appointment of a development advisor. Mace Group Ltd have now commenced their work to explore the options for redevelopment and future of the Spring Gardens and wider Tewkesbury area. The end of this particular phase will see formal reports back to Council in June 2019.
b) Explore options for the Ministry of Agriculture, Food and Fisheries (MAFF) site.	Target date: March 2019	Head of Finance & Asset Management Lead Member for Finance and Asset Management	😊	Executive Committee have approved the disposal of this site for residential use, either standard residential development or care home. Officers are currently commissioning survey work to support an outline planning application. It is envisaged that an outline application will be submitted in the winter with the site being marketed for disposal on approval of planning permission.
c) Deliver the council's asset management plan.	Target date: March 2019	Head of Finance & Asset Management Lead Member for Finance and Asset Management	😊	Delivery of plan in second quarter has included: <ul style="list-style-type: none"> • Completion of construction works on the ground floor and external landscaping • Fitting out of the ground floor area • Re-locating a number of existing tenants back to reception and supporting the occupation of zones 2 & 3 by new tenants • Tendering the opportunity for works to Lower Lode depot • Completion of the purchase of commercial property in Leamington Spa • Appointment of development advisors to the Spring Gardens project • Installation of height barrier restrictions at the Public Service Centre

PRIORITY: PROMOTING AND SUPPORTING ECONOMIC GROWTH

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Deliver our strategic plans.				
a) Deliver the Economic Development and Tourism Strategy.	Target date: June 2019	Head of Development Services 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 include:</p> <ul style="list-style-type: none"> • Growth Hub soft opening (see action below) • New Growth Hub Navigator appointed and started • LEADER funding continuing to be allocated and promoted, with a number of projects in the Tewkesbury Borough area • Development of visitor itineraries as part of a successful funding bid of £250k from Cotswold Tourism (of which Tewkesbury Borough Council are a partner) submitted to Discover England • Regular events held with business community including: business breakfasts, business delegations and 1:1 business meetings. • Countywide Inward Investment Bid
b) Launch a business growth hub in the Public Services Centre.	Target date: Spring 2018 July 2018 October 2018 (reported to O&S on 4 September 2018)	Head of Development Services Lead Member for Economic Development/Promotion	✓	<ul style="list-style-type: none"> • Growth Hub opened and available for use • Three incubators let and in use • Training and event sessions being held • Businesses using the space • Navigator role commenced • Official launch proposed for 21 November 2018.
c) Conduct a retail study in partnership with Cheltenham Borough council and Gloucester City Council.	Target date: March 2019	Head of Development Services Lead Member for Economic Development/Promotion	😊	<p>The procurement process for the retail study has been completed and a consultant team, GVA, have been appointed in October 2018. The retail study is being undertaken to ascertain what the retail trends and needs are within the borough and JCS areas. The study will provide evidence to support the retail policy for the JCS.</p>

d) Work with the Local Enterprise Partnership (LEP) and other partners to contribute to the Local Industrial Strategy.	Target date: December 2019	Head of Development Services Lead Member for Economic Development/Promotion		Deputy Chief Executive is a member of the Local Industrial Strategy Steering Group (LISSG) (group consists of local authority and private sector reps) and continues to influence the production of the strategy. Tewkesbury Borough Council are working with the group and the LEP to help deliver the strategic action required through the Economic Development and Tourism Strategy. Since the last quarter the LISSG have met twice. The target date is directly driven by LEP.
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PRIORITY: PROMOTING AND SUPPORTING ECONOMIC GROWTH

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 2. Deliver employment land.				
a) Deliver employment land through the Joint Core Strategy (JCS) and Tewkesbury Borough Plan (TBP).	JCS target date: March 2019 (to reflect annual reporting in AMR)	Head of Development Services Lead Member for the Built Environment		<p>Following adoption of the JCS, which includes 112ha of employment land. Planning and Economic Development officers work to promote employment land in the borough. The take up of employment land will be monitored in the Authority Monitoring Report (AMR).</p> <p>The JCS Review is now underway and the initial Issues and Options consultation paper was approved by the Council at its meeting on 15th October 2018. The review will consider future employment land needs.</p>
	Borough plan target date: Spring/Summer 2019 December 2019 (reported to O&S 4 Sept)			<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 have been assessed to see if they would make sustainable allocations for inclusion in the plan. This has been supported by a number of evidence base documents to support evidence of deliverability.</p> <p>The Preferred Options Tewkesbury was approved at a meeting of the Council on 26th September 2018. The plan is now out for public consultation between 10th October and 26th November 2018.</p>

Priority: Promoting and Supporting Economic Growth				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 3. Maximise the growth potential of the M5 junctions.				
a) Produce a concept masterplan for the J9 area.	Target date: March 2017 March 2018 June 2018 October 2018	Head of Development Services Lead Member for Economic Development/Promotion	✓	The Ashchurch Concept Masterplan was approved at a meeting of the Council on 15 th October for public consultation. This consultation will take place during November 2018-January 2019.
b) Work with partners to secure transport infrastructure improvements around the borough, including the all-ways Junction 10, Junction 9 and A46 improvements.	Target date: 2021 (approved business case)	Head of Development Services Lead Member for Economic Development/Promotion	😊	<p>All-ways Junction 10- 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. This bid has been successful at stage 1 and is now moving towards further evaluation.</p> <p>The project is being led by Gloucestershire County Council with district council/Tewkesbury Borough input.</p> <p>Work continues on the project in line with project plan and will be moved to its next stage (submission of business case to government) in March 2019.</p> <p>J9 and A46- Whilst unsuccessful for the HIF funding, Tewkesbury Borough Council continues to be actively engaged in the A46 Partnership and is making connections with Midlands Connect and other local authorities along the route of the A46.</p>

Priority: Promoting and Supporting Economic Growth				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 4. Deliver regeneration for Tewkesbury town.				
a) Develop a supplementary planning document for Tewkesbury Town.	Target date: April 2018 September 2018 October 2018 November 2018 (Revised date- for consultation)	Head of Development Services Lead Member for Built Environment	😊	The Tewkesbury Town Regeneration Partnership has been re-launched (incorporating the Riverside Partnership) with revised terms of reference and new membership. A draft Supplementary Planning Document (SPD) has been produced and shared with the Partnership. The SPD has been presented to the Tewkesbury Town Council and will be presented to Executive Committee on 21 November for approval to consult.
b) Develop a programme with partners to progress Healings Mill and other key development opportunity sites to support the regeneration of Tewkesbury.	Target date: September 2017 January 2018 March 2018 September 2018 March 2019 (reported to O&S 4 Sept)	Head of Development Services Lead Member for Economic Development/ Promotion	😊	Following the site not being sold last summer, discussions are now being sought with the developer, to explore what options may exist to try and bring forward an acceptable development proposal for this site. Alongside this discussions with a number of agencies are being held to seek to maximise the potential for a viable scheme to be brought forward. However this site remains very difficult due to a number of constraints.
Objective 5. Promote the borough as a visitor attraction.				
a) Explore with partners- including the Battlefield Society- the potential to increase the heritage offer at the Battlefield site.	Target date: Complete feasibility -December 2017 April 2018 September 2018 December 2018 (reported to O&S 4 Sept)	Head of Development Services Lead Member for Economic Development/ Promotion	😊	The council has met with key landowners and stakeholders to assess an 'agreement in principle' to strengthen the heritage and economic offering around the battlefield. Early discussions with the University of Gloucestershire and Virtual Reality Lab in Bristol are focussing on the potential to film the re-enactment and use this as part of a website based marketing drive. Conversations have also taken place recently with the representatives from the Battlefield Society regarding options around a heritage park proposal.

PRIORITY: PROMOTING AND SUPPORTING ECONOMIC GROWTH

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 5. Promote the borough as a visitor attraction.				
b) Develop a programme to work with existing tourism attractions within the borough to promote historic heritage.	Target date: March 2019	Head of Development Services Lead Member for Economic Development/Promotion	😊	<p>The council is developing a programme with Cotswold Tourism for historic heritage bookable experiences to promote the borough and wider Cotswolds area to new markets, particularly Italy, Norway, Denmark, Sweden and Spain. This will be completed in March and will commence in April 2019. A log of experiences have been created and these are now being worked up with businesses across Gloucestershire.</p> <p>The council also promotes historic heritage in a number of ways:</p> <ul style="list-style-type: none"> • Cotswold Tourism Website • Visit Tewkesbury Website • Visitor enquiries (in person / electronic / phone) • Social Media • Literature • Press visits • Group Travel Shows
c) Review the tourism resources to maximise the tourist provisions in the borough.	Target date: April 2019	Head of Development Services Lead Member for Economic Development/Promotion	😊	<p>The tourism service review, incorporating delivery of the Tewkesbury TIC, will detail proposals for a proposed implementation in April 2019.</p>

Key performance indicators for priority: Economic development											
KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
1	Employment rate 16-64 year olds.	74.3%		84.7%						84.7% relates to 46,100 people within the borough. This is above the national rate of 75.0% (Source ONS April 2017 – March 2018 current figures).	Leader Member Economic Development/ Head of Development Services
2	Claimant unemployment rate.	0.9%		1.1%	1.3%					1.3% relates to 700 people within the borough. This rate is below the county rate of 1.5% and national rate 2.2% (Source: ONS)	Leader Member Economic Development/ Head of Development Services
3	Number of business births.	480 (2016 figure)								Figures are produced annually and will be available in quarter three.	Leader Member Economic Development/ Head of Development Services
4	Number of business deaths	515 (2016 figure)									
5	Number of visitors to Tewkesbury Tourist Information Centre (TIC)	29,034	31,000	8,305	12,142 (Q1 & Q2= 20,447)			↑	😊	Figures up from previous quarter and previous year. It is thought with the good weather, Medieval festival and re-opening of Abbey Campsite has helped with the increase in visitor numbers.	Leader Member Economic Development/ Head of Development Services

6	Number of visitors to Winchcombe Tourist Information Centre (TIC)	9,913	10,000	3,923	3,800 (Q1 & Q2=7,723)			↓	:(Figures slightly down from 2017. Officers are investigating trends.	Leader Member Economic Development/ Head of Development Services
7	Number of visitors entering the Growth Hub	Not measured	1000							The target of 1000, has been agreed with LEP as part of the funding agreement. Reporting on numbers will commence as of 1 October 2018- start of Q3.	Leader Member Economic Development/ Head of Development Services

PRIORITY: GROWING AND SUPPORTING COMMUNITIES

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Increase the supply of suitable housing across the borough to support growth and meet the needs of our communities.				
a) Work the partners to ensure the delivery of housing growth through the Joint Core Strategy (JCS) and undertake the required reviews to meet JCS housing shortfalls.	Target date: March 2019	Head of Development Services Lead Member for the Built Environment	:(All three councils adopted the JCS in December 2017. The JCS Review is now underway and the initial Issues and Options consultation paper was approved by the Council at its meeting on 15 th October 2018. The review will consider future growth requirements in the area, including addressing the shortfalls identified in the adopted JCS.
b) Develop the Tewkesbury Borough Plan.	Target date: Winter 2018 Spring/ Summer 2019 Autumn 2019 (reported to O&S 4 Sept)	Head of Development Services Lead Member for the Built Environment	:(The Preferred Options Tewkesbury Borough Plan was approved at a meeting of the Council on 26 th September 2018. The plan is now out for public consultation between 10 th October and 26 th November 2018.

PRIORITY: GROWING AND SUPPORTING COMMUNITIES

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Increase the supply of suitable housing across the borough to support growth and meet the needs of our communities.				
c) Support Neighbourhood Development Plans (NDP) where communities bring them forward.	Target date: March 2019	Head of Development Services Lead Member for the Built Environment	😊	<p>A total of 14 neighbourhood areas have now been designated across 16 parishes.</p> <p>The Borough Council has 5 'made' NDPs:</p> <ul style="list-style-type: none"> • Winchcombe & Sudeley • Highnam • Gotherington • Twyning • Alderton <p>The Down Hatherley, Norton and Twigworth NDP has been successful at its examination. A report will be submitted to Executive Committee in due course to seek agreement to proceed to referendum.</p> <p>The Churchdown and Innsworth NDP was subject to public consultation between September and October 2018. This has now been completed. The Ashchurch Rural NDP progressing towards the next stage of plan making.</p>
d) Develop housing growth plans associated with the Junction 9 masterplan.	Target date: December 2019	Head of Development Services Lead Member for the Built Environment	😊	<p>The Ashchurch Concept Masterplan was approved at a meeting of the Council on 15th October for public consultation. This consultation will take place during November 2018-January 2019.</p>
e) With partners, explore options for the provision of modular and innovative housing to meet housing needs.	Target date: December 2018	Head of Development Services Lead Member for the Built Environment	😊	<p>Plans are being developed with the housing team to ensure opportunities for modular housing needs are explored within the borough. A report will be presented to members in due course.</p> <p>A meeting was held with Severn Vale Housing Society on 2 November to discuss options around two sites.</p>

Priority: Growing and Supporting Communities				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 2. Maintain a five year supply of land.				
a) Ensure adequate land is allocated within the JCS and Tewkesbury Borough Plan to meet housing need.	Target date: March 2019 (JCS)	Head of Development Services Lead Member for the Built Environment	😊	<p>The JCS was adopted on 11 December 2017. The JCS sets out the overall housing requirement for the Borough and sets the spatial strategy for meeting development needs.</p> <p>The JCS Review is now underway and the initial Issues and Options consultation paper was approved by the Council at its meeting on 15th October 2018. The review will consider future growth requirements in the area, including addressing the shortfalls identified in the adopted JCS.</p> <p>In 2017-18 monitoring year the council worked with developers to bring sites forward. A total of 945 homes were completed in the Borough.</p> <p>Tewkesbury Borough Council can demonstrate a 5.58 year land supply against its JCS housing requirements.</p>
	Target date: Spring/ summer 2019 (TBP) Autumn 2019 TBP		😊	<p>The Preferred Options Tewkesbury Borough Plan was approved at a meeting of the Council on 26th September 2018. The plan is now out for public consultation between 10th October and 26th November 2018.</p>
b) Work with developers and stakeholders to deliver sustainable sites to meet housing needs.	Target date: March 2019	Head of Development Services Lead Member for the Built Environment	😊	<p>The JCS was adopted on 11th December 2017. The JCS sets out the overall housing requirement for the Borough and sets the spatial strategy for meeting development needs.</p> <p>In undertaking strategic duties with the planning authority officers are working to deliver housing needs.</p>

Priority: Growing and Supporting Communities				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 3. Deliver the homes and necessary infrastructure to create new sustainable communities in key locations.				
a) Monitor annually the delivery of homes within the borough.	Target date: August 2018	Head of Development Services Lead Member for the Built Environment	✓	The 2017/18 monitoring has now been completed and the report is due to be published onto the council's website in August 2018. This report provides information on how many homes have been delivered within this year. A total of 945 new homes were delivered in the Borough in this year.
b) Work with partners, infrastructure providers and developers to progress the delivery of key sites.	Target date: March 2019	Head of Development Services Lead Member for the Built Environment	😊	The two sites at Innsworth and Twiggworth are progressing with the critical path being the delivery of the new access on the A40 (see specific project A40 below); South Churchdown - first phase of 425 homes has planning permission; Brockworth - officers continuing to work with developers on reserved matters application; North West Cheltenham - officers continuing to work with the developers on transport issues expecting a planning application early 2019; West Cheltenham - related to above, officers are working on transport matters as well as other master planning/development issues; Ashchurch - the concept masterplan has been issued as part of the JCS Issues and Options process, and work is now continuing to explain the concept and consider how to deliver the initial phase.
c) Produce a business case for improvements to the A40 at Longford, including improvements to Longford roundabout.	Target date: April 2019	Head of Development Services Lead Member for the Built Environment	😊	Atkins are commissioned to complete the business case for the award and we are scheduled to submit for LEP board approval July 2019. Hitchins as the developer, schedule works to start winter 2019 and based upon two phases, Longford roundabout improvements, followed by the new Innsworth Gateway roundabout intervention complete the works in just over one year. This as stated will support the development of additional employment land and housing in this area.

Priority: Growing and Supporting Communities				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 3. Deliver the homes and necessary infrastructure to create new sustainable communities in key locations.				
d) Deliver short- term access improvements to the infrastructure around the Ashchurch Housing Zone.	Target date: March 2019	Head of Development Services Lead Member for the Built Environment	😊	A bid for funding has been submitted and approved through Housing Infrastructure Fund (HIF) for a new bridge. A Short Term Access Strategy document has been considered in relation to the opportunities at J9 and shared with the J9 working group. Officers continue to work with Homes England to provide detail to support the bid.
e) To produce a Place Development Strategy.	Target date: June 2019	Head of Development Services Lead Member for the Built Environment	😊	The Place Strategy was set out in principle in the Development Services review and work progresses with members, partners and the council to consider the effective delivery of the Place approach and the strategy for delivering it. A meeting with key members has been held to discuss the Place programme moving forward and a Place workshop is being held in November 2018.
Objective 4. Deliver affordable homes to meet local need.				
a) Implement effective actions to meet the needs of homelessness legislation.	Target date: March 2019	Head of Community Services Lead Member for Health and Wellbeing	😊	<p>A new database has been implemented to manage the new Homelessness Reduction Act legislation. This was in place by April 2018.</p> <p>Work continues to deliver duties under the new legislation as seamlessly as possible:</p> <ul style="list-style-type: none"> • The team has redesigned the suite of letters into reader and user friendly formats • The team has also designed differentiated baseline housing plans for different cohorts of applicants: under notice from landlord, fleeing violence, parental evictions etc – which can then be personalised. This should speed up the support plans and ensure consistency in advice. • We have introduced local positive outcomes on triage/advice cases to capture positive outcomes for households who are threatened with homelessness in over 56 days but resolve their situation with the authority's assistance.

				<ul style="list-style-type: none"> The new Duty to Refer for statutory agencies came into Effect on 1st October 2018. This facility is functional on our database, and via the Ministry of Housing Communities & Local Government (MHCLG) national database. We are holding an event for statutory and other partners to highlight the process and engage them in providing support to homeless applicants via the housing plans. We are continuing to seek a method of reporting positive outcomes on homeless applicants who will be homeless in ≥56 days
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PRIORITY: GROWING AND SUPPORTING COMMUNITIES

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 4. Deliver affordable homes to meet local need.				
b) Achieve the council's affordable homes target by working with local housing providers.	Target date: March 2019	Head of Community Services Lead Member for the Built Environment	😊	Q2 – 86 new properties came through in Q2. A further 24 were reported by Registered Providers that should have come in previous reports. Of these total 110, there were 52 Shared Ownership, 56 Affordable Rent and 2 Social Rent. They were from sites in Bishops Cleeve, Brockworth, Highnam, Longford, Minsterworth, Tewkesbury, Twyning and Wheatpieces. 189 total new Affordable Housing properties have been reported in 2018-19 so far. The target for 2018/19 is 200.
c) Work in partnership to deliver the council's housing and homeless strategy.	Target date: March 2019	Head of Community Services Lead Member for Health and Wellbeing	😊	Housing services continues to actively participate in partnerships with other local districts, other public agencies such as the Police Crime Commissioner, Glos County, and the Glos Clinical Commissioning Group for a number of housing and homeless pathways: Recent update: We are currently working with our partners to make bids to the MHCLG on the new funding streams recently published for reducing homelessness. The Gloucestershire Housing authorities and the county council support services have extended our commitment to rough sleepers in severe weather over winter. For the winter period from 1 November 2018 we will offer short term accommodation for all roofless people during yellow weather warnings (excluding less severe weather events such as fog).

PRIORITY: GROWING AND SUPPORTING COMMUNITIES

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
9	Total number of homeless applications accepted	61		75	84 (Q1 & Q2= 159)					Following the changes in legislation a statutory homeless duty is accepted to all applicants likely to be homeless within 56 days. There are three distinct duties (Q2 figure in brackets): <ul style="list-style-type: none">• Prevention duty which lasts 56 days (38)• Relief duty for homeless households which lasts 56 days (34)• Full statutory homeless duty, this is similar to the old duty (12)	Lead Member Health and Wellbeing/ Head of Community Services
10	Total number of active applications on the housing register	1939 1012–1 bed 614–2 bed 227–3 bed 71 – 4 bed 14 – 5 bed 1 - 6 bed		2074 1069 – 1 bed 647 – 2 bed 258 – 3 bed 78 – 4 bed 20 – 5 bed 2 – 6 bed	2123 1115 – 1 bed 637 -2 bed 272 – 3 bed 73 – 4 bed 22 – 5 bed 4 – 6 bed					The breakdown of bands is: Gold – 101 Silver – 616 Bronze – 1366 Emergency - 40 The numbers registered with Choice Based Lettings have risen slightly on last quarter.	Lead Member Health and Wellbeing/ Head of Community Services

Key performance indicators for priority: Growing and supporting communities

KPI no.	KPI description	Outturn 2017-2018	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
11	Total number of homeless prevention, relief and legacy prevention cases	227		33	50 (Q1 & Q2= 83)					Following new legislation – any resolved housing crises during the new homeless prevention or relief duties have been reported – as well as the prevention of homelessness on legacy cases taken on before 1 st April 2018. We are hoping to add the work we undertake with the households who will become homeless but in > 56 days to demonstrate the success of early intervention.	Lead Member Health and Wellbeing/ Head of Community Services
12	Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant.	89.58%	85%	100%	100%			↑	😊	Continued excellent performance following on from last years out-turn Since Q1 a total of 14 (7) 'major' applications have been determined. Of which all were answered on time. Q2 figures in brackets. Please note 85% target is a local target the national target is 65%.	Lead Member Built Environment/ Head of Development Services

Key performance indicators for priority: Growing and supporting communities

KPI no.	KPI description	Outturn 2017-2018	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
13	Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the applicant.	78.42%	80%	79.25%	80.39% (Q1 & Q2= 80%			↑	😊	Continued improvement following last years improved out-turn for minor applications. Since Q1 a total of 104 (51) 'minor' applications have been determined of which 83 (41) were determined within the 8 weeks or agreed timescale with the applicant. Q2 figures in brackets. Please note 80% target is a local target the national target is 75%.	Lead Member Built Environment/ Head of Development Services
14	Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant.	91.32%	90%	89.63%	87.67% (Q1 & Q2= 89%			↓	😐	Consistently good performance, albeit slightly below target. It is expected that target will be achieved by year end. Since Q1 a total of 280 (145) 'other' applications have been determined of which 248 (127) were determined within 8 weeks or the agreed timescale with the applicant. Q2 figures in brackets. Please note 90% target is a local target the national target is 85%.	Lead Member Built Environment/ Head of Development Services

PRIORITY: CUSTOMER FOCUSED SERVICES

Actions	Target date	Reporting Line	Progress to date	Comment
Objective 1. Maintain and improve our culture of continuous service improvement.				
a) Deliver improvements through a review of Development Services action plan to create an efficient, effective and economical service.	Target date: December 2019	Head of Development Services Lead Member for the Built Environment	😊	Development Services action plan implementation is underway with posts recruited and structural changes made. Business Transformation Manager appointed. An update report on progress was submitted to Overview and Scrutiny Committee in October 2018.
b) Deliver improvements through the review of Community Services to create an efficient, effective and economical service.	Target date: December 2018.	Head of Community Services Lead Member for the Clean and Green Environment	😊	The Community Services Review was approved by the Executive Committee 11 July 2018 and by Council 24 July. Consultation with staff and trades Union was undertaken and feedback was generally positive. Recruitment to the new roles and vacant posts in the service is now underway.
c) Implement the One Legal business review and associated case management system replacement.	Target date: March 2019	Head of One Legal Lead member for the Corporate Governance	😊	Implementation of a new case management system is a key aspect of the business case. No supplier met the necessary requirements in the first round of procurement. Other possible suppliers have been identified and detailed assessments are currently being undertaken to enable a decision to be made. The delay does not adversely impact on the business case as a whole.

PRIORITY: CUSTOMER FOCUSED SERVICES

Actions	Target date	Reporting Line	Progress to date	Comment
Objective 1. Maintain and improve our culture of continuous service improvement.				
<p>d) To continue to proactively enforce against enviro-crimes including fly-tipping and dog fouling in accordance with the action plan.</p>	<p>Target date: March 2019</p>	<p>Head of Community Services Lead Member for the Clean and Green Environment</p>		<p>A robust approach continues to be taken with regards to Enviro-Crime. This is despite significant resources pressures within the Environmental Health Team.</p> <p>In relation to the two cases that were referred to in the last quarter, one has had to be dropped as the witness to the event is no longer willing to provide evidence. The second case went to court, however the defendant failed to attend. There is now a warrant out for the defendant's arrest.</p> <p>Two other cases are currently being prepared for submission to Court. There are a number of ongoing active investigations.</p> <p>The recycling centre at Morrison's in Tewkesbury has been closed at the manager's request. Where this has reduced the fly tipping at Morrison's, there are concerns that Spring Gardens is now becoming a focus for fly tippers. This area is currently under observation and action will be taken where evidence is available.</p> <p>An article will be placed in the Borough News relating to the Public Space Protection Order (PSPO). This will be part of a wider communication strategy that will accompany the article to publicise the PSPO.</p> <p>A presentation was given at the Parish Forum relating to enviro-crime. This presentation focussed on the public space protection order and the powers to hold the registered keeper of a vehicle responsible for any litter thrown from his vehicle. A presentation was also given to Uckington Parish Council regarding fly tipping. These were both well received.</p> <p>It was intended to carry out joint initiatives with the Police and Environment Agency. This has not been possible in this quarter due to resource restrictions. It is intended now to carry out these joint initiatives in Q4 when recruitment to new and vacant posts has been completed.</p>

PRIORITY: CUSTOMER FOCUSED SERVICES

Actions	Target date	Reporting Line	Progress to date	Comment
Objective 2. Further expansion of the Public Services Centre				
a) Deliver the Public Services Centre refurbishment project.	Target date: March 2018 June 2018 August 2018 (reported to O&S 20 March)	Head of Finance & Asset Management Lead Member for Finance and Asset Management	✓	The refurbishment of the Public Service Centre has now been completed with only minor decorative improvements to the civic suite and external landscaping to the pond area to be finalised. The Asset Management team will review the outcome of the project and continuous improvement to the building will constitute business as usual.
b) Seek tenants for the remainder of the top floor and other spaces.	Target date: March 2018 –December 2018 (reported to O&S 4 Sept)	Head of Finance & Asset Management Lead Member for Finance and Asset Management	✓	The top floor of the Public Service Centre has now been let and all three tenants are now in occupation. The ongoing management of lettable areas and tenant liaison will now be business as usual for the Asset Management Team.
c) Develop a programme to create partnerships within Public Service Centre.	Target date: March 2019	Deputy Chief Executive Lead Member for Finance and Asset Management	😊	The Public Service Centre has seen the development of partnership working across various agencies which ultimately benefits our residents. A programme is to be developed to enhance these partnerships and identify any new opportunities that may arise, through new partnerships and the expansion of existing ones.

PRIORITY: CUSTOMER FOCUSED SERVICES

Actions	Target date	Reporting Line	Progress to date	Comment
Objective 3. To improve customer access to our services and service delivery through digital methods.				
a) Explore options to provide online public access to interactive planning policy information maps.	Target date: March 2019	Head of Development Services Lead Member for the Built Environment	😊	<p>Action plan and programme is being presented to Programme Board in relation to providing an interactive planning map for policy designations in the borough.</p> <p>A meeting with IT providers and existing users of service is being held with a view to develop the Tewkesbury Borough Plan interactive map in line with the target date.</p>
b) Introduce the option for paperless billing for council tax and business rates.	Target date: February 2019	Head of Corporate Services Lead Member for Customer Focus	😊	<p>Paperless billing will be offered to those residents who wish to engage in this manner. The project has commenced with a preferred supplier to be appointed by mid-December. The key milestone will be to have a paperless billing system in place for the main 2019/20 (February) billing run.</p>
c) Explore options and deliver a corporate-wide customer relationship management (CRM) system.	Target date: March 2019	Head of Corporate Services Lead Member for Customer Focus	😊	<p>A CRM provides a corporate platform that will bring a number of advantages as to how the council interacts with our customer base. For example it would provide a single view of the customer to see all transactions across all channels. It would also give the ability for customers to track service requests. This is a significant corporate project and exploratory work with a company called Methods Digital is taking place to understand the impact on services and potential costs. The target date relates to the development of a potential business case.</p>
d) Investigate digital methods to improve customer engagement.	Target date: March 2019	Head of Corporate Services Lead Member for Customer Focus	😊	<p>The development of a new building control website is complete and will provide the opportunity for the building control service to improve customer engagement. Other specific projects will be developed in line with the Customer Care Strategy that was reported to O&S committee in May 2018. These include the potential to use tools such as webchat and Skype and continued development of on line forms and website improvements. Subscription to the new garden waste renewal was designed to make the customer transaction as simple as possible. This resulted in a 70% online subscription.</p>

Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service																				
15	Total enquiries logged by the Area Information Centre (AIC).	908		201	281 (Q1 & Q2 = 482)					Q1 Bishops Cleeve 13 Brockworth 62 Churchdown 66 Winchcombe 60 Q2 63 115 54 49 Total: 201 281	Lead Member Customer Focus/ Head of Corporate Services																				
16	Total number of people assisted within the borough by Citizens Advice Bureau (CAB).		1521		421	816 (Q1 & Q2 = 1,237)				<p>1,774 issues raised which is relatively consistent with the previous years. With 74% (1,304) of the issues raised being represented by the following:</p> <table> <tr><td>Benefits</td><td>24%</td></tr> <tr><td>Debt</td><td>21%</td></tr> <tr><td>Relationships</td><td>11%</td></tr> <tr><td>Employment</td><td>11%</td></tr> <tr><td>Housing</td><td>7%</td></tr> </table> <p>Of the 816 clients seen in the first 6 months of this year the heaviest demand was again in Brockworth at 100 (12.3%). The following 5 wards represent 345 (42%) of all clients seen:</p> <table> <tr><td>Brockworth</td><td>100</td></tr> <tr><td>Tewkesbury Priors Park</td><td>70</td></tr> <tr><td>Cleeve St Michael</td><td>62</td></tr> <tr><td>Northway</td><td>60</td></tr> <tr><td>Tewkesbury Town with Mitton</td><td>53</td></tr> </table>	Benefits	24%	Debt	21%	Relationships	11%	Employment	11%	Housing	7%	Brockworth	100	Tewkesbury Priors Park	70	Cleeve St Michael	62	Northway	60	Tewkesbury Town with Mitton	53	Lead Member Economic Development/Promotion / Head of Development Services
Benefits	24%																														
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Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
17	Financial gain to clients resulting from CAB advice	£281,178		£61,580	£86,345					During the quarter clients have benefitted from £86,345 of financial gains.	Lead Member Economic Development/Promotion / Head of Development Services
18	Number of reported enviro crimes	967	1000	293	284 (Q1 & Q2= 577)			↑	🟡	<p>Enviro-Crime figures for Q2 Figures in brackets Q1 2018/19:</p> <ul style="list-style-type: none"> • fly tips- 177 (128) • littering- 1 (3) • dog fouling- 7 (13) • abandoned vehicles- 43 (64) • noise- 56 (85) • Total for Q2 – 284 (293) <p>Overall Q2 figures are broadly in line with those of Q1 from 2018/19. There appears to be a slight increase in the number of fly tips that have been reported. A more detailed analysis of this will be carried out to identify any hotspots.</p>	Lead Member Clean and Green Environment/ Head of Community Services

Key performance indicators for priority: Customer focused services											
KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 201-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
19	Community groups assisted with funding advice	153		32	74 (Q1 & Q2 = 106)					Since July 2015 community groups have been supported by the borough to receive £1,232,998 in grants from external funders. In Q2 the council supported groups to raise £60,567 in external grants. In addition a successful Funding Fair was organised (by Tewkesbury Borough Council and Gloucester Rural Community Group), with over 130 people from community groups attended.	Lead Member Economic Development/Promotion / Head of Development Services
20	Benefits caseload: a) Housing Benefit b) Council Tax Support	3,812 4,368		3,600 4,305	3,431 4,332					The Housing Benefit caseload continues to fall following the roll-out of Universal Credit in the Borough, but not to the extent originally predicted. Government has announced further delays in managed migration. Large scale movement is unlikely to begin until November 2020 at the earliest. The Council Tax Reduction caseload has increased during Q2 and	Lead Member Finance and Asset Management/ Head of Corporate Services

										there is also a significant impact from having to reassess Council Tax Reduction following changes to Universal Credit entitlement. As at the end of October the team had processed 3,317 changes	
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Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
21	Average number of days to process new benefit claims	14	15	21	22			↓	:(Performance is below target, but remains slightly better than the national average of 23 days. New performance targets have been given to the team through the PPD process and performance in October and so far into November is back on track to reach target. Challenges the team continue to face include increasing workload, particularly providing services in support of DWP claimants' transition from legacy benefits to Universal Credit.	Lead Member Finance and Asset Management/ Head of Corporate Services
22	Average number of days to process change in circumstances	4	4	5	6			↓	:(Performance in Q2 was just over target at 6 days however performance still remains better than the national average of 7 days.	Lead Member Finance and Asset Management/ Head of Corporate

										The performance management that has been put in place should see the team improve the position in Q3.	Services
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Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
23	Percentage of council tax collected	98%	98.3%	29.8%	57.5%			↔	:)	Council tax collection performance was slightly under target in Q2, but this is mainly due to the large number of new properties being brought into the Valuation List. We remain on track to meet the annual collection target.	Lead Member Finance and Asset Management/ Head of Corporate Services
24	Percentage of NNDR collected	98.56%	98.5%	33.7%	58.6%			↑	:)	NNDR (Business Rates) collection remains on track to meet the annual target.	Lead Member Finance and Asset Management/ Head of Corporate Services

Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
25	Number of anti-social behaviour incidents	2128		568	519			↑	:(Over a rolling 12 month period there has been a decrease in incidents of 16.79%	Lead Member Community/ Head of Community Services
26	Number of overall	3314		906				↑	:(Over a 12 month rolling period there has been a	Lead Member

	crime incidents				810				decrease of 0.49%.	Community/ Head of Community Services
27	Average number of sick days per full time equivalent	10.5	7.0	2.4	3.32 (Q1 & Q2= 5.72)		↓	😢	<p>Total <u>Long term absence</u> for 6 months –</p> <p>Total for 17/18 = 347.3 days</p> <p>Total for 18/19 = 704</p> <p>Total <u>Short term absence</u> for 6 months –</p> <p>Total for 17/18 – 330.7</p> <p>Total for 18/19 – 270.7</p> <p>The levels of long term absence have increased significantly (which is a trend that started last year). Short term absence has reduced year on year (and was only 81 days for the entire quarter)</p> <p>The Council had 10 members of staff on long term sick impacting on Q2. Each case has been properly supported and reviewed. 7 staff have returned in October (either fully or on phased returns as recommended by GP and/or Occupational Health. This should result in reduced long term absence for Q3.</p> <p>The current 6 month trend if continued would lead to a year-end total of 11.2 days per fte lost to</p>	Lead Member Organisational Development/ Head of Corporate Services

										sickness compared to 10.53 days in 2017/18 and a target of 7 days.	
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Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
28	Percentage of waste recycled or composted	54.55%	52%	56.53%	55.62%			↑	😊	The quantities of recycling and food waste collected and treated has remained consistent with Q1 and the tonnages remain good. Due to the very warm summer, the knock on effect has reduced garden waste tonnage, especially in June. So much so, it dropped from 778 tonnes in May to 477 tonnes in June, then a slight increase in July with 570 tonnes and August, 638 tonnes. The garden waste service contributes significantly to the KPI % recycled or composted as the calculation is made against residual waste (green bin) tonnage which only dropped very slightly over the summer months. To remain within the mid 55% mark is a good outturn.	Lead Member Clean and Green Environment/ Head of Community Services

Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light	Comment	Portfolio Lead / Head of service
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29	Residual household waste collected per property in kgs	380kg	430kg	100kg	97.5kg (Q1&Q2 197.5kg)				↔	😊	Waste to landfill has remained steady throughout the year to date. The Q2 outturn is slightly better than Q1 and the half year average shows it will be well within the target. The aim of the waste services is waste avoidance as well as improving the quality and quantity of material recycled and composted.	Lead Member Clean and Green Environment/ Head of Community Services

Key performance indicators for priority: Customer focused services											
KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
30	Food establishments hygiene ratings	4.83%	5% With a food hygiene rating Under three	4%	4.01%			↑	😊	There are 672 food hygiene rated premises, of these 27 are below a food hygiene rating of three. This is similar to Q1 and below the target figure of 5%. These figures have been maintained despite significant resource challenges within the Environmental Health Team.	Lead Member Clean and Green Environment/ Head of Community Services

31	Percentage of Freedom of information requests answered on time	87%	80%	83%	92%			↑	😊	Total number of FOI's received in Q2 was 127. 115 of these were answered within the 20 working days deadline. A total of 220 requests have been received to date compared to a full year total of 298 for 2017/18.	Lead Member Customer Focus/ Head of Corporate Services
32	Percentage of formal complaints answered on time	91%	90%	89%	100%			↑	😊	49 complaints were received in qtr 2 all of which were answered within the 20 working days deadline. 122 complaints received in total to date compared to a full year total of 157 for 2017/18.	Lead Member Customer Focus/ Head of Corporate Services