

# TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Executive Committee
<b>Date of Meeting:</b>	26 August 2020
<b>Subject:</b>	Performance Management – Quarter 4 2019/20
<b>Report of:</b>	Chair of Overview and Scrutiny Committee
<b>Corporate Lead:</b>	Chief Executive
<b>Lead Members:</b>	Lead Member for Commercial Transformation
<b>Number of Appendices:</b>	Two

## **Executive Summary:**

Council Plan priorities (2016-20) were refreshed and approved by Council on 25 April 2018. The plan contains four priorities, supported by a set of objectives and actions. Progress in delivering the objectives and actions are reported through a Council Plan Performance Tracker (Appendix 2). The tracker is a combined document which also includes a key set of performance indicators. This performance information is reported to Overview and Scrutiny Committee on a quarterly basis. At Overview and Scrutiny Committee on 14 July 2020, consideration was given to the final quarter of 2019/20 performance management information. The observations made by the Committee can be found in Appendix 1. This is the final performance tracker of the current Council Plan. A new Council Plan (2020-24) was approved by Council on 28 January 2020.

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

## **Recommendation:**

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

## **Reasons for Recommendation:**

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

## **Resource Implications:**

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

**Legal Implications:**

None directly associated with this report.

**Risk Management Implications:**

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

**Performance Management Follow-up:**

Performance management information is reported to Overview and Scrutiny Committee on a quarterly basis. The outcome of each quarterly review is then reported to Executive Committee.

**Environmental Implications:**

None directly associated with this report.

## 1.0 INTRODUCTION/BACKGROUND

- 1.1 Council Plan priorities (2016-20) were refreshed and approved by Council on 25 April 2018. Supporting the priorities is a set of objectives and actions. Progress in delivering the objectives and actions are reported through a Council Plan Performance Tracker (Appendix 2). The tracker is a combined document which also includes a key set of performance indicators. This performance information is reported to Overview and Scrutiny Committee on a quarterly basis. The outcome of this scrutiny review is then reported to the Executive Committee by the Chair of the Overview and Scrutiny Committee. This is the final performance tracker of the current Council Plan. A new Council Plan (2020-24) was approved by Council on 28 January 2020.
- 1.2 At Overview and Scrutiny Committee on 14 July 2020, consideration was given to the final quarter of the monitoring report for 2019/20. The observations made by the Committee can be found in Appendix 1. The majority of information within the performance tracker reflects the progress of Council Plan actions as at the time of writing the report. As expected, areas of work have been impacted as a result of the Council's response to COVID-19 and this is reflected within the commentary supporting those actions. In terms of the key performance indicator (KPI) information, this is of a statistical nature and represents the outturn position as at 31 March 2020 (quarter 4). Executive Committee on 5 August 2020, approved a corporate recovery plan. It is proposed this will include a recovery tracker monitoring tool that will be reported alongside future Council Plan performance trackers.
- 1.3 In business as usual times, a range of financial information supports the tracker document such as the quarterly budget outturn figure. However, as a result of the response required to the coronavirus pandemic, both internal resources and the resources of external bodies who provide information for our accounts have been redeployed on response activities and consequently there has been an impact on timescales associated with the closedown process. In addition, the valuations and estimations required to produce an outturn position have been complicated by the unknown impact of coronavirus. As a result of both issues, the national timetable for completion of the accounts has been moved from July to November. The Overview and Scrutiny Committee's internal timetable has been adjusted to allow the outturn report to be presented to July Executive Committee rather than the planned June meeting.

## 2.0 COUNCIL PLAN PERFORMANCE TRACKER

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

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

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

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

😊 – action progressing well.

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

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

Grey – project has not yet commenced.

✓ – action complete or annual target achieved.

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

↑ - PI is showing improved performance on previous year.

↔ - PI is on par with previous year performance.

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

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

- Approval of the Medium Term Financial Strategy in January 2020.
- A further two commercial properties have been sourced and secured.
- The appointment of the Association for Public Service Excellence (APSE) to undertake an independent review of the Council’s trade waste service.
- The Growth Hub has provided support in tackling the impact of COVID-19 to the business community by offering advice, signposting to government support packages and grants that are available.
- The Tewkesbury Borough Plan was submitted to government for examination on 18 May 2020.
- Gloucestershire County Council has awarded £219 million to deliver an all-ways J10. The Council, working with Cheltenham Borough Council, is supporting Gloucestershire County Council on the contract conditions and delivery of the project.

- The commissioning of a strategic review to look at the Council's tourism provision which will now be extended to consider recovery actions in light of COVID-19.
- The procurement of a new digital platform to support delivery of the Council's digital ambitions.

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

Action	Status and reason for status
Undertake a review of the discretionary trade waste service to ensure it is operating on a viable commercial level.	<p>😞 The Association for Public Service Excellence (APSE) has been appointed to undertake a review of the service in order to identify the best way forward. This work is underway but contact with business is hampered as many are closed as a result of COVID-19.</p> <p>The target date has been amended from <b>June 2020</b> to <b>September 2020</b>. The target date has been amended <b>six</b> times previously.</p>
Explore options for the regeneration of Spring Gardens.	<p>😞 A draft options appraisal report was due in June. This report will now have to consider the impact of COVID-19 on the options and the Council's own financial position. The date has been amended from <b>March 2020</b> to <b>October 2020</b>. The target date has been amended <b>twice</b> previously.</p>
Disposal of the Ministry of Agriculture, Food and Fisheries (MAFF) site.	<p>😞 Developing parking strategy and options being considered for Spring Gardens both suggest that the MAFF site should be considered for parking requirements. Further studies have also been carried out and these will need to be brought together in a report to Members later in the year. The target date has been amended to reflect this from <b>March 2020</b> to end of <b>October 2020</b>. This is the <b>first</b> amendment to the target date.</p>
Work with the Local Enterprise Partnership (LEP) and other partners to contribute to the Local Industrial Strategy (LIS).	<p>😞 The LIS was due to be submitted to central government but as a result of COVID-19 this has been postponed until further guidance is received from Business, Energy and Industrial Strategy (BEIS). Further work will now be included</p>

	<p>looking at the COVID-19 recovery plan/ addendum as part of the final LIS. A new target date is subject to BEIS and will be <b>confirmed in due course</b>. The target date has been amended <b>once</b> previously.</p>
<p>Deliver employment land through the Joint Core Strategy (JCS) and Tewkesbury Borough Plan (TBP).</p>	<p>☹ Target date for the JCS has been amended from <b>Spring 2020</b> to <b>Winter 2020</b>. The timescale has been amended to reflect a more up to date timescale. The target date has been amended <b>twice</b> previously.</p>
<p>Review the tourism resources to maximise the tourist provisions in the borough.</p>	<p>☹ The target date for the review has been amended from <b>March 2020</b> to <b>December 2020</b> to include how the Council can best respond to the impact of COVID-19 on tourism as well as to consider the emerging Visit Gloucestershire work. The target date has been amended <b>three</b> times previously.</p>
<p>Work with partners to undertake the required reviews to the JCS.</p>	<p>☹ Target date for the JCS has been amended from <b>Spring 2020</b> to <b>Winter 2020</b>. The timescale has been amended to reflect a more up to date timescale. The target date has been amended <b>once</b> previously.</p>
<p>Ensure land is allocated for housing as part of the Junction 9 masterplan.</p>	<p>☹ Date has been amended from <b>Summer 2020</b> to <b>Winter 2020</b>. The JCS will seek to allocate the wider Garden Town at Tewkesbury as a strategic allocation. The timescale has been amended to bring in line with the JCS timescales. The target date has been amended <b>once</b> previously.</p>
<p>Ensure adequate land is allocated within the JCS and Tewkesbury Borough Plan to meet housing need.</p>	<p>☹ Target date for the JCS has been amended from <b>Spring 2020</b> to <b>Winter 2020</b>. The timescale has been amended to reflect a more up to date timescale. The target date has been amended <b>once</b> previously.</p>
<p>Achieve the Council's affordable homes target by working with local housing providers.</p>	<p>☹ The number of affordable homes delivered this year was 191 against a target of 220.</p>

<p>Implement the One Legal business review and associated case management system replacement.</p>	<p>☹ Training and introduction of the customer portal system has been postponed as a result of COVID-19 as this requires face-to-face meetings. Target date has been from <b>April 2020</b> to <b>October 2020</b>. The target date has been amended <b>twice</b> previously.</p>
<p>Review our Advice and Information Centres (AICs).</p>	<p>☹ Preliminary work to understand how well the centres were used and the purpose of use had started in early 2020. Officers were keen for Member involvement to review the future of the AICs and a report to set up an Overview and Scrutiny Working Group was due to be presented in June 2020. The undertaking of this piece of work will need to be considered as part of the Committee's wider work programme. In the meantime, all centres remain closed as a result of COVID-19. Target date has been amended from <b>June 2020</b> to <b>October 2020</b>. The target date has been amended <b>once</b> previously.</p>
<p>Explore options to provide online public access to interactive planning policy information maps.</p>	<p>☹ The target date has been amended from <b>March 2020</b> to <b>March 2021</b> this is to prepare to host the final version of the Tewkesbury Borough Plan which is scheduled for adoption early 2021 following examination. The target date has been amended <b>twice</b> previously.</p>
<p>Introduce the option for paperless billing for council tax and business rates.</p>	<p>☹ The target date has been amended from <b>February 2020</b> to <b>March 2021</b>. As previously reported, a combination of issues relating to this project around GDPR, software integration and contract performance resulted in paperless billing not being introduced for the main billing run in February. An in-house solution to deliver a viable alternative was being worked upon and was on the cusp of being launched for adhoc billing. COVID-19 led to the key officers involved in the implementation of the project being deployed to other priorities. Options to move this project forward will need to be revisited. The target date has been amended <b>three times</b> previously.</p>

Review our corporate website.	Pre-COVID, a project team had been set up to progress this piece of work. While we already have an excellent website, there are some improvements to be made, including the search function and our recruitment pages. In addition, consideration will be given to bringing two external websites (Visit Tewkesbury and Tewkesbury Business) in-house for consistency. This is the <b>first</b> amendment to the target date.
-------------------------------	---

### 3.0 KEY PERFORMANCE INDICATORS (KPIs)

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

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

 (on target)	 (below target and target unlikely to be achieved)
8	9

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

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

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

KPI No.	KPI description	Reason for  or 
5	Number of visitors to Tewkesbury Tourist Information Centre (TIC).	↓  Footfall is down by 5,146 compared to last year and has not met the target of 28,000 this year. This is due to the impact of the flooding and COVID-19 pandemic.
12	Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant.	↓  Figure is down compared to the outturn of 2018/19 from 93.3% to 81% 2019/20. Resulting in the Council's target, 85% not being met. 7/37 decisions were determined outside of the target date. The outturn is still considerably higher than the national target of 60%.

13	Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the applicant.	↓ 😞 Due to the complexity of the issues needed to address some of the 'minor' applications, it has taken longer to determine 45 applications throughout the year. This resulted in this year's outturn of 75.7% not meeting the Council's target of 80% or the outturn for last year of 86%.
14	Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant.	😞 101/116 decisions were made within agreed timescales. This equates to performance of 87%, just below the local target of 90% but considerably above the national target of 70%.
18	Number of reported enviro crimes.	↓ 😞 364 crimes were reported in Q4 making it 1,271 for the year. This is above the target of 1000 and above last year's outturn of 1,089. There has been an increase in the number of fly tipping and abandoned vehicles throughout the year.
23	Percentage of Council Tax collected.	😞 The outturn of 98.1% is on par with last year's performance of 98.1% and this year's target of 98.3%. This is against a backdrop of a significant number of new properties entering the rating list. COVID-19 also required some of the team to focus on responding to other areas e.g. business grants during March which saw an impact on the percentage of Council Tax collected.
26	Number of overall crime incidents.	↓ There has been an increase in the number of overall crime incidents of 7.9%, during 12-month period.
27	Average number of sick days per Full Time Equivalent (FTE).	↓ 😞 The average number of sick days outturn for 2019/20 was 12.62 days. This is above the annual target of 8 days and the outturn for 2018/19 of 10.2 days.
28	Percentage of waste recycled or composted.	↓ 😞 The outturn for 2019/20 was 51.47%. This was slightly below last year's outturn of 52.59% and the target of 52%. This has been due to an increase of recyclable material in the residual waste, the highest being food waste.

29	Residual household waste collected per property in kgs.	↓ 414kg of residual household waste per property was collected this year. This has increased slightly compared to last year's outturn of 401kg. The impact of COVID-19 lockdown has seen an increase in waste collected in Q4 by 125 tonnes compared to the year before.
31	Percentage of Freedom of information (FOI) requests answered on time.	↓ Whilst the target of 80% has been achieved, the outturn for 2019-20- 90% has dropped slightly when compared to the outturn (92%) for 2018-19. This is due to 55 responses out of 565 requests not meeting the 20-working day timescale throughout the year.
32	Percentage of formal complaints answered on time.	↓ The outturn for the year, 86%, is lower when compared to last year's outturn figure of 92%. 28 complaints out of 199 received during 2019/20 were not answered within the 20-working day timescale. Ten of these complaints were answered late, during Q4.

Areas where key indicators are performing particularly well, include:

- KPI 7: 1346 visitors entered the Growth Hub during 2019/20, achieving its target of 1,000 visitors.
- KPI 16 and KPI 17- 1,644 people have been supported within the borough by Citizen Advice this has seen a financial gain of £1,832,984 to residents/ clients have benefited, of which just under £703,000 represented debts written off.
- KPI 21- A significant improvement has been made on the average number of days to process a new benefit claims this is now down to four days, compared to last year's outturn of 22 days. The average nationally is 16 days.
- KPI 22- an average of three days to process change of circumstances which is below the Council's target of four days and last year's outturn of five days. The average nationally is four days.

#### **4.0 OTHER OPTIONS CONSIDERED**

4.1 None.

#### **5.0 CONSULTATION**

5.1 None.

#### **6.0 RELEVANT COUNCIL POLICIES/STRATEGIES**

6.1 Council Plan 2016-20.

#### **7.0 RELEVANT GOVERNMENT POLICIES**

7.1 None directly.

**8.0 RESOURCE IMPLICATIONS (Human/Property)**

8.1 None directly.

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

9.1 Linked to individual Council Plan actions.

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

10.1 Linked to individual Council Plan actions.

**11.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS**

11.1 Council Plan 2016-20.

---

**Background Papers:** None.

**Contact Officer:** Head of Corporate Services Tel: 01684 272002  
Email: [graeme.simpson@tewkesbury.gov.uk](mailto:graeme.simpson@tewkesbury.gov.uk)

**Appendices:** 1 – Overview and Scrutiny Committee review.  
2 - Council Plan Performance Tracker Qtr. 4 2019/20.