

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2020-21 Progress Report

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

PRIORITY: FINANCE AND RESOURCES

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 1. To ensure the council remains financially secure in the long term.				
a) Introducing and complying with CIPFA's new Financial Management Code.	Target date: to be confirmed.	Head of Finance & Asset Management Lead Member for Finance and Asset Management	Deferred for 2020/21	Project on hold until the next financial year or until resource becomes available to support it. The majority of the code's requirements are already standard practice within the council.
b) To maximise the return and balance the risk of our treasury investments.	Target date: March 2021	Head of Finance & Asset Management Lead Member for Finance and Asset Management	😊	Income from pooled funds has held up well although capital values have reduced. Longer term investments have also continued to produce strong returns. These two areas have offset reductions in income from short term investments where market rates have fallen. Current projections suggest that budgetary targets will be hit in 2020/21.

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PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 2. Maintain a low council tax.				
a) Produce a Medium-Term Financial Strategy, which ensures that council tax remains low for our residents.	Target date: January 2021	Head of Finance & Asset Management Lead Member for Finance and Asset Management	✓	MTFS approved at Council on 26 January 2021. This action will be monitored through the corporate Covid-19 recovery plan performance tracker. (Finance and resources- rebuild- action a).
Objective 3. Maintain our assets to maximise financial returns.				
a) Update the council's asset management plan.	Target date: to be confirmed.	Head of Finance & Asset Management Lead Member for Finance and Asset Management	Deferred for 2020/21	No resource available to undertake the task in the current year. The current Asset Management Plan (AMP) will be rolled over for a further year and the need for an updated version will be addressed in the new financial year.
b) Approve a new planned maintenance programme.	Target date: to be confirmed.	Head of Finance & Asset Management Lead Member for Finance and Asset Management	Deferred for 2020/21	No resource available to undertake the task in the current year.
c) Review our property portfolio to ensure ongoing benefits to our communities.	Target date: March 2021	Head of Finance & Asset Management Lead Member for Finance and Asset Management	😊	Final purchase of our current commercial property strategy made in quarter 3. The majority of the net rental income, circa £2m, is used to support council services whilst the balance is set aside to meet any future lease events. Leaving circa £6m unspent from the original allocation of the property investment fund.

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PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 4. Deliver the council's commercial strategy.				
a) Develop a business case to ensure our trade waste service operates more commercially.	<p>Target date: April 2017 July 2017 August 2017 April 2018 April 2019 December 2019 September 2020 February 2021</p> <p>Target date: March 2021</p> <p>(revised date reported to O&S committee in October 2020)</p>	<p>Head of Community Services</p> <p>Lead Member for Clean and Green Environment</p>	☺	A high-level business case for commercially improving the service will be presented to Overview and Scrutiny Committee in March. Once considered and if subsequently approved by Executive Committee then a more detailed operational business plan and supporting timetable will be implemented.
b) In-source the management of our homeless property portfolio.	<p>Target date: April 2021</p>	<p>Head of Community Services</p> <p>Lead Member for Housing</p>	☺	Preparations have begun to take on management of the properties. Property Services will work together with Housing Services and Stonham on a handover process from the current management arrangements with Stonham. New arrangements are due to take place from the 1 April 2021; this will generate a saving of £18,000.

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PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Deliver our strategic plans and economic development plans.				
a) Deliver the final year of the Economic Development and Tourism Strategy	Target date: June 2021 June 2022 (reported to O&S committee in November 2020)	Head of Development Services Lead Member for Economic Development/ Promotion		<p>Year four of the strategy started in June 2020.</p> <p>Work achieved includes:</p> <ul style="list-style-type: none"> • Growth Hub service moved online • Proactive support to the business community • Year 2 delivery of Tewkesbury Growth Hub and Service. • Roll out and delivery of Hub Surgery Sessions for businesses with a Planning Champion. • Delivery of Countywide Inward Investment Service • Year 2 delivery of 'Uncover the Cotswolds' project. • Successful Tewkesbury Heritage Action Zone Fund bid and delivery programme development. • Delivery of Reopening High Streets Safely Fund – working closely with the retail centres in the borough, supporting the safe re-opening of businesses. <p>Reported to November O&S committee, that current strategy will now run until 2022.</p> <p>This will be monitored through the Covid-19 recovery performance tracker. (Economic Growth- refocus- action a).</p>
b) Deliver growth hub services in the Public Services Centre.	Target date: April 2021	Head of Development Services Lead Member for Economic Development/ Promotion		<p>The hub was launched in November 2018 and continues to support the business community. Since opening, 1965 businesses have visited the hub.</p> <p>In this quarter, 23 online business workshops and 1-2-1 events have been delivered including social media, video promotion, branding, developing an eco-business and growth reviews. Advice continues to include Covid-19 response and recovery support, providing advice and signposting to relevant support, as well as business as usual Growth Plans. In line with Government</p>

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				<p>guidelines the service remains as a virtual offer - online and telephone. The team has also been partially redeployed into both the Covid-19 business cell and the recovery cell. A presentation on the hub's activities will be reported to O&S committee in April.</p> <p>Also reported in the Covid-19 Corporate Recovery Plan performance tracker. (Economic Growth- Recover- action a).</p>
c) Work with the Local Enterprise Partnership (LEP) and other partners to deliver the Local Industrial Strategy (LIS).	<p>Target date: December 2019 June 2020 Date to be confirmed (as reported to O&S July 2020)</p>	<p>Head of Development Services</p> <p>Lead Member for Economic Development/ Promotion</p>	Deferred pending response from BEIS	<p>The draft Local Industrial Strategy (LIS) had successfully passed through the Local Industrial Strategy analysts' panel and was ready to be submitted to central government for approval. As a result of Covid-19, submission has been postponed with further guidance awaited from the Department for Business, Energy and Industrial Strategy (BEIS) on the next steps and timescales. Further work will now be looked at to potentially to include a Covid-19 recovery plan/ addendum as part of the final LIS.</p>
PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 2. Deliver employment land and infrastructure to facilitate economic growth.				
a) Deliver employment land through allocating land in the Joint Core Strategy (JCS) and Tewkesbury Borough Plan (TBP).	<p>Autumn 2019 Spring 2020 Winter 2020 Target date: Summer 2021 (preferred options consultation) (revised date reported to O&S committee in October 2020)</p>	<p>Head of Development Services</p> <p>Lead Member for the Built Environment</p>	☺	<p>112ha of employment land has been allocated within the JCS. The take up of employment land will be monitored in the Authority Monitoring Report (AMR) which government planning guidance requires the council to publish.</p> <p>At Executive Committee on 6 January 2021 the Local Development Scheme was approved. This sets out the timetable for the JCS review.</p> <ul style="list-style-type: none"> • Issues & Options Consultation – Winter 2018/19 • Preferred Options Consultation – Summer 2021 • Pre-Submission Consultation – Winter 2022 • Submission to the Secretary of State – Spring 2023 • Examination – Summer 2023

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				<ul style="list-style-type: none"> Adoption – Winter 2023
	<p>Winter 2018 Summer 2019 Autumn 2019 December 2019 Spring 2021</p> <p>Target date: Adoption: Autumn 2021</p> <p>(revised date reported to O&S committee in January 2021)</p>		<p>😊</p>	<p>The Tewkesbury Borough Plan has identified further employment sites which have been informed by the Employment Land Review. Potential employment sites have been assessed to see if they would make sustainable allocations for inclusion in the plan. This has been supported by several evidence base documents to support evidence of deliverability. As such, over 40ha of new employment has been identified in the plan.</p> <p>The examination into the Local Plan started on Tuesday 16 February 2021, adoption is expected later in the year.</p>

PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 2. Deliver employment land and infrastructure to facilitate economic growth.				
b) Work with partners to secure transport infrastructure improvements around the borough, including the all-ways junction 10, junction 9 and	Target date: March 2021 (Junction 10)	Director of Garden Communities Lead Member for the Built Environment	😊	<p><u>All-ways Junction 10</u> As part of the budget announcement, Gloucestershire County Council has been awarded £249m to deliver an all-ways J10. This project consists of an all-ways motorway junction, link road to the West Cheltenham development site and a park and ride interchange. Public consultation has taken place and finished on 25 November 2020.</p> <p>Post public consultation, further detailed option analysis will be undertaken in order to support an announcement about the preferred scheme design and location in Spring 2021. Another public consultation exercise will then accompany the planning application which follows.</p> <p>Additional project information can be found on the GCC website -</p>

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the A46 improvements.				https://www.gloucestershire.gov.uk/highways/major-projects-list/m5-junction-10-improvements-scheme/ Also reported in the Covid-19 Corporate Recovery Plan performance tracker. (Garden communities- Rebuild- action a).
	Target date: October 2021 (business case for Gov't funding approved- J9 and A46)		☺	<u>J9 and A46 Offline Solution</u> The council continues to be actively engaged in both the A46 Partnership and Midlands Connect to promote the development opportunities at the Garden Town. A first stage bid for major investment to support the delivery of an off-line J9/A46 solution has been submitted to the Department for Transport and work continues finalising the next stage business case. Gloucestershire County Council continues with the project with submission date to the Department of Transport of September 2021. Also reported in the Covid-19 Corporate Recovery Plan performance tracker. (Garden communities- Rebuild- action a).
c) Support the delivery of the County's Local Transport Plan.	Target date: March 2021 (Ongoing project)	Head of Development Services Lead Member for the Built Environment	☺	Officers have been working with Gloucestershire County Council on developing a revised Gloucestershire Local Transport Plan 2021-2041. The plan has been agreed by Gloucestershire County Council cabinet on 27 January 2021. It is scheduled to go to GCC Full Council on 17 March 2021 for proposed adoption.

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PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 3. Deliver borough regeneration schemes.				
a) Work with partners to deliver the Heritage Action Zone (HAZ).	Target date: March 2021	Head of Development Services Lead Member for Economic Development/Promotion	☺	<p>A contract has now been signed between the council and Historic England. The programme design has been amended to reflect the new timescales due to Covid19.</p> <p>A new temporary High Street Heritage Action Zone (HSHAZ) Co-ordinator has been appointed and bi-weekly meetings with Historic England are now in place.</p> <p>The HSHAZ programme is a four-year plan which will include several activities such as:</p> <ul style="list-style-type: none"> manage a grant scheme for shopfront and façade improvements including promotion of habitation above historic shops and the promotion of the use of traditional skills and materials for repair. The Council has set up a 'Cultural Consortium' consisting of six to eight local community groups (from business groups to amenity societies and schools etc.). <p>Background work is now being implemented. The final HSHAZ delivery will be in 2024.</p>
b) Bring forward plans for the redevelopment of Spring Gardens.	Target date: June 2019, July 2019, March 2020, October 2020 Revised target date: To be confirmed.	Head of Development Services and Head of Finance and Asset Lead Member for Economic Development/Promotion	Deferred	<p>A draft phase 1a report has been completed by the council's appointed consultants and was presented to the member working group in November 2020. An assessment of the resource needed to take this project forward will need to be made as the original reserve allocated is spent and there is no dedicated internal resource for the project as these have been deployed to the Covid response and recovery.</p>

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PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 4. Promote the borough as an attractive place to live and visit.				
a) Work with Cotswold Tourism to promote the area.	Target date: March 2021	Head of Development Services Lead Member for Economic Development/Promotion		<p>Working with Cotswold Tourism over the last quarter, the following has occurred:</p> <ul style="list-style-type: none"> Continued social media posts Website promotion Promotional campaigns Interactive workshops and training sessions, supporting businesses affected by Covid-19 <p>This work will be ongoing throughout the year.</p> <p>We are supporting Visit Gloucestershire in developing their Tourism strategy.</p> <p>This action will also be monitored through the Corporate Covid-19 Recovery performance tracker (economic growth- refocus- action c), to understand when and how to safely encourage visitors back to the borough.</p>
b) Promote, through the Heritage Action Zone (HAZ), the heritage offer of Tewkesbury through the cultural consortium.	Target date: March 2021 (ongoing project)	Head of Development Services Lead Member for Economic Development/Promotion		<p>The Cultural Consortium (also known as Tewkesbury Culture) has been instigated and includes over 12 community organisations. It is currently chaired by Director of the Roses Theatre. They have developed ideas for community projects and started drawing down funds from Historic England.</p> <p>The initial project, which is now completed was entitled 'Light Up for Tewkesbury' and was in response to cancelling of the town's annual Christmas lights switch on celebrations. The project involved liaison between selected local artists and local schools to explore subjects of Tewkesbury's culture such as past industries, religion and Tewkesbury in the future. This culminated in illuminated artworks being displayed in shop windows along with interpretation.</p>

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				<p>Tewkesbury Culture has now submitted a major project bid to historic England for up to £90,000 to cover the next three years entitled 'Rise up Tewkesbury Culture'. This involves several sub projects to engage under-represented sectors of the community. This includes setting up a 'Youth Space', 'Tewkesbury in Medieval Bloom' (a school project), 'Tewkesbury festival of light' and 'Tewkesbury Arts Festival'. The intention is to create a legacy beyond the end of the High Street Heritage Action Zone and galvanise Tewkesbury's community groups to be able to tap into additional sources of funding and revenue to sustain the group into the future.</p>
<p>c) Celebrate with partners the significance of 2021 for Tewkesbury.</p>	<p>Target date: December 2021</p>	<p>Head of Development Services Lead Member for Economic Development/Promotion</p>	<p>☹️</p>	<p>The 2021 committee has agreed that many of the planned events will now not go ahead this year due to the pandemic. The beer festival, river festival and business launch are all cancelled. The committee will now focus on delivering some community -based events to mark both anniversaries.</p> <p>The committee is still planning to go ahead with the Son et Lumiere at the Abbey towards the end of the year. This is the big event of the festival.</p> <p>The Tewkesbury 2021 committee is looking to employ a marketing consultant to further promote Tewkesbury 2021 both locally and further afield.</p>

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Key performance indicators for priority: ECONOMIC GROWTH											
KPI no.	KPI description	Outturn 2019-20	Target 2020-21	Outturn Q1 2020-21	Outturn Q2 2020-21	Outturn Q3 2020-21	Outturn Q4 2020-21	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
1	Employment rate 16-64 year olds.	81.8%		82.4%						82.4% relates to 47,700 people within the borough. This is above the national rate of 76.0% (Source ONS April 2019 – March 2020 current figures)	Lead Member for Economic Development/ Promotion Head of Development Services
2	Claimant unemployment rate.	1.8%		4.2%	4.1%	3.8%				December 2020 figure of 3.8% relates to 2150 people within the borough. This figure is below the county rate of 45%. (Source: ONS).	Lead Member for Economic Development/ Promotion Head of Development Services
3	Number of business births.	425 (2018 figure)				465 (2019 figure)				These are the current ONS figures for Business Births and Death Rates. Business births have increased with 465 new businesses in 2019. The number of business deaths has increased on last year but remains below the county, regional and national average.	Lead Member for Economic Development/ Promotion Head of Development Services
4	Number of business deaths	395 (2018 figure)				415 (2019 figure)					

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5	Number of visitors to Tewkesbury Tourist Information Centre (TIC)	22,551	4,000 (2019-20 target-28,000)	0	0	0				Both TICs were closed during this period, due to Covid-19. The reopening of the Tewkesbury TIC was planned for February half-term. However, the focus is now for Easter re-opening, depending on the pandemic.	Lead Member for Economic Development/ Promotion Head of Development Services
6	Number of visitors to Winchcombe Tourist Information Centre (TIC)	Data for Q4 not available (Q1-Q3=8,960)	1,000 (2019-20 target-7,500)	0	0	0				Discussions are ongoing about moving back to the refurbished Winchcombe Heritage Centre, rather than the temporary location of Winchcombe Library.	
7	Number of visitors entering the Growth Hub	1346	1000	0	0	0				Tewkesbury Growth Hub remains closed to visitors as a result of Covid-19.	Lead Member for Economic Development/ Promotion Head of Development Services

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PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Deliver the housing needs of our communities				
a) Work with partners to undertake the required review of the JCS.	<p>Autumn 2019 Spring 2020 Target date: Winter 2020 Summer 2021 (Preferred Options Consultation) (revised date reported to O&S committee in October 2020)</p>	<p>Head of Development Services Lead Member for the Built Environment</p>	<p>☺</p>	<p>Key pieces of evidence for the review have been completed or are nearing completion, including a retail assessment, a study on the potential for strategic sites; a sustainable transport strategy and an assessment of economic need requirements. Two dedicated JCS staff have also now been appointed to progress the plan towards a draft for consultation.</p> <p>At Executive Committee on 6 January 2021 the Local Development Scheme was approved. This sets out the timetable for the JCS review.</p> <ul style="list-style-type: none"> • Issues & Options Consultation – Winter 2018/19 • Preferred Options Consultation – Summer 2021 • Pre-Submission Consultation – Winter 2022 • Submission to the Secretary of State – Spring 2023 • Examination – Summer 2023 • Adoption – Winter 2023
b) Finalise and adopt the Tewkesbury Borough Plan.	<p>Winter 2018 Summer 2019 Autumn 2019 December 2019 Spring 2021 Target date: Adoption: Autumn 2021 (revised date reported to O&S committee in January 2021)</p>	<p>Head of Development Services Lead Member for the Built Environment</p>	<p>☺</p>	<p>The examination into the Local plan will commence on Tuesday 16 February 2021, with adoption expected later in the year.</p>

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PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Deliver the housing needs of our communities				
c) Develop a work programme with landlords to ensure residents have a supply of rented properties to meet their needs.	March 2019, June 2019, September 2019, December 2019, November 2020, January 2024 New revised target date: March 2024 June 2021 (New revised date reported to O&S committee in March 2021)	Head of Community Services Lead Member for Housing	☹️	Work with private landlords was limited during Q1 due to Covid-19 restrictions. Lettings of properties were reduced, and the council was unable to meet with landlords and tenants face-to-face to build relationships. The council has continued to engage with landlords/agents through surveys to assess potential eviction action. The county-wide pilot has ended, and a summary report has been produced from a county perspective. The report focussing on the activity for Tewkesbury specifically was received on 8 February, this is currently being reviewed and will be brought to the committee in June 2021.
d) Carry out housing needs assessments to deliver affordable housing in rural areas.	March 2020 Target date: February 2021 March 2023 (overall completion) (Target date reported to O&S committee in October 2020)	Head of Community Services Lead Member for Housing	☹️	Gloucestershire Rural Community Council (GRCC) will undertake a Housing Needs Survey on our behalf. To capture all rural areas across the borough, surveys will be carried out in phases. The latest round of surveys was posted to households throughout September 2020. These surveys went to households in Forthampton, Chaceley, Tirley, Hasfield, Ashleworth and Deerhurst and included a focus on Community Led Housing (CLH), where people and communities play a leading role in addressing their own housing needs. Homes England is helping with funds to support the delivery of CLH and we have used this survey to inform our next steps in this area. Production of the reports for recent survey work were delayed due to long term illness at GRCC and a report is due to be delivered in

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				February 2021, but this could be subject to change. The next phase of surveys is scheduled-for spring 2021 and will continue until March 2023 to ensure all areas of the borough are covered.
PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 2. Ensure development plans provide for the five year land supply requirement.				
a) Ensure adequate land is allocated within the JCS and Tewkesbury Borough Plan to meet housing need.	Autumn 2019 Spring 2020 Target date: Winter 2020 Summer 2021 (Preferred Options Consultation) (revised date reported to O&S committee in October 2020)	Head of Development Services Lead Member for the Built Environment		<p>The JCS Review and the initial issues and options consultation was completed on 11 January 2019. Responses to the consultation are now being considered to progress the review to Draft Plan stage.</p> <p>The review will consider future growth requirements in the area, including addressing the shortfalls identified in the adopted JCS as well as planning for the long term. A key piece of ongoing work is an assessment of the potential options for strategic growth in the area.</p> <p>At Executive Committee on 6 January 2021 the Local Development Scheme was approved. This sets out the timetable for the JCS review.</p> <ul style="list-style-type: none"> • Issues & Options Consultation – Winter 2018/19 • Preferred Options Consultation – Summer 2021 • Pre-Submission Consultation – Winter 2022 • Submission to the Secretary of State – Spring 2023 • Examination – Summer 2023 • Adoption – Winter 2023
	Winter 2018 Summer 2019 Autumn 2019 December 2019 Spring 2021 Target date: Adoption: Autumn 2021			

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	(revised date reported to O&S committee in January 2021)			
b) Work with developers and stakeholders to deliver sustainable sites to meet housing needs.	Target date: March 2021	Head of Development Services Lead Member for the Built Environment	☺	The JCS was adopted on 11 December 2017. The JCS sets out the overall housing requirement for the borough and sets the spatial strategy for meeting development needs. In undertaking strategic duties with the planning authority, officers are working to deliver housing needs. The JCS review will further consider development needs and the identification of additional sites to meet growth requirements going forward. This will involve further work with developers and stakeholders to progress sustainable site options.
c) Annually monitor the delivery of homes within the borough.	Target date: October 2020	Head of Development Services Lead Member for the Built Environment	✓	Both the five-year housing land supply statement and the Tewkesbury Borough Council housing monitoring report for 2019/20 is complete and are both available on the council's website.
PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 3. Support infrastructure and facilities delivery to enable sustainable communities.				
a) Work with partners, infrastructure providers and developers, to progress the	Target date: March 2021	Head of Development Services Lead Member for the Built Environment		<u>Innsworth</u> <ul style="list-style-type: none"> Reserved matters applications are being submitted. Phase 1 for 253 dwellings has been approved and construction of dwellings on site has now started. Phase 2 for 175 dwellings has been approved. Condition's discharge/approval application have been recently submitted and are pending. On this basis it is assumed that works have not yet commenced.

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<p>delivery of key sites.</p>				<p><u>Twigworth-</u></p> <ul style="list-style-type: none"> • Reserved matters application for 79 dwellings (phase 1a – of the outline approval for 725 dwellings) has been approved. • Further reserved matters application approved for 74 dwellings on separate parcel within the allocation. • Reserved matters application approved for 154 dwellings and associated public open space, engineering operations, drainage infrastructure and landscaping (phase 1b) • Reserved matters application approved for five residential units, public open space, and drainage infrastructure. • Reserved matters application approved for access road to local centre (subject of a separate reserved matters application). • Reserved matters application received for the erection of a local centre. • Outline application for a further 32 dwellings received on a separate parcel within the allocation. • Reserved matters application received and approved for the infrastructure on this site – vehicular access off the A38. • Reserved matters application received for public open space (including formal sports area and MUGA), changing rooms and car park and infrastructure. Currently awaiting a Deed of Variation to be finalised in respect of the changing facilities. • A full application for five dwellings at the allocated site has been approved. These have been constructed and it is believed are now occupied. • A full application for a further six dwellings at the allocated has been approved and are currently under construction. <p><u>South Churchdown</u></p> <ul style="list-style-type: none"> • Reserved matters application granted for 465 dwellings as a first phase of development within this allocation. The development is progressing on site with several dwellings now out of the ground.
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				<p><u>Brockworth</u></p> <ul style="list-style-type: none"> Reserved matters applications approved for 600 dwellings: Phase 1 (135 dwellings) and Phase 2&5 (240 dwellings) and Phase 3 (225 dwellings). Delivery of houses has now begun on two phases of this site. No further updates. <p><u>North West Cheltenham</u></p> <p>Outline application has been submitted. Officers continuing to work with the developers on transport issues in order to progress the planning application. The additional transport modelling has now been completed with a view to resolving the highway issues.</p> <p>The outputs have been provided to Highways England and once it has provided its comments the application can progress to determination. Due to delays, there will need to be updates to matters including ecology and the Transport Statement. A package of information will be submitted this month which will immediately go out to consultation. Work continues on the s106 agreement.</p> <p><u>West Cheltenham</u></p> <p>Related to above, officers are working on transport matters as well as other master planning/development issues. The Gold Valley (West Cheltenham) SPD has now been adopted to guide the development. No further updates.</p>
b) Through the development process, work with communities to deliver the Community Infrastructure Levy (CIL) and Section 106.	Target date: March 2021	Head of Development Services Lead Member for the Built Environment	😊	<p>Further funds were determined by the S106 Panel in December 2020. These included sums for community facility improvements in Winchcombe, Stoke Orchard and Brockworth. Officers have also been communicating with parishes to allocate S106 from the relevant s106 agreements across a number of parishes within the borough.</p> <p>To help parishes prepare for the spending and reporting requirements that go with the CIL funding, parishes who have had funding or will be receiving funding in the next two year were invited to a joint council/GRCC workshop on 14 October 2020. This seminar was well received.</p>

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										The CIL monies is paid out twice a year the next instalment will be paid out in April 2021.	
Key performance indicators for priority: HOUSING AND COMMUNITIES											
KPI no.	KPI description	Outturn 2019-20	Target 2020-21	Outturn Q1 2020-21	Outturn Q2 2020-21	Outturn Q3 2020-21	Outturn Q4 2020-21	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
8	Total number of homeless applications presented during quarter	704		135	178	146				<p>This includes 72 triage cases as an indication of total service demand.</p> <p>This quarter has been quieter than the previous quarter but within the range of last year.</p> <p>This demand is primarily made up of triage or advice only cases, indicating the ongoing demand for housing advice.</p> <p>Whilst there has been a steady level of homeless applications being presented. The number of main duty and relief cases handled shows the Housing Advice Team is still assisting households at an early stage.</p>	Lead member for Housing Head of Community Services

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Key performance indicators for priority: HOUSING AND COMMUNITIES											
KPI no.	KPI description	Outturn 2019-20	Target 2020-21	Outturn Q1 2020-21	Outturn Q2 2020-21	Outturn Q3 2020-21	Outturn Q4 2020-21	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
9	Total number of homeless applications with main duty accepted at end of the quarter	48		7	8	12				<p>Following the changes in legislation a statutory homeless duty is accepted to all applicants likely to be homeless within 56 days.</p> <p>Nb- the way in which we record KPI 9 and 11 have changed due to changes in legislation and practice. This makes the data more difficult to interpretate in this format. This will be rectified in the new 2021/22 performance tracker.</p>	<p>Lead member for Housing</p> <p>Head of Community Services</p>

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Key performance indicators for priority: HOUSING AND COMMUNITIES											
KPI no.	KPI description	Outturn 2019-20	Target 2020-21	Outturn Q1 2020-21	Outturn Q2 2020-21	Outturn Q3 2020-21	Outturn Q4 2020-21	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
10	Total number of active applications on the housing register	1775 1 bed single = 674 1 bed couple = 184 2 bed = 555 3 bed = 259 4 bed = 83 5 bed = 17 6 bed = 3		1801 1 bed single= 699 1 bed couple= 192 2 bed= 538 3 bed= 260 4 bed=90 5 bed= 19 6 bed= 2 7 bed= 1	1877 1 bed single= 727 1 bed couple= 200 2 bed= 543 3 bed= 279 4 bed= 104 5 bed= 21 6 bed= 2 7 bed= 1	1857 1 bed single= 747 1 bed couple= 171 2 bed= 546 3 bed= 269 4 bed= 99 5 bed= 22 6 bed= 2 7 bed= 1				The breakdown of bands is: Emergency – 54 Gold – 74 Silver – 577 Bronze – 1152 Total – 1857	Lead member for Housing Head of Community Services
11	Total number of homeless prevention, relief and legacy prevention cases	311		70	88 (Q1 & Q2= 158)	74 (Q1-Q3= 232)				Essentially, this is the total number of homeless applications presents (Q3-146 applications) minus the number of triage cases (Q3- 72 cases). This equates to the total number of homeless	Lead member for Housing Head of Community Services

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										<p>prevention, relief and legacy prevention cases opened- Q3 74.</p> <p>There are three distinct duties. Q3 figures are as follows:</p> <ul style="list-style-type: none"> • Prevention duty which lasts 56 days: 41 • Relief duty for homeless households which lasts 56 days: 32 • Full or Main statutory homeless duty (this is similar to the old duty): 1 <p>Nb- the way in which we record KPI 9 and 11 have changed due to changes in legislation and practice. This makes the data more difficult to interpretate in this format. This will be rectified in the new 2021/22 performance tracker.</p>	
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Key performance indicators for priority: HOUSING AND COMMUNITIES											
KPI no.	KPI description	Outturn 2019-2020	Target 2020-21	Outturn Q1 2020-21	Outturn Q2 2020-21	Outturn Q3 2020-21	Outturn Q4 2020-21	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
12	Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant.	81%	85%	83.33%	62.50% (Q1-Q2= 71.43%)	85.71% (Q1-Q3 = 76.19%)		↓	☹️	For Q3, 85.71% of major decisions were within target timescales (6 of 7 decisions). This achieves the target of 85% for the quarter and is significantly above the national target of 60%. Cumulative performance for the year (76.19%) remains below the annual target of 85%.	Lead Member Built Environment/ Head of Development Services
13	Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the applicant.	75.27%	80%	93.55%	65.12% (Q1-Q2= 77.03%)	84.44% (Q1-Q3 = 79.83%)		↑	😊	In Q3, 84.44% of minor decisions (38 of the 45 decisions issued) were within agreed timescales and is above the local target of 80%. Cumulative performance for the year (79.83%) is on target to achieve the annual target of 80%. In combination with 'other applications' below, well on target to meet the national target of 70% for non-major decisions.	Lead Member Built Environment/ Head of Development Services

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Key performance indicators for priority: HOUSING AND COMMUNITIES											
KPI no.	KPI description	Outturn 2019-2020	Target 2020-21	Outturn Q1 2020-21	Outturn Q2 2020-21	Outturn Q3 2020-21	Outturn Q4 2020-21	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
14	Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant.	87%	90%	88.70%	83.19% (Q1-Q2= 85.90%)	88.37% (Q1-Q3 = 85.93%)		↓	☹️	For Q3, 88.37% of other applications were within agreed timescales (134 out of 157 decisions issued). While performance is slightly below the local 90% target, it is considerably above the national target of 70%. In combination with 'minor' applications' above, well on target to meet the national target of 70% for non-major decisions.	Lead Member Built Environment/ Head of Development Services
15	Enforcement - Investigate category A cases within 24 hours (without prompt action, material risk of further harm which could be reduced by early intervention).	66.67%	90%	100%	100% (Q1-Q2= 100%)	100% (Q1-Q3 = 100%)		↑	😊	One Category A case was received in Q3 and investigated within the 24-hour target. Total Category A cases received so far for 2020/21 is four.	Lead Member Built Environment/ Head of Development Services
16	Investigate category B cases within five working	57.14%	90%	83.33%	100%	50% (Q1-Q3 = 72.73%)		↑	☹️	During Q3 4 Category B cases were received and 2 investigated within the target timeframe.	Lead Member Built

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	days (development causing, or likely to cause, irreparable harm or damage).				(Q1-Q2= 100%)					Performance reflects the priority being given to, and large amount of time required to deal with, formal action being taken on category A and B cases.	Environment/ Head of Development Services
Key performance indicators for priority: HOUSING AND COMMUNITIES											
KPI no.	KPI description	Outturn 2019-2020	Target 2020-21	Outturn Q1 2020-21	Outturn Q2 2020-21	Outturn Q3 2020-21	Outturn Q4 2020-21	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
17	Investigate category C cases within 10 working days (risk of material harm to the environment or undue harm to residential amenity).	66.10%	80%	50%	40% (Q1-Q2= 44.82%)	30.77% (Q1- Q3 = 40.48%)		↓	☹	26 Category C cases were received during Q3. Eight were investigated within 10 working days. Fall in performance reflects the priority being given to, and large amount of time required to deal with, formal action being taken on category A and B cases. Performance is also hindered by the vacant senior enforcement post.	Lead Member Built Environment/ Head of Development Services
18	Investigate category D cases within 15 working days (breaches causing limited material disturbance to local residents or to the environment).	76.92%	70%	50%	50% (Q1-Q2= 50%)	29.41% (Q1- Q3 = 42.55%)		↓	☹	During Q3, 17 category D cases were reported, five cases were reviewed within 15 working days. Fall in performance reflects the priority being given to, and large amount of time required to deal with, formal action being taken on category A and B cases.	Lead Member Built Environment/ Head of Development Services

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										Performance is also hindered by the vacant Senior Enforcement post.	
PRIORITY: CUSTOMER FIRST											
Actions		Target date	Reporting Line	Progress to date	Comment						
Objective 1. Maintain our culture of continuous service improvement.											
a) Continue to improve the proactive homelessness prevention programme.		Target date: March 2021	Head of Community Services Lead Member for Housing	Deferred	This action is linked to the Covid-19 Corporate Recovery Plan, Customer First – recover- action a- ‘Explore options for alternative ways for customer engagement e.g. housing applicants.’						
b) Continue to build on the success of our garden waste club.		Target date: April 2021	Head of Community Services Lead Member for Clean and Green Environment		<p>The annual renewal process has now started – with initial emails being sent to our Citizens’ Panel and a first batch of customers. Initial figures show that sign up is proving to be highly successful with over 4593 stickers being sold equating to £235,000 being collected to date.</p> <p>For customers who previously paid via cash/cheque, we are introducing the option to pay via these methods through Paypoint – and each letter will be sent with a personalised map showing where the customer’s nearest Paypoint location is.</p> <p>This year’s renewal incorporates a price freeze, recognising the fact that some customers were affected by the suspension of the service last year.</p> <p>All customers will receive the bi-annual newsletter in April, which will once again be filled with gardening advice and tips, as well as offers from local businesses.</p>						

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PRIORITY: CUSTOMER FIRST				
Actions	Target date	Reporting Line	Progress to date	Comment
Objective 1. Maintain our culture of continuous service improvement.				
c) Deliver the planning service improvement plan.	Target date: March 2021 (ongoing project)	Head of Development Lead Member Built Environment		There was a legacy improvement plan inherited by the Head of Development. This is currently under review and if necessary a new plan developed and brought forward at an appropriate time. In lieu of this, interim work is being undertaken with the planning administration team to improve areas of customer focus. This is being undertaken in conjunction with the customer service leads for the council.
d) Deliver the council's Communication Strategy	Target date: March 2021	Head of Corporate Services Lead Member for Customer Focus	✓	The 2021/22 action plan was approved by Overview and Scrutiny Committee on 12 January. There are a range of actions introduced, including carrying out a review of internal communications, increasing the use of video as a communications channel, and supporting the council's transformation team to promote new online services. This builds upon the 2020/21 actions which were mostly delivered. Responding to Covid-19 continues to require significant communications resource. This action is linked to the Covid-19 Corporate Recovery Plan. (Customer First – rebuild- action d)
e) Establish a new business transformation team to support service improvements	Target date: April 2020.	Head of Corporate Services Lead Member for Commercial Transformation	✓	See recovery tracker for further details and successful implementation of this action. (Recovery tracker- Customer first-rebuild- action a)

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PRIORITY: CUSTOMER FIRST				
Actions	Target date	Reporting Line	Progress to date	Comment
Objective 2. Develop online services to achieve 'digital by preference, access for all'.				
a) Develop and implement a corporate digital platform.	Target date: March 2021	Head of Corporate Services Lead Member for Commercial Transformation	😊	<p>The Business Transformation Team is continuing to work hard to ensure all current online forms are moved over to the new platform. This includes working with services across the council to ensure that when forms are transferred, they are reviewed and processes made to be as efficient as possible for both the customer and the council.</p> <p>In addition to moving across existing forms, the team is also making fantastic progress on other projects including moving bulky waste online, introducing a paperless billing service, and revamping our complaints system.</p>
b) Implement an online offering for the licensing service.	New target date: April 2024 Sept 2021 (new revised date reported to O&S committee in March 2021)	Head of Community Services Lead Member for Clean and Green Environment	😞	<p>A full review of licensing service has started including fee income, and the project plan was approved by Licensing Committee in November 2020. The plan is in progress.</p> <p>Online applications were in two phases: Phase one - Licensing Act 2003 and Taxi/ Private Hire Vehicle was being implemented but there have been some delays which were not resolved with Idox and the decision was taken not to progress with these and to combine with Phase two via Business Transformation and the digital platform.</p>
c) A full review of the bulky waste service including the	Target date:	Head of Community Services	😊	A full review of the service has been presented to both Management Team and the Transform Working Group. The review includes the need to address:

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online bookings.	March 2021	Lead Member for Clean and Green Environment		<ul style="list-style-type: none"> recurring annual deficit of c.£70K a requirement for us to provide a re-use or recycling service as part of the provision of bulky waste a need to meet customer requirements for an online booking service a better management system that enabled us to track the success of the service to capitalise on the opportunity to relieve the strain on the customers services team time through automated processes and proactive measures. <p>The service was put out to tender, which closed at the end of January 2021. One formal bid was submitted and this is currently being evaluated by the project team. The online bulky waste booking service is expected to be one of the first services to go live on the new digital platform.</p>
d) Explore the opportunity for an online offering for our cemeteries function.	Target date: 31 March 2022	Head of Finance and Asset Lead Member for Finance and Asset Management		Work will start once the Business Transformation Team has delivered its initial priorities. Anticipated work will start 2021/22. It was always the intention this would be within a second phase, even pre-Covid.

Key performance indicators for priority: CUSTOMER FIRST

KPI no.	KPI description	Outturn 2019-20	Target 2020-21	Outturn Q1 2020-21	Outturn Q2 2020-21	Outturn Q3 2020-21	Outturn Q4 2020-21	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
19	Total enquiries logged by the Area Information Centre (AIC).	686		0	0	0				The AICs have been closed since 11 March due to Covid-19.	Lead Member Customer Focus/ Head of Corporate Services

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20	Total number of people assisted within the borough by Citizens Advice Bureau (CAB).	1,644		415	742	1,300				<p>Throughout the period under review face-to-face advice was suspended and the service continued to be a telephone and website service.</p> <p>During the nine months, residents presented 2,855 issues compared to 2,535 in the same period last year - an increase of 12.6% With 67% (1,907) of the 2,855 issues raised being represented by the following: Benefits & Tax credits- 22% Universal Credit: 10% Debt and Financial: 16% Employment: 14% Housing: 8% Relationships: 8%</p> <p>Of the 1,300 Tewkesbury clients seen the heaviest demand was Churchdown, St. John's at 108 (9.7%). The following five wards represent 438 (39%) of all clients seen:</p> <p>Churchdown St Johns- 108 clients Northway- 89 clients Cleeve St Michael- 82 clients</p>	Lead Member Economic Development/ Promotion / Head of Development Services
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										Brockworth West- 81 clients Tewkesbury South- 78 clients	
21	Financial gain to clients resulting from CAB advice	£1,832,984		£377,852	£329,926	£471,748				During the nine months clients in Tewkesbury have benefitted from £1,179,526 of financial gains of which £275,803 represented debts written-off.	Lead Member Economic Development/Promotion / Head of Development Services
22	Community groups assisted with funding advice	124		71	82 (Q1 & Q2= 153)	68 (Q1-Q3= 221)				The council has been awarding emergency community grants to support the Voluntary and Community Sector. Approximately £100k has been awarded to over 100 groups since April 2020. Other work includes the development of a Community Funding Toolkit, the development of the time limited Capital Funding Scheme and an online funding seminar planned took place on 11 February 2021.	Lead Member Economic Development/Promotion / Head of Development Services

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Key performance indicators for priority: CUSTOMER FIRST											
KPI no.	KPI description	Outturn 2019-20	Target 2020-21	Outturn Q1 2020-21	Outturn Q2 2020-21	Outturn Q3 2020-21	Outturn Q4 2020-21	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
23	Benefits caseload: a) Housing Benefit b) Council Tax Reduction	2,687 4,318		2,617 4,747	2,564 4,802	2,519 4,871				The housing benefit caseload continues to fall due to the migration of claimants to Universal Credit, however still not to the extent estimated previously. We receive an average of 13 new claims a month. Delays in managed migration means that we will continue to deal with some claim types until September 2024. There continues to be a significant increase in the working age Council Tax Reduction caseload due to the financial impact of the COVID-19 pandemic.	Lead Member Finance and Asset Management/ Head of Corporate Services
24	Average number of days to process new benefit claims	6	14 (2019-20 target 15)	8	7	7		↓	😊	Performance on new housing benefit claims continues to be well below the national average of 17 days.	Lead Member Finance and Asset Management/ Head of Corporate Services

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Key performance indicators for priority: CUSTOMER FIRST											
KPI no.	KPI description	Outturn 2019-20	Target 2020-21	Outturn Q1 2020-21	Outturn Q2 2020-21	Outturn Q3 2020-21	Outturn Q4 2020-21	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
25	Average number of days to process change in circumstances	2	3 (2019-20 target 4)	3	3	3		↓	☺	Performance on change in circumstances continues to be on par with the national average of three days.	Lead Member Finance and Asset Management/ Head of Corporate Services
26	Percentage of council tax collected	98.1%	98.3%	29.5%	57.5%	85.6%		↓	☹	Council tax collection performance continues to be significantly affected by the COVID-19 pandemic. We remain unable to take formal recovery action for unpaid council tax as the magistrates' court has not reopened for liability order hearings. We continue to send reminders for non-payment and are trying to engage with residents in other ways by making alternative payment plans. As at the end of Q3 council tax collection was 0.9% below target.	Lead Member Finance and Asset Management/ Head of Corporate Services
27	Percentage of NNDR collected	99.2%	98.5%	31.1%	59.8%	79.8%		↓	☹	Business rates collection was significantly below target at the end of Q3. We continue to send reminders for non-	Lead Member Finance and Asset Management

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										payment, however as the magistrates' court remains closed to liability order hearings, we are not able to take any further enforcement action to collect outstanding debt. More positively, some of the outstanding balance is due to a significant assessment (£925,000 rateable value) which was brought into the Rating List in late November which meant their instalments didn't start until 1 January 2021.	ent/ Head of Corporate Services
Key performance indicators for priority: CUSTOMER FIRST											
KPI no.	KPI description	Outturn 2019-20	Target 2020-21	Outturn Q1 2020-21	Outturn Q2 2020-21	Outturn Q3 2020-21	Outturn Q4 2020-21	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
28	Average number of sick days per full time equivalent	12.62	8.0	2.09	2.21 (Q1 & Q2= 4.3)	2.95 (Q1 -Q3 = 7.25)		↑	☹️	The total number of sick days taken during Q3 was 546.9 which is up from Q2 (389.5 days), and the rise is largely due to a rise in long term sickness absence. This is still a significant drop from Q2 in 2019/20 where the number of days was 599.8. The total comprised of: Short term = 118.3 (19/20 = 266.2)	Lead Member Organisational Development/ Head of Corporate Services

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										<p>Long term = 428.6 (19/20 = 333.6)</p> <p>If rates remain at this level we can predict a year end rate of around 10 days per employee compared with 12.4 days per employee last year. A rise in sickness absence following the post-covid drop is also being reported by other councils.</p> <p>The HR and OD team are actively supporting the management of those currently on long term sickness, have added to our wellbeing agenda and will be reviewing the absence management policy to try to keep rates down.</p>	
Key performance indicators for priority: CUSTOMER FIRST											
KPI no.	KPI description	Outturn 2019-20	Target 2020-21	Outturn Q1 2020-21	Outturn Q2 2020-21	Outturn Q3 2020-21	Outturn Q4 2020-21	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
29	Food establishment hygiene ratings.	3.6%	5% With a food hygiene rating Under three	3.47%	4.01%	2.6%		↑	☺	There are 827 registered food premises, an overall increase of 19 on the previous quarter with new businesses still registering. Food inspections have been on hold during lockdown however we are progressing with unrated,	Lead Member Clean and Green Environment/ Head of Community Services

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										<p>Category A and B premises in line with Food Safety Agency (FSA) guidance by virtual inspections. These will still need to be physically inspected at a later date. N.b- Category A-E is the FSA risk scoring categories. Cat A is the highest risk, for example a large dairy or major food producer.</p> <p>This remains below the target of no more than 5% of food business having a food hygiene rating of less than 3. Output may be lower for Quarter 4.</p>	
30	Percentage of Freedom of information (FOI) requests answered on time.	90%	80%	91%	92% (Q1 & Q2 = 92%)	85% (Q1-Q3= 89%)		↔	😊	<p>170 FOIs was received in Q3. 144 of these were answered within the 20 working days deadline.</p> <p>Total received to date for 2020-21= 411. (565 received during 2019/20)</p>	Lead Member Customer Focus/ Head of Corporate Services
31	Percentage of formal complaints answered on time.	86%	90%	97%	93% (Q1 & Q2 = 95%)	70% (Q1-Q3= 89%)		↑	😞	<p>23 formal complaints were received in Q3. 16 were answered within the 20 working days deadline.</p> <p>Total received to date for 2020-21= 97. (199 received during 2019/20)</p>	Lead Member Customer Focus/ Head of Corporate Services

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PRIORITY: GARDEN COMMUNITIES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 1. Delivery of Tewkesbury Garden Town				
a) Formally establish the Garden Town planning status.	Target date: Submission for examination 2022	Lead Member Built Environment Director of Garden Communities	☺	<p>The Garden Town will form part of the Joint Core Strategy Review which is scheduled for submission for examination in 2022.</p> <p>At Executive Committee on 6 January 2021 the Local Development Scheme was approved. This sets out the timetable for the JCS review.</p> <ul style="list-style-type: none"> • Issues & Options Consultation – Winter 2018/19 • Preferred Options Consultation – Summer 2021 • Pre-Submission Consultation – Winter 2022 • Submission to the Secretary of State – Spring 2023 • Examination – Summer 2023 • Adoption – Winter 2023
b) Establish a governance structure and ways of working with key stakeholders.	Target date: March 2021	Lead Member Built Environment Director of Garden Communities	✓	<p>The Tewkesbury Garden Town governance structure was approved at Executive Committee on 3 February 2021. This will now be actioned by the Tewkesbury Garden Town Team.</p>
c) Prepare a masterplan that sets out the key principles, quality development and infrastructure requirements.	Target date: March 2021 (evolution of masterplan)	Lead Member Built Environment Director of Garden Communities	☺	<p>The Evolution of the Concept Masterplan is being prepared by BDP (TGT consultants). Once completed this will be presented to Member Reference Panel and the Council.</p> <p>Linked to Covid-19 Corporate Recovery Plan performance tracker. (Garden communities- Rebuild-action b).</p>

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d) Deliver the first phase of the 'bridge project', in line with the funding requirements.	Target date: Contract award March 2021 Completion March 2022	Lead Member Built Environment Director of Garden Communities	☺	A planning application for the bridge was submitted in September 2020- planning reference 20/00896/FUL. This application was due to go to February Planning Committee but due to the technical details to the application it has been delay and is scheduled to go to Planning Committee in March. If the application is successful at Planning Committee, a construction partner will be commissioned in Spring 2021, with the aim of project completion in March 2022.
PRIORITY: GARDEN COMMUNITIES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 2. Delivery of Cyber Central Garden Community.				
a) Produce a Supplementary Planning Document (SPD) for West Cheltenham Cyber Park in collaboration with Cheltenham Borough Council.	Target date: Summer 2020	Lead Member Built Environment Director of Garden Communities	✓	The SPD, now known as the Golden Valley Development SPD, was adopted by Tewkesbury Borough Council on 28 July 2020.
b) Prepare a land assembly programme to aid in the delivery of the Garden Village	Target date: March 2021	Lead Member Built Environment Director of Garden Communities	☺	Work underway in collaboration with Cheltenham Borough Council and Homes England to identify key land holdings for potential acquisition. Linked to Covid-19 Corporate Recovery Plan- Garden Communities, refocus- action a.

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PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 1. Deliver the climate emergency action plan				
a) Review and update our plans in relation to environmental sustainability and carbon management, taking account of the latest evidence and national policy.	Target date: March 2021	All Heads of Services Lead Member for Clean and Green Environment		Whilst the review of the parking strategy is currently on hold, the recent request to council for funding to support the purchase of new parking machines, highlighted the intention to utilise solar power to run the machines and improving the councils carbon position. No relevant policies yet to come forward.
b) Seek to reduce waste and emissions across our own estate, assets and activities, and use natural resources more efficiently.	Target date: July 2021	Head of Finance and Asset Management Lead Member for Finance and Asset Management	☺	Delivery of the year 1 carbon reduction action plan continues. The council was successful in its application for funding to carry out feasibility studies for the replacement of the heating system at the council offices and hopes to be successful in securing capital funding in the next round of grant applications to the Decarbonisation fund. Feasibility works are being carried out in Q4. In addition, carbon surveys of our homeless properties are being commissioned which will then provide a min-action plan for works to these properties and additional work is ongoing to refine the baseline data for the council and ensure an efficient process can be implemented for future monitoring.
c) Work with Gloucestershire County Council and other partners to help local residents and businesses take action to reduce their own carbon	Target date: March 2021	Head of Development Services Lead Member for Clean and Green Environment	Deferred for six months	Discussions are underway reviewing and implementing cycle pathways and other measures with Gloucester County Council to increase the options of walking and cycling.

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footprint, and to make better use of resources.				
PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 2. Promote a healthy and flourishing environment in the borough.				
a) Establish planning policies to ensure the delivery of healthy and sustainable communities.	Target date: March 2021 (ongoing as action is across a number of plans)	Head of Development Services Lead Member for Built Environment	☺	<p>The adopted JCS already contains strategic policies around sustainability and health.</p> <p>The emerging Tewkesbury Borough Plan is proposing further detailed policies around environmental quality, green infrastructure and biodiversity and sustainable transport to help to deliver healthy and sustainable communities. The Borough Plan has been submitted for examination which is scheduled to commence on Tuesday 16 February 2021.</p> <p>The JCS review will reconsider existing strategic policies around health and sustainability as well as whether any additional policy guidance would be appropriate.</p> <p>At Executive Committee on 6 January 2021 the Local Development Scheme was approved. This sets out the timetable for the JCS review as:</p> <ul style="list-style-type: none"> • Issues & Options Consultation – Winter 2018/19 • Preferred Options Consultation – Summer 2021 • Pre-Submission Consultation – Winter 2022 • Submission to the Secretary of State – Spring 2023 • Examination – Summer 2023 • Adoption – Winter 2023

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b) Improve bio-diversity across the borough and educate communities on its benefits.	Target date: March 2023	Head of Development Services Lead Member for Community	Deferred for six months	A maintenance plan for the Grangefield, Bishop's Cleeve, is in production. This will be in line with the European Regional Development Fund (ERDF) funding criteria to enhance biodiversity. In addition, interpretation boards will be produced in 2021 to help educate the community.
c) Work with volunteers across the borough, and help communities to maintain our "place".	Target date: March 2021	Head of Development Services Lead Member for Community	😊	Officers have been continuing to assist the community through the pandemic, proving support to residents through the: <ol style="list-style-type: none"> 1. Community Help Hub 2. Contacting the Clinically Extremely Vulnerable <p>The team continues to work closely with the Voluntary and Community Sector to provide support to residents in need through the Covid-19 pandemic. In addition, the team is assisting new community groups who wish to formalise themselves, as well as help them in the recovery phase.</p>
PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 3. Promote responsible recycling across the borough.				
a) Take a robust approach towards fly-tipping and other enviro-crimes.	Target date: March 2021	Head of Community Services Lead Member for Clean and Green Environment	😊	The number of complaints arising relating to fly tipping and bonfires has continued to increase as a result of Covid-19 and more people working from home. Noise nuisance is slightly down in this quarter however domestic noise nuisance has increased by nearly 60% and nuisance from bonfires by over 100% over the first 3 quarters of 2020/21 compared to the same period in 2019/20 The impact of Covid-19 regulation on the team has meant some delays in resolving these issues as priorities were redirected and this is ongoing and

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				remains a high government priority. The reduction in nuisance from dog fouling and littering remains, however the number of abandoned vehicles has remained the same.
b) Working with Gloucestershire Waste and Resources Partnership to encourage recycling and reduce plastic waste.	Target date: June 2021	Head of Community Services Lead Member for Clean and Green Environment	😊	The Gloucestershire Waste and Resource partnership has a “Be Clear on Plastics” Campaign starting in Q1 2021/21 to cover all the issues regarding the different types of plastics and hoe people can reduce, reuse and recycle their plastics.
PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 4. Preserve and enhance the natural assets and built heritage of our borough.				
a) Work with the local nature partnership on the natural capital asset mapping.	Target date: March 2021	Head of Development Services Lead Member for Built Environment	✓	Natural capital assets mapping is now complete and available online- https://naturalcapital.gcerdata.com/ or via www.gloucestershirenature.org.uk .
b) Publish the heritage strategy to set out the actions to protect our built environment.	Target date: March 2021	Head of Development Services Lead Member for Built Environment	✓	The draft Heritage Strategy is one of the evidence documents that is being used to support the examination in public for the local plan- https://www.tewkesbury.gov.uk/tewkesbury-borough-plan-examination-library

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2020-21 Progress Report

Key performance indicators for priority: SUSTAINABLE ENVIRONMENT											
KPI no.	KPI description	Outturn 2019-20	Target 2020-21	Outturn Q1 2020-21	Outturn Q2 2020-21	Outturn Q3 2020-21	Outturn Q4 2020-21	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
32	Number of reported enviro crimes	1,271	1000	419	508 (Q1 & Q2 = 927)	542 (Q1-Q3= 1,469)		↓	☹️	<p>Enviro crime figures for Q3 (figures in brackets comparable for 2019/20)</p> <ul style="list-style-type: none"> fly tips- 395 (248) Littering - 1 (3) dog fouling- 12 (37) abandoned vehicles- 50 (61) noise- 60 (72) Bonfire – 24 (19) <p>Complaints continued to increase overall as a result of more people working from home due to Covid-19 especially flytipping and bonfires.</p>	Lead Member Clean and Green Environment/Head of Community Services
33	Percentage of waste recycled or composted.	51.47%	52%	49.22%	51.54%	49.81%		↓	☹️	<p>Recycling and residual waste collections have been significantly impacted by the Covid-19 pandemic during the year. All waste streams collected from households increased significantly as householders were told to remain at home and not go to work or school. There has been an increase in the amount of contamination in the blue bins. Both the increase in residual waste and increase in contamination, fly tipping and other enviro problems has been seen across the country. The instances of fly tipping and amount of residual waste has been significant. Which in</p>	Lead Member Clean and Green Environment/Head of Community Services

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										turn impacts the performance as the % recycled or composted is a percent of all waste collected. The MRF provider has rejected some loads which has impacted the council's recycling performance also. The council is managing this process with the contractor at present to attempt to recycle as much as possible and avoid rejecting loads of recycling outright.	
34	Residual household waste collected per property in kgs.	414KG	430kg	117kg	114KG (Q1 & Q2 = 263KG)	114KG (Q1- Q3= 377KG)		↓	☹️	In line with the comments above as the impact of Covid-19 has had a detrimental effect on the waste sent for disposal which in turn impacts the % of waste collected sent for recycling or composting. The amount sent for energy from waste disposal per household remained high again for Q3. Increased residual waste is being seen across the county and country as more people are at home for the majority of time and working from home also.	Lead Member Clean and Green Environment/Head of Community Services