

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2021-22 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 the Chartered Institute of Public Finance and Accountancy's (CIPFA) new Financial Management Code.	Target date: December 2021	Head of Finance & Asset Management Lead Member for Finance and Asset Management	😊	Review of code underway with an action plan to address gaps, if any, being compiled by the end of the calendar year.
b) Produce a Medium-Term Financial Strategy that recognises the impact of funding	Target date: January 2022 March 2022	Head of Finance & Asset Management	😞	The recent Spending Review announcement remained silent on a number of key areas therefore undermining the ability of constructing a reliable medium-term estimate at this time.

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reform and, delivers a balanced approach to meeting funding gaps.		Lead Member for Finance and Asset Management		It is hoped that the Provisional Local Government Settlement will provide some clarity and potentially a three-year settlement. The detail of the settlement is not expected to arrive much before Christmas. In view of this, the production of the MTFS will be pushed back until after the budget is finalised.
PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 2. Maintain a low council tax.				
a) Ensure our council tax remains in the lowest quartile nationally.	Target date: February 2022	Head of Finance & Asset Management Lead Member for Finance and Asset Management		The budget and subsequent MTFS will ensure the central scenario and agreed annual council tax will remain within the lowest quartile. Council tax setting thresholds will be outlined in the Provisional Local Government Settlement.
Objective 3. Maintain our assets to maximise financial returns.				
a) Update the council's asset management plan.	Target date: March 2022	Head of Finance & Asset Management Lead Member for Finance and Asset Management		The Asset Management Plan (AMP) is scheduled to be updated in the final quarter.
b) Approve a new planned maintenance programme.	Target date: June 2022	Head of Finance & Asset Management Lead Member for Finance and Asset Management		The long term planned maintenance programme will follow the production of the Asset Management Plan.

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<p>c) Ensure that voids within our commercial property portfolio are re-let at the earliest opportunity.</p>	<p>Target date: March 2022</p>	<p>Head of Finance & Asset Management Lead Member for Finance and Asset Management</p>	<p>😊</p>	<p>Both units in our Clevedon property, where leases expired in May, have now been re-let.</p> <p>Unit 5 in Tipton, which was vacant on acquisition, has Heads of Terms agreed with completion expected this quarter. Unit 3, also in Tipton, has seen a tenant exercise a break clause but a new tenant found immediately, and terms agreed.</p> <p>An office building in Hertfordshire saw the surrender of the lease for two units earlier in the year. One new lease has been agreed and there are interested parties in the other unit.</p> <p>Vacant units at the Council Offices remain advertised but are not generating any significant interest.</p>
<p>PRIORITY: FINANCE AND RESOURCES</p>				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<p>Objective 4. Deliver the council's commercial strategy.</p>				
<p>a) Deliver the approved trade waste business case to make the service commercially viable.</p>	<p>Target date: April 2017 July 2017 August 2017 April 2018 April 2019 December 2019 September 2020 February 2021 March 2021 Target date: March 2022</p>	<p>Head of Community Services Lead Member for Clean and Green Environment</p>	<p>😊</p>	<p>A project officer was appointed in July to lead on project delivery. A project plan has been developed with progress tracked through an internal project programme board as well as oversight by the Depot Working Group. A progress report is scheduled within the Overview and Scrutiny Committee's work programme for 11 January 2022.</p>

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	(in accordance with project milestones reported to O&S 6 April 2021)			
a) Ensure that the Ubico resource made available as a result of the bulky waste review is redeployed.	Target date: March 2022	Head of Community Services Lead Member for Clean and Green Environment	✓	Ubico have proposed a saving of c.£30k in the 2022/23 budget. This will be achieved by reducing the remaining bin delivery and collection service to 2.5 days a week.
b) Deliver the One Legal service review and action plan.	Target date: January 2022 (Stage one of the review)	Borough Solicitor Lead Member for Corporate Governance	😊	The review of the operating model has been completed, together with the recruitment to the key post of Director of Law – the successful candidate commences in March 2022. Other recruitment, such as the Practice and Professional Development Manager is to follow.

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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) To deliver an economic assessment of businesses within Tewkesbury Borough.	Target date: June 2022	Head of Development Services Lead Member for Economic Development/ Promotion		The economic assessment will form part of the work to develop the new Economic Development and Tourism Strategy. Since the last quarter a brief is now being prepared for the economic assessment. Following this, we will then approach companies for quotes to carry out the assessment early 2022.
b) Deliver 50 workshops/ events through the Tewkesbury Growth Hub.	Target date: April 2022	Head of Development Services Lead Member for Economic Development/ Promotion	😊	The Growth Hub delivers a range of workshops and 1-2-1 events to support business growth. As a result of Covid-19 the events have been delivered online. At the end of quarter two, a phased approach was being re-introduce to allow events to take place 'in person'. This started however, following the Covid-19 announcement from Government in December it has been agreed the Growth Hub will continue providing online events instead. In Quarter 2, 11 events have been delivered on subjects which include: social media, marketing and action planning. Total events delivered (Qtrs. 1 and 2): 24.
c) Work with the Local Enterprise Partnership (LEP) and other partners to deliver the Local Industrial Strategy (LIS).	Target date: December 2019 June 2020 Date to be confirmed (as reported to O&S July 2020)	Head of Development Services Lead Member for Economic Development/ Promotion	Deferred pending response from BEIS	In April, Central Government launched their latest plan for economic growth, called Build Back Better. This plan for growth and recovery builds on the local industrial strategy and looks to maximise strengths across the economy. It is expected that this will include a focus on high quality infrastructure, skills, innovation and support for transition to net zero in 2050. Further information and update is awaited from the LEP on how this will be rolled out regionally/locally.

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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><u>JCS</u> Target date: Autumn 2019 Spring 2020 Winter 2020 Summer 2021 (preferred options consultation) Date to be confirmed (reported to O&S committee in September 2021)</p>	<p>Head of Development Services Lead Member for the Built Environment</p>	<p>☺</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. At Executive Committee on 6 January 2021 the Local Development Scheme was approved. This set out the below timetable for the JCS review.</p> <ul style="list-style-type: none"> • Issues & Options Consultation – Winter 2018/19- completed • Preferred Options Consultation – Summer 2021 • Pre-Submission Consultation – Winter 2022 • Submission to the Secretary of State – Spring 2023 • Examination – Summer 2023 • Adoption – Winter 2023 <p>The timetable for the review of the JCS is currently under another review with our JCS partners. This requires a number of technical studies and covers a number of complex issues e.g. location of employment and housing growth etc, that need to be agreed with all three local authorities. This has resulted in the Preferred Options Consultation (POC), which was due to commence in Summer 2021, being delayed. Reviewing the timetable will provide new timings for the POC to take place but this is unknown at this stage and will be confirmed in due course. The Council has now appointed consultants, Deloitte, to help review the timetable and get</p>

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				the JCS to the next stage of consultation. This work commenced in September 2021.
	<p><u>Tewkesbury Borough Plan</u> Winter 2018 Summer 2019 Autumn 2019 December 2019 Spring 2021 Autumn 2021</p> <p>New target date: Adoption: February 2022 Spring 2022*</p> <p>*Timings are dependant on the inspector's is on receipt of the inspectors final report following consultation.</p> <p>(New revised date reported to O&S committee in January 2022)</p>		☺	<p>40ha of new employment has been identified in the Borough Plan. The examination into the Local Plan completed in March 2021. An initial letter was received from the Inspector in June setting out the main modifications required to make the Plan sound. These have been agreed with the Inspector and approved by Council on 20 October 2021.</p> <p>The main modifications are now out for consultation. This commenced in November 2021 and has been extended until Tuesday 4 January 2022 in order to allow sufficient time for representations to be made.</p> <p>The next stage will be the inspector will write his final report following receipt of all representations following the main modifications consultation. During the examination, evidence was presented to the Inspector which showed that the JCS authorities had met and exceeded its employment requirement of 192ha, this was accepted by the Inspector.</p> <p>Adoption of the Plan is expected in the Spring of next year.</p>
b) Work with partners to secure transport infrastructure improvements for the all-ways Junction 10.	Target date: September 2024	Director of Garden Communities Lead Member for the Built Environment	☺	<p><u>All-ways Junction 10</u> Gloucestershire County Council (GCC) has been awarded £249m to deliver an all-ways J10. This project includes a link road to the West Cheltenham development site and a park and ride interchange.</p> <p>In June 21 GCC announced Option Two as its preferred design and formal Public Route Announcement (PRA) for the proposed upgrade to M5 Junction 10 and following further development of the detail, a statutory public consultation for the proposed improvements scheme launched on the 8 December to run for 10 weeks until 15 February 2022 comprising of an online survey, as well as both virtual and face to face consultation events.</p>

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				<p>The consultation feedback will then be used to shape the final design, before the scheme is submitted as a Development Consent Order (DCO) application due to the scheme's status as a Nationally Significant Infrastructure Project (NSIP).</p> <p>It is currently anticipated that the upgraded junction will be open in 2024.</p> <p>A copy of the Public Consultation Brochure can be found here - M5 Junction 10 Improvements Scheme (goucestershire.gov.uk)</p> <p>Useful FAQs about the scheme can be found here - m5-junction-10-faqs-december-2021.pdf (goucestershire.gov.uk)</p> <p>Also reported in the Covid-19 Corporate Recovery Plan performance tracker. (Garden communities- Rebuild- action a).</p>
c) Publish the Infrastructure Funding Statement.	Target date: December 2021.	Head of Development Services Lead Member for Built Environment	😊	<p>The Infrastructure Funding statement was considered by Executive Committee on 17 November 2021 and subsequently approved at Council on Tuesday 7 December 2021.</p> <p>This will be published no later than 31 December each year in accordance with Community Infrastructure Levy (Amendment) (England) Regulations 2019.</p>

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PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 3. Deliver borough regeneration schemes.				
a) Increase community engagement through delivery of a range of community initiatives and events for the Tewkesbury High Street Heritage Action Zone.	Target date: March 2022	Head of Development Services Lead Member for Economic Development/Promotion		<p>Following the successful 'Regenerate the High Street' event, which was held on 18 September 2021 with over 300 people attending, progress has been made on the planning of other events. The next event, 'The dating of Tewkesbury's Medieval Buildings' a talk by a Dendrochronologist, will be held on 31 March 2022 at the TIC; publicity for this event will be launched in January 2022.</p> <p>Discussions are also now underway with Tewkesbury School and the Priors Park Community Project, and contact has been made with Alderman Knight with a view to ensuring that these groups all have the opportunity to engage with the HSHAZ.</p> <p>Discussions have also been had with Gloucestershire Archives and a historical and archaeological specialist from Bristol City Council and Local Learning to explore what these providers could offer to the scheme.</p>
b) Introduce a shop-front grant scheme through the Tewkesbury High Street Heritage Action Zone.	Target date: October 2021	Head of Development Services Lead Member for Economic Development/Promotion		<p>The shop front grant scheme was launched in September and contact has now been made with each of the properties on the 'approved schedule'. Currently, at least 15 queries/expressions of interest have been received, and discussions are currently ongoing with seven or the tenants/owners with a view to pursuing grant funding.</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 increase digital marketing to promote the borough.	Target date: March 2022	Head of Development Services Lead Member for Economic Development/Promotion	☺	<p>Marketing campaigns - #mycotswoldsmile campaign has seen a huge response and high levels of engagement on Cotswold Tourism (CT) helping share the message about how great a place the Cotswolds are to visit. The next main campaign focuses on how dog-friendly the Cotswolds are.</p> <p>Interest in the Cotswolds shows no sign of abating. The website Cotswolds.com had its best ever October (86% up when compared to October 2019) with 148,232 unique visitors and 338,715 page views.</p> <p>CT have also been promoting the Cotswolds in Japan via a three-day virtual travel trade event in association with VisitBritain Japan and the Japan Association of Travel Agents. Operators are optimistic of a gradual return to pre-Covid levels of Japanese tourists from April 2022 onwards.</p>
b) Celebrate with partners the significance of 2021 for Tewkesbury.	Target date: December 2021	Head of Development Services Lead Member for Economic Development/Promotion	✓	<p>The 2021 committee will be focussing on three major events for 2021, incorporating a light show, Tewkesbury Tapestry community artwork and school engagement through a virtual festival.</p> <p>In line with the Executive Committee resolution, the council has awarded £25,000 towards the 2021 celebrations.</p> <p>In November, the Abbey hosted the 'Tewkesbury Festival of Light,' which had over 5,000 attendances.</p>

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Key performance indicators for priority: ECONOMIC GROWTH											
KPI no.	KPI description	Outturn 2020-21	Target 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
1	Employment rate 16-64 year olds.	82.4%		81.6%						81.6% relates to 47,200 people within the borough. This is above the national rate of 75.4% (Source ONS Jan 2020 – Dec 2020 current figures)	Lead Member for Economic Development/ Promotion Head of Development Services
2	Claimant unemployment rate.	3.9%		3.2%	2.8%					Sept 2021 figure of 2.8% relates to 1580 people within the borough. This figure is below the county rate of 3.3 % and UK rate of 5.0%. (Source: ONS).	Lead Member for Economic Development/ Promotion Head of Development Services
3	Number of business births.	465 (2019 figure)								These are the current ONS figures for Business Births and Death Rates.	Lead Member for Economic Development/ Promotion
4	Number of business deaths	415 (2019 figure)								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.	Head of Development Services

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5	Number of visitors to Tewkesbury Tourist Information Centre (TIC)	0	8,000	2997	7199 (Q1 & Q2= 10,196)			↑	😊	<p>Both TICs were closed throughout last year, due to Covid-19.</p> <p>Tewkesbury TIC re-opened in April 2021 in line with government guidance when non-essential shops were able to re-open.</p>	<p>Lead Member for Economic Development/ Promotion</p>
6	Number of visitors to Winchcombe Tourist Information Centre (TIC)	0		0	0					<p>Overseas visitor numbers remain low, although domestic numbers are high, reflecting visitor confidence.</p> <p>Winchcombe TIC successfully reopened in October 2021, in the refurbished Heritage Centre.</p>	<p>Head of Development Services</p>
7	Number of visitors entering the Growth Hub	0	250	0	21				☹️	<p>Tewkesbury Growth Hub (located in the reception area of the PSC) was closed throughout last year, due to Covid-19.</p> <p>In line with Government guidance the hub has a gradual and phased reopening part way through this quarter from late July 2021 and running an appointment service. The reduced target for visitor numbers reflects a phased return to a fully operational service, in accordance with guidance.</p>	<p>Lead Member for Economic Development/ Promotion</p> <p>Head of Development Services</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				
a) Work with partners to undertake the required review of the JCS.	<p>Autumn 2019</p> <p>Spring 2020</p> <p>Target date: Winter 2020</p> <p>Summer 2021 (Preferred Options Consultation)</p> <p>Date to be confirmed (Reported to O&S committee in September 2021)</p>	<p>Head of Development Services</p> <p>Lead Member for the Built Environment</p>	<p>☹️</p>	<p>Key pieces of evidence for the review have been completed or are nearing completion. This includes a retail assessment, a study on the potential for strategic sites; a sustainable transport strategy and an assessment of economic need requirements.</p> <p>At Executive Committee on 6 January 2021 the Local Development Scheme was approved. This set out the below 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 <p>The timetable for the review of the JCS is currently under another review with our JCS partners. The JCS review requires a number of technical studies and covers a number of complex issues e.g. location of employment and housing growth etc, that need to be agreed with all three local authorities. This has resulted in the Preferred Options Consultation (POC), which was due to commence in Summer 2021, being delayed. Reviewing the timetable will provide</p>

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				<p>new timings for the POC to take place but this is unknown at this stage and will be confirmed in due course.</p> <p>The Council has now appointed consultants, Deloitte, to help review the timetable and get the JCS to the next stage of consultation. This work commenced in September 2021.</p>
b) Finalise and adopt the Tewkesbury Borough Plan.	<p>Winter 2018 Summer 2019 Autumn 2019</p> <p>December 2019 Spring 2021 Autumn 2021</p> <p>New target date: Adoption: February 2022 Spring 2022*</p> <p>*Timings are dependant on receipt of the inspectors final report following consultation.</p> <p>(New revised date reported to O&S committee in January 2022)</p>	<p>Head of Development Services</p> <p>Lead Member for the Built Environment</p>	☹️	<p>The examination in public was completed on 18 March 2021. The Council received an initial letter from the Inspector in June setting out the main modifications required to make the Plan sound. These have been agreed with the Inspector and approved by Council on 20 October 2021.</p> <p>The main modifications are now out for consultation, this commenced on 1 November 2021 and has been extended until Tuesday 4 January 2022 in order to allow sufficient time for representations to be made.</p> <p>The next stage will see the inspector write his final report following receipt of all representations following the main modifications consultation.</p> <p>Adoption of the Plan is expected in the Spring of next year.</p>
PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Deliver the housing needs of our communities				
c) Developing a fit for purpose four-year	Target date: April 2022	Head of Community Services	☺️	In partnership with ARK Consultancy, work on the new Housing Strategy has commenced. A member workshop was held in October 2021 and further opportunity to provide comment following three stakeholder sessions in November.

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housing strategy.		Lead Member for Housing		The final strategy will be taken through the committee process. It is scheduled for final approval by Council on 12 April 2022.
d) Carry out housing needs assessments to deliver affordable housing in rural areas.	<p>March 2020 February 2021</p> <p>Target date: March 2022</p> <p>March 2023 (overall completion)</p> <p>(short term target date was reported to O&S committee in September 2021)</p>	<p>Head of Community Services</p> <p>Lead Member for Housing</p>	☺	<p>Gloucestershire Rural Community Council (GRCC) undertakes Housing Needs Surveys on our behalf. To capture all rural areas across the borough, surveys will be carried out in phases.</p> <p>GRCC will contact each parish from the latest set of surveys in Forthampton, Chaceley, Tirley, Hasfield, Ashleworth and Deerhurst to offer some time to discuss the findings and next steps. This piece of work has been instructive and led to GRCC adopting a change in approach across the rest of the County in relation to Community Led Housing (CLH).</p> <p>The next phase of surveys has been delayed from spring 2021 due to capacity issues at GRCC. The next set of surveys will cover Boddington, Elmstone Hardwicke, Stoke Orchard and Uckington and will be issued early in 2022. The longer-term target of March 2023 should still be achievable.</p>
PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 2. Ensure development plans provide for the five-year land supply requirement.				
a) Ensure adequate land is allocated within the JCS and Tewkesbury Borough Plan to meet housing need.	<p><u>JCS</u> Autumn 2019 Spring 2020 Winter 2020</p> <p>Target date: Summer 2021 (Preferred Options Consultation)</p> <p>Date to be confirmed</p>	<p>Head of Development Services</p> <p>Lead Member for the Built Environment</p>	☺	<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</p>

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	(Reported to O&S committee in September 2021)		<p>options for strategic growth in the area. This is currently being worked on by the Planning policy Team.</p> <p>At Executive Committee on 6 January 2021 the Local Development Scheme was approved. This set out the below timetable for the JCS review.</p> <ul style="list-style-type: none"> • Issues & Options Consultation – Winter 2018/19- completed. • Preferred Options Consultation – Summer 2021 • Pre-Submission Consultation – Winter 2022 • Submission to the Secretary of State – Spring 2023 • Examination – Summer 2023 • Adoption – Winter 2023 <p>The timetable for the review of the JCS is currently under another review with our JCS partners. The JCS review requires a number of technical studies and covers a number of complex issues e.g. location of employment and housing growth etc, that need to be agreed with all three local authorities. This has resulted in the Preferred Options Consultation (POC), which was due to commence in Summer 2021, being delayed. Reviewing the timetable will provide new timings for the POC to take place but this is unknown at this stage and will be confirmed in due course.</p> <p>The Council has now appointed consultants, Deloitte, to help review the timetable and get the JCS to the next stage of consultation. This work commenced in September 2021.</p> <p>It is noted the adoption of the Borough Plan will provide a 5-year housing land supply up until 2029/30. The review of the JCS will look to address any shortfall looking forward.</p>
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	<p><u>TBP</u></p> <p>Winter 2018</p> <p>Summer 2019</p> <p>Autumn 2019</p> <p>December 2019</p> <p>Spring 2021Autumn 2021</p> <p>New target date: Adoption: February 2022</p> <p>Spring 2022*</p> <p>*Timings are dependant on the inspector's preliminary findings and if further work is required.</p> <p>(new revised date reported to O&S committee in January 2022)</p>			<p>The examination in public was completed on 18 March 2021. The Council received an initial letter from the Inspector in June setting out the main modifications required to make the Plan sound. These have been agreed with the Inspector and approved by Council on 20 October 2021.</p> <p>The main modifications are now out for consultation, this commenced on 1 November 2021 and has been extended until Tuesday 4 January 2022 in order to allow sufficient time for representations to be made.</p> <p>On adoption of the Plan, the Council will have a five-year housing land supply up unto 2029-30.</p> <p>The next stage will see the inspector write his final report following receipt of all representations following the main modifications consultation.</p> <p>Adoption is expected in Spring of next year.</p>
<p>b) Work with developers and stakeholders to deliver sustainable sites to meet housing needs.</p>	<p>Target date: March 2022</p>	<p>Head of Development Services</p> <p>Lead Member for the Built Environment</p>		<p>The JCS was adopted on 11 December 2017. The JCS sets out the overall housing requirement for the borough and sets the spatial strategy for meeting development needs. In undertaking strategic duties with the planning authority, officers are working to deliver housing needs.</p> <p>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. Officers are currently undertaking an assessment of possible areas of search.</p>

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PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 3. Support infrastructure and facilities delivery to enable sustainable communities.				
a) Work with partners, infrastructure providers and developers, to progress the delivery of key sites.	Target date: March 2022	Head of Development Services Lead Member for the Built Environment	😊	<p><u>Innsworth</u></p> <ul style="list-style-type: none"> • A programme of reserved matters approvals continues with approval granted for 428 dwellings to date. • A full application for 99 dwellings has been submitted (20/00679/FUL) within the strategic allocation but outside of the allowed appeal sites and is pending. No target committee date yet. • A Reserved Matters application for phase 5 (179 dwellings) is being considered. The application is currently delayed as discussions are ongoing about affordable housing clustering and we are still waiting for a consultation response from County Highways to the revised proposals. • Land North of Innsworth Lane (21/00821/APP) – Phase 6 – 144nos. dwellings, associated landscaping and infrastructure – No target committee date as yet – potentially February 2022 <p><u>Twigworth</u></p> <ul style="list-style-type: none"> • A programme of reserved matters approvals continues with approval granted for 385 dwellings to date. • Reserved matters approval has also been granted for key infrastructure including the erection of a local centre. • An application for 160 houses is currently being considered. The site is within the Strategic Allocation but outside of the allowed appeal sites. Target committee – 18 January 2022.

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			<p><u>South Churchdown</u></p> <ul style="list-style-type: none"> Development is underway with reserved matters application granted for 465 dwellings as a first phase of development within this allocation. The development is progressing on site with at least 50 occupations. <p><u>Brockworth</u></p> <ul style="list-style-type: none"> Development is underway with reserved matters applications approved for 600 dwellings and key infrastructure. Permission was refused for 47 dwellings at the strategic allocation but outside the 'Perrybrook' application site. An appeal is expected later and we are awaiting a start date. <p><u>North West Cheltenham</u></p> <p>An outline application has been submitted. Officers are 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. Some additional work has also been necessary to ensure the proposals align with the J10 Development Consent Order (DCO) proposal that will be submitted imminently.</p> <p>There will need to be updates to matters including ecology and the Transport Statement before a further round of consultation can take place. Work continues on the s106 agreement.</p> <p>It is anticipated that the application will go to planning committee in July 2022.</p> <p><u>West Cheltenham</u></p> <p>As above, officers are working on transport matters as well as other master planning/development issues. The Golden Valley (West Cheltenham) SPD has now been adopted to guide the development. A scoping opinion has now been</p>
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				submitted. A scoping opinion informs the content of the Environmental Statement that will be submitted with the Environmental Impact Assessment as part of the application. The developers have decided to submit the outline application later than originally planned of December 2021; it is anticipated that it will be submitted in April 2022.
b) Provide training to parish councils on Community Infrastructure Levy (CIL) monies.	Target date: November 2021- Complete and April 2022.	Head of Development Services Lead Member for the Built Environment	☺	In October and November 2021 training has been undertaken with individual Parishes receiving CIL Neighbourhood Funding for the first time. Training was offered to all Parishes who are required to monitor and report their CIL spending will be undertaken prior to the financial year end in March 2022. Information for Parish Councils webpage on the TBC website now provides information and links to further information as well as the TBC Guide for Parish Councils which can be downloaded.
c) Support community groups to access funding to deliver improved community facilities.	Target date: March 2022	Head of Development Services Lead Member for the Built Environment	☺	Various funding support has been provided during the quarter: <ul style="list-style-type: none"> - Covid-19 Small Community Grants (promoted, processed and awarded) - £11,766 awarded to 14 Voluntary & Community Sector groups from July to September 2021 (total amount awarded since start of scheme, April 2020 = £127,025). - Ongoing support for community groups to access external funding.

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Key performance indicators for priority: HOUSING AND COMMUNITIES											
KPI no.	KPI description	Outturn 2020-21	Target 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
8	Total number of active applications on the housing register at the end of the quarter.	1835 1 bed single= 732 1 bed couple= 170 2 bed= 531 3 bed= 272 4 bed= 102 5 bed= 23 6 bed= 4 7 bed= 1		1823 1 bed single= 705 1 bed couple= 161 2 bed= 545 3 bed= 284 4 bed= 100 5 bed= 24 6 bed= 3 7 bed= 1	1814 1 bed single= 684 1 bed couple= 156 2 bed= 556 3 bed= 281 4 bed= 113 5 bed= 20 6 bed= 2 7 bed= 2					The breakdown of bands is: Emergency – 57 Gold – 66 Silver – 575 Bronze – 1116 Total – 1814	Lead member for Housing Head of Community Services
9	Total number of new homeless applications opened during quarter.	Revised KPI		111	144 (Q1 & Q2= 255)					This will include 72 Triage (advice only), 42 Prevention and 30 Relief cases newly approaching for assistance. The increase in numbers here is nearly all due to 'advice only' cases.	Lead member for Housing Head of Community Services

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10	Total number of homeless relief cases held at the end of the quarter.	Revised KPI		20	38					This is the total number of homeless applications held at the Relief Duty stage usually when the applicant has had to leave their previous accommodation.	Lead member for Housing Head of Community Services						
11	Total number of homeless applications with main duty accepted held at end of the quarter.	Revised KPI		25	20					This is the total number of cases that we have a Main Duty to following a full homelessness application process.	Lead member for Housing Head of Community Services						
12	Total number of homeless prevention cases held at the end of the quarter.	New KPI		54	51					This is the total number of homeless applications held at the Prevention Duty stage while still in the accommodation they are threatened with homelessness from. This is a new KPI for 2021/22.	Lead member for Housing Head of Community Services						
13	Numbers in Temporary Accommodation at the end of the quarter.	12		17	25					Total numbers of households in temporary accommodation including hotel, B&B & our temporary houses. This is a new KPI for 2021/22.	Lead member for Housing Head of Community Services						
14	Total New Affordable Housing properties	80		47	60					This is a new KPI for 2021/22. <table border="1"> <tr> <td></td> <td>Q1</td> <td>Q2</td> </tr> <tr> <td>Social rent</td> <td>0</td> <td>2</td> </tr> </table>		Q1	Q2	Social rent	0	2	Lead member for Housing Head of Community Services
	Q1	Q2															
Social rent	0	2															

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	delivered by tenure type.				(Q1 & Q2= 107)							Affordable rent	29	32		
												Affordable home ownership	0	0		
												Total	18	26		
												Total	47	60		
15	New Affordable Housing properties delivered on JCS sites by tenure type.	2		28	44 (Q1 & Q2= 72)							This is a new KPI for 2021/22.			Lead member for Housing Head of Community Services	
												Q1	Q2			
												Social rent	0	0		
												Affordable rent	18	29		
												Affordable home ownership	0	0		
												Total	10	15		
												Total	28	44		
Key performance indicators for priority: HOUSING AND COMMUNITIES																
KPI no.	KPI description	Outturn 2020-2021	Target 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service					
16	Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant.	80%	85%	87.5%	61.5% (Q1 & Q2= 65.2%)			↓	☹️	For Q2, 61.5% of major decisions were within target timescales (eight out of 13 decisions). This decrease since Q1 is a result of applicants not agreeing to extension of time. Cumulatively for the year so far- 15 out of 23 decisions were determined within target timescales.	Lead Member Built Environment/ Head of Development Services					
17	Percentage of 'minor' applications determined	69.94%	80%	55.10%				↓	☹️	In Q2, 40 of the 62 decisions issued were within agreed timescales.	Lead Member Built					

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	within 8 weeks or alternative period agreed with the applicant.				64.5% (Q1 & Q2= 60.4%)					Cumulatively for the year so far; 67 out of 111 decisions were determined within target timescales.	Environm ent/ Head of Developme nt Services
Key performance indicators for priority: HOUSING AND COMMUNITIES											
KPI no.	KPI description	Outturn 2020-2021	Target 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
18	Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant.	84.37%	90%	76.79%	81.1% (Q1 & Q2= 79.2%)			↓	☹️	For Q2, 180 out of 222 applications were determined in time. Cumulatively for the year so far; 309 out of 390 decisions were determined within target timescales.	Lead Member Built Environment/ Head of Development Services
19	Enforcement - Investigate category A* cases within 24 hours (without prompt action, material risk of further harm which could be reduced by early intervention).	100%	90%	50%	100% (Q1 & Q2= 80%)			↓	☹️	There were three category A cases received in Q2 all of which were investigated within the 24-hour target. Whilst the quarter outturn was 100% cumulatively for the year so far; 4 out of 5 cases were investigated within target timescales equating to 80% for 2021/22	Lead Member Built Environment/ Head of Development Services

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										<i>*Category A- Development causing, or likely to cause, irreparable harm or damage.</i>	
20	Investigate category B* cases within five working days (development causing, or likely to cause, irreparable harm or damage).	61.54%	90%	75%	75% (Q1 & Q2= 75%)			↑	☹	<p>During Q2 four Category B cases were received and three of these were investigated within the target timescale.</p> <p>Relates to a small number of cases, only one of which was not visited in the target timescale.</p> <p>Cumulatively for the year so far; 6 out of 8 cases were investigated within target timescales equating to 75% for 2021/22</p> <p><i>*Category B- Unless prompt action is taken, there is a material risk of further harm being caused which could be reduced or prevented by early intervention.</i></p>	Lead Member Built Environment/ Head of Development Services
Key performance indicators for priority: HOUSING AND COMMUNITIES											
KPI no.	KPI description	Outturn 2020-2021	Target 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
21	Investigate category C* cases within	36.51%	80%	19.23%	36%			↓	☹	25 Category C cases were received during	Lead Member Built

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	10 working days (risk of material harm to the environment or undue harm to residential amenity).				(Q1 & Q2= 27.5%)					Q2, nine were investigated within 10 working days. Cumulatively for the year so far; 14 out of 51 cases were investigated within target timescales equating to 27.5% for 2021/22 <i>*Category C- unless action is taken, there is a risk of material harm to the environment or undue harm to residential amenity.</i>	Environment/ Head of Development Services
22	Investigate category D* cases within 15 working days (breaches causing limited material disturbance to local residents or to the environment).	40.68%	70%	21.05%	15.4% (Q1 & Q2= 18.8%)			↓	☹	During Q2, 13 category D cases were reported, two cases were reviewed within 15 working days. Cumulatively for the year so far; 6 out of 32 cases were investigated within target timescales equating to 18.8% for 2021/22 <i>*Category D- breaches of planning control causing limited material disturbance to local residents or harm to the environment, which do not come with any of the higher categories, and where a delay would not prejudice the council's ability to resolve the matter.</i>	Lead Member Built Environment/ Head of Development Services

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PRIORITY: CUSTOMER FIRST				
Actions	Target date	Reporting Line	Progress to date	Comment
Objective 1. Maintain our culture of continuous service improvement.				
a) Continue to improve the proactive homelessness prevention programme.	Target date: March 2022	Head of Community Services Lead Member for Housing	☺	The Housing Advice Team have made contact with the major housing providers to encourage early contact for potential homeless cases. They have begun working with Bromford at both strategic and operational levels to increase activity around prevention of eviction. Future activity will be supported by Business Transformation (BT) to help improve engagement with customers. BT are mapping the Housing Advice Team's customer contact routes to enable assessment of the options and suggest enhancements to their options.
b) Continue to build on the early success of our new bulky waste service.	Target date: March 2022	Head of Community Services Lead Member for Clean and Green Environment	☺	There have been over 2,000 collections in the year and income has increased by over 100%. Customer wait times have reduced from 6 weeks to less than 1 week and the new service also includes a recycling element. 48% of bookings are online and this is expected to increase as the service is promoted further.
c) Deliver the planning service improvement plan.	March 2021 Target date: November 2021 (revised date reported to O&S committee in June 2021)	Head of Development Lead Member Built Environment	✓	A review of the planning service was undertaken by Planning Officers Enterprises, an arm of the Planning Officers' Society. At Executive Committee, held on 17 November 2021, the committee agreed the high-level action plan to address the issues raised in the report. The project board, set up to deliver the action plan, is in the process of developing detailed action plans, which will go to the council's internal project management framework in early 2022 for approval. The delivery of the action plan will also be monitored through the Transform Working Group.

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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) Carry out a review of our corporate website.	Target date: April 2022	Head of Corporate Services Lead Member for Commercial Transformation		A review of the council's website has started, and the transformation team has identified a preferred platform. Options for the 'look and feel' of the new website are being consulted on, including with our Citizens' Panel as well as at Transform Working Group. Key improvements will be with the search function and meeting the government's accessibility standards. The business transformation team has the delivery of this project as one of its priorities and is confident the target date will be achieved.
b) Implement an online offering for the licensing service.	April 2021 Target date: Sept 2021 (revised date reported to O&S committee in March 2021) Target date: November 2021 (revised date reported to O&S committee in September 2021) New target date: May 2022 (new revised date reported to O&S	Head of Community Services Lead Member for Clean and Green Environment		An interim team leader started on 29 November 2021 and will manage the review going forward. A project plan is in place and work has commenced to link with the other service areas essential to the delivery of the project. In respect of the online offering, the information on the team's internal system (Uniform) is now up-to-date and set up correctly – this was a vital piece of work to enable to transformation team to progress with the online offering. The transformation team has scheduled this piece of work into its workplan from March onwards to be delivered by May 2022.

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	committee in January 2022)			
c) Implement a digital solution to improve internal HR processes.	Target date: December 2021	Head of Corporate Services Lead Member for Commercial Transformation	✓	<p>The first phase of the project has been successfully achieved through the development of a new recruitment microsite and a digital recruitment system (Eploy). These are now well established and have been very well received internally and offer a better experience for candidates.</p> <p>The next phase of the project is to build and implement a self-service tool for managers and staff to allow online access to activities such as monitoring absence, approving travel and subsistence claims, annual leave records etc. This piece of work has been programmed into the Business Transformation Team's priorities. The development is likely to be phased which will see annual leave, sickness and timesheets recording to be carried out first. This phase is hoped to be achieved by Spring 2022. Moving forward, a new target date will be set to monitor this.</p>
d) Explore the opportunity for an online offering for our cemeteries function.	New target date: 31 March 2022 September 2022 (new revised date reported to O&S committee in January 2022)	Head of Finance and Asset Lead Member for Finance and Asset Management		This work is scheduled within the Business Transformation Team's work programme but for a later date than envisaged due to other priorities.

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Key performance indicators for priority: CUSTOMER FIRST																													
KPI no.	KPI description	Outturn 2020-21	Target 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service																		
23	Total enquiries logged by the Area Information Centre (AIC).	0		0	76					<p>The AIC'S re-opened on 19.07.2021. Customer visits are reduced due to customers finding alternative communication methods during the pandemic.</p> <table border="1"> <thead> <tr> <th></th> <th>Q1</th> <th>Q2</th> </tr> </thead> <tbody> <tr> <td>Bishops Cleeve</td> <td>0</td> <td>9</td> </tr> <tr> <td>Brockworth</td> <td>0</td> <td>25</td> </tr> <tr> <td>Churchdown</td> <td>0</td> <td>21</td> </tr> <tr> <td>Winchcombe</td> <td>0</td> <td>21</td> </tr> <tr> <td>Total</td> <td>0</td> <td>76</td> </tr> </tbody> </table>		Q1	Q2	Bishops Cleeve	0	9	Brockworth	0	25	Churchdown	0	21	Winchcombe	0	21	Total	0	76	Lead Member Customer Focus/ Head of Corporate Services
	Q1	Q2																											
Bishops Cleeve	0	9																											
Brockworth	0	25																											
Churchdown	0	21																											
Winchcombe	0	21																											
Total	0	76																											
24	Total number of people assisted within the borough by Citizens Advice Bureau (CAB).	1,548		345	437 (Q1 & Q2= 782)					<p>CAB has introduced face to face advice for generalist appointments from September 2021 and have now extended face to face services so they are available at Priors Park, Tewkesbury Borough Council offices, Bishops Cleeve, and Brockworth.</p> <p>For 21/22, 782 clients have raised 1,615, this is slightly lower than last year. However, the number of clients seen is higher when compared to 742 in 2020-21. 64% (1,025) of the issued raised represented by the following:</p>	Lead Member Community Development / Head of Development Services																		

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										<ul style="list-style-type: none"> • Benefits including UC- 33% (532 issues), Last year: 32% • Debt and Financial- 13% (208 issues), late year: 17% • Employment- 11% (177 issues), last year: 14% • Housing- 7% (108 issues), last year: 7% <p>Of the clients seen, the heaviest demand was Tewkesbury South and Churchdown St John's with both having 63 (8%). The following seven wards represents 391 (50%) of all clients seen</p> <ul style="list-style-type: none"> • Tewkesbury South 63 (8%) • Churchdown St John's 63 (8%) • Brockworth West 61 (7.8%) • Innsworth 61 (7.8%) • Northway 57 (7.3%) • Churchdown Brookfield with Hucclecote 44 (5.6%) • Winchcombe 42 (5.4%) <p>It was noted, those who tell the CAB they have a monthly household income below £1,000 was 5% higher than last year (45.2% compared to 40.2% last year.)</p> <p>At 52% there was a significant number of clients who presented themselves</p>
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										as disabled, suffering from a long-term health issue, or having a mental health issue. Of those who have sought help in Q2, 85% were of working age, but less than 46.9% declared themselves as in paid employment and 32% described themselves as permanently sick and/or not working.	
25	Financial gain to clients resulting from CAB advice	£1,784,764		£260,990	£417,805 (Q1 & Q2= £678,795)					During the quarter clients have benefitted from £417,805 of financial gains of which £142,219 represented new benefit entitlement.	Lead Member Community Development / Head of Development Services
26	Community groups assisted with funding advice	276		96	110 (Q1 & Q2=206)					Over quarter two: <ul style="list-style-type: none"> • 40 Voluntary & Community Sector groups supported with 1:1 funding advice • 56 attended training (Crowdfunding workshop, Meet the Funder - Gloucestershire Community Foundation, Inform Glos session). • 14 groups received a Covid-19 Community grant 	Lead Member Community Development / Head of Development Services

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Key performance indicators for priority: CUSTOMER FIRST											
KPI no.	KPI description	Outturn 2020-21	Target 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
27	<p>Benefits caseload:</p> <p>a) Housing Benefit</p> <p>b) Council Tax Reduction</p>	<p>2,437</p> <p>4,874</p>		<p>2,375</p> <p>4,914</p>	<p>2,328</p> <p>4,892</p>					<p>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 17 new claims a month. Delays in managed migration means that we will continue to deal with some claim types until December 2024.</p> <p>There has been a levelling off the council tax reduction caseload which increased significantly at the start of the Covid-19 pandemic.</p> <p>The split at the end of quarter two was as follows: Pension age 1,834. Working age 3,058</p>	<p>Lead Member Finance and Asset Management/ Head of Corporate Services</p>
28	Average number of days to process new claim for Council Tax Reduction (CTR).	New KPI	20	21	22.5				☺	<p>This is a new performance indicator for 2021/22.</p> <p>In Q2 we continued to receive a large number of new CTR claims. There were some delays experienced due to the</p>	<p>Lead Member Finance and Asset Management/ Head of Corporate Services</p>

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										time taken for DWP to notify us that universal credit had gone into payment. For UC CTR claims it is not possible to fully assess them until we receive this information.	
Key performance indicators for priority: CUSTOMER FIRST											
KPI no.	KPI description	Outturn 2020-21	Target 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
29	Average number of days to process change in circumstances for Council Tax Reduction.	New KPI	10	3	2				☺	This is a new performance indicator for 2021/22. 6,263 notified changes were processed in quarter 2. The high volume of changes is mainly due to universal credit assessment periods.	Lead Member Finance and Asset Management/ Head of Corporate Services
30	Average number of days to process new Housing benefit claims.	8	15	7	5			↑	☺	Performance on new housing benefit claims continues to be well below the national average of 20 calendar days.	Lead Member Finance and Asset Management/ Head of Corporate Services
31	Average number of days to process change in circumstances to housing benefit claims.	2	4	5	4			↔	☺	Performance on change in circumstances continues to be below the national average of seven calendar days.	Lead Member Finance and Asset Management/ Head of Corporate Services

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32	Percentage of council tax collected	97.6%	98%	30.4%	58.3%				↑	😊	We have been able to reintroduce normal recovery processes following the reopening of the magistrates' court in May for liability order hearings. Reminders and summonses are sent monthly in accordance with the recovery timetable. This has had a positive impact on our council tax collection rate and were exactly on target at the end of quarter two.	Lead Member Finance and Asset Management/ Head of Corporate Services
33	Percentage of NNDR collected	95.9%	98%	25.5%	53%				↓	😐	Business rates collection performance is 5.5% below target, primarily because of the continuing impact of the Covid-19 pandemic. Despite this it is hoped the target of 98% will still be achieved. Staffing resources in the Revenues Team have been realigned to put more focus on the collection of business rates, however this remains a difficult time for businesses who are still recovering from the impact of the Covid-19 pandemic.	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 2020-21	Target 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
34	Average number of sick days per full time equivalent	9.68	8.0	2.1	2.4 (Q1 & Q2 = 4.5)			↑	☹️	<p>468.3 days were lost to sickness absence during Qtr 2 compared with 403 in Q1. This comprised 175.6 short term days and 292.7 long term days. Of the total, 58.4 days are accounted for by those who tested COVID positive, which is approximately the same amount as the rise in days absence this quarter.</p> <p>A new counselling service and a new absence management policy are currently going through approval processes.</p>	Lead Member Organisational Development/ Head of Corporate Services
35	Food establishment hygiene ratings.	3.6%	5% With a food hygiene rating Under three	3.5%	3%			↑	😊	<p>There are 759 registered and rated food premises, an overall decrease of 12 on the previous quarter. Of these 23 are rated with a score of 2 or less therefore the figure for this KPI remains below target at 3%</p> <p>The decrease in registered premises relates to businesses no longer trading. New businesses are still</p>	Lead Member Clean and Green Environment/ Head of Community Services

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										<p>registering and the backlog of unregistered premises will be completed by end of March 2022.</p> <p>Food inspections, backlog and those due in the current year, is progressing well and will be completed by end of March 2022.</p>	
36	Percentage of Freedom of Information (FOI) requests answered on time.	87%	80%	92%	84% (Q1 & Q2= 88%)			↑	😊	<p>127 requests were received in Q2. 106 of these were answered within the 20 working days deadline. in Q1.</p> <p>Total received to date for 2021-22= 270 (577 received in 2020/21)</p>	Lead Member Customer Focus/ Head of Corporate Services
37	Percentage of formal complaints answered on time.	84%	90%	76%	68% (Q1 & Q2= 73%)			↓	☹️	<p>19 formal complaints were received in Q2. This is the lowest number of complaints received to date. 13 of these were answered within the 20 working days.</p> <p>Total received to date for 2021-22= 56 (144 received in 2020/21)</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 through the JCS.	<p>Target date: Submission for examination summer 2023. Date to be confirmed (Reported to O&S committee in September 2021)</p>	<p>Director of Garden Communities Lead Member Built Environment</p>	<p>☹️</p>	<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 for the examination to take place in the Summer 2023. However, the timetable for the review of the JCS is currently under another review with our JCS partners. The JCS review requires a number of technical studies and covers a number of complex issues e.g. location of employment and housing growth etc, that need to be agreed with all three local authorities. This has resulted in the Preferred Options Consultation (POC) being delayed, which was due to commence in Summer 2021, this will impact on other timings within the timetable including the submission for examination in Summer 2023. Reviewing the timetable will provide new timings to take place but these dates at this stage are unknown and will be confirmed in due course.</p> <p>The Council has appointed consultants, Deloitte, to help review the timetable and get the JCS to the next stage of consultation. This work commenced in September 2021.</p> <p>See relevant comment by Head of Development Services under priority 'Housing and Communities', objective 2, action a.</p>

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<p>b) Prepare a Design Guide and Sustainability Strategy.</p>	<p>Target date: March 2022</p>	<p>Director of Garden Communities Lead Member Built Environment</p>	<p>😊</p>	<p>Work has just commenced on the first stages of the preparation of a Sustainability Strategy, plus the drafting of a brief to support the development of a Design Code for Tewkesbury Garden Town, which if resources allow, will also be Borough wide.</p> <p>The first draft of the strategy is expected early in the new year ahead of launching a commission to develop the Design Code.</p>
<p>c) Deliver the planning and design phase of the Ashchurch and Northway Bridge Over Rail.</p>	<p>Target date: April 2022</p>	<p>Director of Garden Communities Lead Member Built Environment</p>	<p>😊</p>	<p>Planning permission was secured in March 2021. Work continues on finalising the detailed design ahead of the procurement in Spring 2022, in preparation for the construction phase in Summer 2022.</p>
<p>d) Work with partners to progress the business case for the Junction 9 and A46 improvements.</p>	<p>Target date: March 2022</p> <p>March 2024 for finalisation of business case <u>by GCC</u></p>	<p>Director of Garden Communities Lead Member Built Environment</p>	<p>😊</p>	<p>Note this project is led by Gloucestershire County Council (GCC), but Tewkesbury Borough Council remain active partners in helping to develop the business case.</p> <p>Latest update in terms of the technical work ongoing is that the planned non-statutory consultation by GCC has been re-scheduled to next Summer (2022), on the advice of Department for Transport (DfT), however, following a productive round table meeting, MHCLG (now DLUHC)- Department for Levelling Up, Housing and Communities), Homes England and DfT have committed to working in partnership to finalise the design and funding options in support of the delivery of a solution.</p> <p>Further information including FAQs available at -</p> <p>M5 Junction 9 and A46 (Ashchurch) Transport Scheme - Highways (goucestershire.gov.uk)</p>

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PRIORITY: GARDEN COMMUNITIES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 2. Delivery of Golden Valley Garden Community.				
a) Work with Cheltenham Borough Council (CBC) and landowners towards the submission of a planning application in accordance with the Golden Valley Supplementary Planning Document.	Target date: March 2022	Director of Garden Communities Lead Member Built Environment	☺	<p>We continue to work closely with Cheltenham Borough Council (CBC) and landowners with delivering the £1 billion first phase of The Golden Valley Development. Since CBC's announcement in July that HBD X Factory has been selected as its preferred development partner, discussions continue on finalising the detail.</p> <p>The schedule remains for submission of a planning application later in 2022 which will lead to the start of construction and completion of the first phases of the development, centring on the employment zone.</p> <p>More details relating to the Golden Valley Development can be found on the website - The Golden Valley Development (goldenvalleyuk.com)</p>
b) Prepare a land assembly programme to aid in the delivery of the Golden Valley Garden Village	Target date: March 2022	Director of Garden Communities Lead Member Built Environment	☺	Work continues in collaboration with Cheltenham Borough Council to assess land assembly options to ensure comprehensive delivery of the garden community.

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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) Deliver the Public Services Centre's low-carbon heating and solar PV systems.	Target date: Dec 2021 New target date: May 2022 for PV system (New date reported to O&S committee in January 2022)	Head of Finance and Asset Management Lead Member for Clean and Green Environment	☹️	Market tenders returned costs in excess of budget for the replacement of the heating system which has led to this project being put on hold. An application for further grant funding towards the project has now been made and we expect the outcome of the bid early in the new year. The grant funding originally secured for the heat replacement system has now been approved to be used for providing an extended solar canopy above circa 100 spaces in the council offices rear car park. It is anticipated that this project will be completed by May 2022.
b) Embed our carbon reduction objectives within council services and raise awareness of our programme across staff, communities and partners.	Target date: July 2022	Head of Finance and Asset Management Lead Member for Finance and Asset Management	😊	Year two of the Carbon Reduction Action Plan was approved at Executive Committee in July 2021. Recent focus of activity has been on the heat system tender and re-application, the solar canopy project, insulation measures at our domestic properties and the recruitment of a new carbon reduction officer following approval at Council in October.
c) Source and secure funding opportunities to support the delivery of our carbon reduction programme.	Target date: March 2022	Head of Finance and Asset Management Lead Member for Clean and Green Environment	😊	As previously highlighted, a further funding application has been submitted for the heat replacement system. Funding to support works at the domestic properties is being sourced and applied for. In addition, the government now accepts bids from local authorities in respect of their car parks to part fund vehicle charging points. This is being reviewed before a funding bid is submitted.

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PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 2. Promote a healthy and flourishing environment in the borough.				
a) Establish planning policies to ensure the delivery of healthy and sustainable communities.	Target date: March 2022 (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. This completed on 18 March 2021. The Council received an initial letter from the Inspector in June setting out the main modifications required to make the Plan sound. These have been agreed with the Inspector and approved by Council on 20 October 2021. The main modifications are now out for consultation, this commenced in November 2021 and has been extended until Tuesday 4 January 2022 in order to allow sufficient time for representations to be made.</p> <p>The next stage will be the inspector will write his final report following receipt of all representations following the main modifications consultation. Adoption of the Plan is expected in the Spring of next year.</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>The current timetable for the review of the JCS is currently under another review with our JCS partners. The JCS review requires a number of technical studies and covers a number of complex issues e.g. location of</p>

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				<p>employment and housing growth etc, that need to be agreed with all three local authorities. This has resulted in the Preferred Options Consultation (POC) being delayed, which was due to commence in Summer 2021. This will impact on other timings within the timetable including the submission for examination in Summer 2023. The Council has now appointed consultants, Deloitte, to help review the timetable and get the JCS to the next stage of consultation. This work commenced in September 2021.</p> <p>Reviewing the JCS timetable will provide new timings to take place but these dates at this stage are unknown and will be confirmed in due course.</p>
b) Support community-led bio-diversity projects across the borough.	Target date: March 2022	Head of Development Services Lead Member for Community	☺	<p>The community development team has supported a number of biodiversity projects in the community, either assisting groups or through funding advice.</p> <p>Some of the projects the council has been directly or indirectly involved in are as follows:</p> <ul style="list-style-type: none"> • Churchdown Park- community orchard and wetlands/ponds • Highnam - increasing biodiversity around Oakridge and open space • We All Matter (WAM) Winchcombe – woodland focussing on nature/environment • Northway Parish Council – nature trail • Deer Park Archers, Shurdington –environmental projects including work around badgers • Tewkesbury Nature Reserve – community led organisation on TBC leased land. • Twyning woodland • Mill Lane Playing Fields • Winchcombe Park- development of a new park • Horsbere Brook- improving accessibility and biodiversity along the brook.

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c) Carry out a review of our litter pickers' scheme.	Target date: September 2021 New target date: June 2022 (New date reported to O&S committee in January 2022)	Head of Community Services Lead Member for Clean and Green Environment	☹️	Following the review of litter pickers we now have 550 members registered with us across all areas of the borough. We have updated our guidance to include Covid safety measures and this has been sent to everyone and is included in the induction for new pickers. The proposed event planned for September 2021 was postponed and will now take place in Spring 2022. The Business Transformation team have also been asked to review the scheme and to identify any opportunities to automate some of the processes. This work is scheduled for April – June 2022.
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 2022	Head of Community Services Lead Member for Clean and Green Environment	☺️	<p>We have seen a significant drop over all with enviro crime reporting which is down nearly 30% compared to the same quarter in 2020/21.</p> <p>Fly-tipping complaints have reduced by 30% compared to the same quarter in 2020/21.</p> <p>Noise complaints have also dropped by 26% as have bonfire complaints by 55%.</p> <p>Abandoned vehicle complaints have also reduced by 12% and, dog fouling complaints have increased by 10% compared to the same period in 2020/21.</p> <p>It is likely that people working less from home has contributed to this and the increased voluntary litter picking members are also helping.</p> <p>Litter complaints rose by 25%.</p>

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				<p>There are a number of active investigations underway with two further prosecutions pending and 4 fixed penalty notices were issued for littering and fly-tipping.</p> <p>The current Public Space Protection Order relating to dog fouling expired in June 2021. The public consultation will be going live in December 2021 and will end the beginning of February 2022. It is proposed to issue a further order subject to the outcomes of this consultation. Once this is in place, we propose to work with schools to promote the scheme. It is not planned to reinstate dog patrols as there is still little capacity to do this with covid measures still taking up a lot of time however, we have tasked our Community Protection Officers with monitoring enviro crimes while in the district to engage with the public and provide witness statements relating to any offences.</p>
b) Working with Gloucestershire Waste and Resources Partnership to improve our recycling figures and reduce waste.	Target date: March 2022	Head of Community Services Lead Member for Clean and Green Environment	☺	<p>The Gloucestershire Waste and Resource partnership has run a “Metal Matters” Campaign, which was well received. New county-wide campaigns planned include a focus on fly tipping, littering and real nappies. These will be finalised in the coming months.</p> <p>Tewkesbury Borough Council’s communication team is and will continue to promote the ‘Gloucestershire recycles’ campaigns through social media channels.</p>
c) Introduce a small Waste Electrical and Electronic Equipment (WEEE) scheme across the borough.	Target date: September 2021	Head of Community Services Lead Member for Clean and Green Environment	✓	<p>The full launch of this service has now taken place, with it going live in August 2021 followed by a campaign going live on the radio and YouTube in September. The campaign was utilised by TBC as part of the resources of the national ‘recycle your electricals’ campaign to increase take up, which is paid for by producers of electricals.</p> <p>The service means that small waste electrical items e.g. kettles, toasters and hairdryers can be placed in a bag</p>

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				on recycling collection day and they will be collected by the crews and recycled. It is estimated around 4 tonnes of waste has been collected since the scheme went live.
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) Utilise the high street heritage action zone funding to implement a programme of projects that contribute towards regeneration and enhancement of the town's historic environment.	Target date: March 2022	Head of Development Services Lead Member for Built Environment	☺	<p>There are five areas of the HSHAZ and considerable progress has been made on them in the last few months on the implementation of the HSHAZ.</p> <ul style="list-style-type: none"> • Shop fronts and upper floor schemes- have both been launched and publicised, and there have been a number of queries related to these, some of which are now moving forward. • Traditional Skills- the first traditional skills/community event was held in September and attendance was good. A second event has now been confirmed whilst a number of other events/community activities are currently being planned. • Healings Mill- a number of regular meetings have now been held between HE, TBC and Evolution SP (who represent the Mill owners). A brief for the first structural survey has been agreed, and Evolution SP are currently out to tender for a company to undertake the works. • Public realm scheme- discussions are being held with HE to consider the most appropriate approach to the community consultation that is to be held as part of the public realm scheme. A PIF will be presented to the internal project management board in December for the first element of the project – the creation of a client team.
b) Adopt a Shopfront Design Guide (SPD) to	Target date:	Head of Development Services	☺	The Shopfront Supplementary Planning Document (SPD) went to Executive in September to obtain approval for consultation

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provide guidance on shopfronts to ensure they contribute to a quality urban and historic environment.	February 2022	Lead Member for Built Environment		<p>in the Autumn. Consultation has now been completed, and the team are reviewing the document.</p> <p>A further stage of the consultation will be required in the New Year to consult on the Consultation Statement and the amended SPD, taking into account representations from the consultation in the Autumn. This is in accordance with regulation 13 of the Town and Country Planning Act 2012.</p> <p>Adoption is expected in February 2022.</p>
c) Establish and publish a local list of non-designated heritage assets in the borough.	<p>New target date: February 2022 June 2022. (New date reported to O&S committee in January 2022)</p>	<p>Head of Development Services</p> <p>Lead Member for Built Environment</p>	☹️	<p>A Heritage Engagement Officer (HEO) has been appointed and they have put together a project plan for this project.</p> <p>They have produced a draft Supplementary Planning Document on the local listing criteria and this is out for consultation this is due to finish in January 2022. Adoption of this document will be due in June 2022, this will allow time to amend the document and consult alongside the consultation statement.</p> <p>The HEO have also been gathering nominations for the draft Local List, and a panel will be meeting to approve these. Additional funding has been secured to extend the Officer's contract until June 2022.</p>

Key performance indicators for priority: SUSTAINABLE ENVIRONMENT

KPI no.	KPI description	Outturn 2020-21	Target 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
38	Number of reported enviro crimes	2,185	1000	432	370 (Q1 & Q2= 802)			↑	☹️	<p>Enviro crime figures for Q2 (figures in brackets comparable for 2020/21)</p> <ul style="list-style-type: none"> fly tips- 182 (261) Littering – 4 (5) dog fouling- 9 (10) abandoned vehicles- 58 (66) noise- 94 (127) 	Lead Member Clean and Green Environment/Head of Community Services

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										<ul style="list-style-type: none"> Bonfire – 21 (47) Flytipping complaints have reduced by 30% in this quarter; Noise complaints by 26%, and bonfire complaints by 55%. Abandoned vehicle complaints have reduced by 12% and dog fouling and littering complaints have increased slightly in 20/21 by 10% and 25% respectively compared to 2020/21. There has been an overall reduction in enviro crime of 30% compared to the same period in 2020/21. 	
39	Percentage of waste reused, recycled or composted.	48.73%	52%	55.99%	57.23%(Q1 & Q2 = 56.6%			↑	😊	The recycling rate is artificially increased in Q1 and Q2 due to seasonality of garden waste collections. However, the recycling rate is significantly higher than 2020/2021 and on course to achieve the full year target.	Lead Member Clean and Green Environment/Head of Community Services
40	Residual household waste collected per property in kgs.	460KG	430kg	104.67kg	99.81kg (Q1 & Q2= 204.48kg)			↑	😊	99.81Kg per household in Q2. Kg collected per household have decreased from 2020/2021 as people have returned to work, meaning this measure is on target for 2021/2022.	Lead Member Clean and Green Environment/Head of Community Services