

TEWKESBURY BOROUGH COUNCIL

Appendix 1

Report to:	Overview and Scrutiny Committee
Date of Meeting:	6 September 2022
Subject:	Council Plan Performance Tracker 2022/23 (Qtr1)
Report of:	Head of Corporate Services
Head of Service/Director:	Head of Corporate Services
Lead Member:	Leader of the Council
Number of Appendices:	4

Executive Summary:

The Council Plan (2020-24) was approved by Council on 28 January 2020. The approved plan included four existing priorities - finance and resources, economic growth, housing and communities and customer first - plus the approval of two new priorities - garden communities and sustainable environment. Supporting the priorities is a set of objectives and actions. Progress in delivering the objectives and actions are reported through a Council Plan Performance Tracker (Appendix 1). The tracker is a combined document which also includes a set of Key Performance Indicators. As in previous years, to ensure the plan remains a 'live' document, all actions are reviewed annually and, where appropriate, they are refreshed. The refreshed plan was approved by Council on 26 July 2022.

Given the unprecedented challenge and impact on the Council's services and its residents, communities and business by the Coronavirus pandemic a Corporate COVID-19 Recovery Plan was approved by Executive Committee on 5 August 2020. This plan was developed around the principles, framework and governance arrangements adopted in relation to the 2020 – 2024 Council Plan. Throughout 2021/22 many actions were achieved and reported through a separate COVID-19 performance tracker. Any outstanding actions from the COVID-19 Recovery Plan have now been transitioned back into the Council Plan and marked with a 'r', thereby reverting back to monitoring one strategic document. The Council Plan and its actions acknowledge the longer-term recovery challenges presented by the pandemic.

Key financial information is also reported so Members have a rounded view of overall performance information. Attached is the revenue budget summary statement (Appendix 2), capital monitoring statement (Appendix 3) and the reserves position summary (Appendix 4).

This performance information is reported to the Overview and Scrutiny Committee on a quarterly basis and the outcome is then reported to the Executive Committee by the Chair of the Overview and Scrutiny Committee.

This report introduces the performance information for the first quarter of the third year of our Council Plan.

Recommendation:

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

Financial Implications:

Though the report does not directly impact upon these implications, Finance and Resources is one of the Council's six priorities within the Council Plan. Financial performance monitoring also provides all stakeholders with a good oversight on the Council's financial position.

Legal Implications:

None directly associated with this report.

Environmental and Sustainability Implications:

Though the report does not directly impact upon these implications, Sustainable Environment is one of the Council's six priorities within the Council Plan.

Resource Implications (including impact on equalities):

None directly associated with this report.

Safeguarding Implications:

None directly associated with this report.

Impact on the Customer:

Though the report does not directly impact upon our customers, Customer First is one of the Council's six priorities within the Council Plan. Performance monitoring also provides our customers and residents with a good oversight on the progress being made in delivering the Council Plan priorities, objectives and actions.

1.0 INTRODUCTION

- 1.1 A new Council Plan (2020-24) was approved by Council on 28 January 2020. The approved plan included four existing priorities - finance and resources, economic growth, housing and communities and customer first - plus the approval of two new priorities - garden communities and sustainable environment. Supporting the priorities is a set of objectives and actions. Progress in delivering the objectives and actions are reported through a Council Plan Performance Tracker (Appendix 1). The tracker is a combined document which also includes a set of Key Performance Indicators (KPIs). As in previous years, to ensure the plan remains a 'live' document, all actions are reviewed annually and, where appropriate, they are refreshed. The refreshed plan was adopted by Council on 26 July 2022.
- 1.2 As the Council continues to recover from the pandemic, for 2022/23 the remaining actions from the COVID-19 Corporate Recovery Plan have been incorporated into the Council Plan Performance Tracker so the focus for 2022/23 falls under one key strategic document. This will mean the report only contains one performance tracker for 2022/23.
- 1.3 Key financial information is also reported so Members have a rounded view of overall performance information. Attached is the revenue budget summary statement (Appendix 2), capital monitoring statement (Appendix 3) and the reserves position summary (Appendix 4).

2.0 COUNCIL PLAN PERFORMANCE TRACKER

2.1 The Council Plan (2020-24) has six priorities which contribute to the overall Council Plan vision “*Tewkesbury Borough, a place where a good quality of life is open to all*”. The priorities are:

- Finance and resources
- Economic growth
- Housing and communities
- Customer first
- Garden communities
- Sustainable environment

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

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

😊 – action progressing well

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

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

Grey – project has not yet commenced

✓ – action complete or annual target achieved

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

↑ - PI is showing improved performance on previous year

↔ - PI is on par with previous year performance

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

2.3 This report presents the first quarter of year three of the Council Plan (2020-2024). Key successful activities to bring to Members’ attention since the last performance report include:

- An interim MTFS outlining potential funding scenarios was approved by Council in July. (Page 1)
- Tenant agreements are now in place for the vacant units within our commercial property portfolio. (Page 3)
- A trial of recycling within the trade waste service has commenced. (Page 4)
- An economic assessment is out to tender, which will form the basis of the new Economic Development and Tourism Strategy. (Page 4)
- Council adopted the Tewkesbury Borough Plan at its meeting on 8 June 2022, the plan allocates sufficient land to meet the strategic employment needs set out in the JCS. (Page 6)

- As part of the High Street Heritage Action Zone (HSHAZ) scheme, a community streets audit began in June and the final report is expected by the end of September which will provide feedback from the survey. (Page 8)
- The UK Shared Prosperity Fund Investment Plan was produced and submitted by the deadline of 1 August 2022. (Page 9)
- Providing support to Sweetspot (organisers) and Gloucestershire County Council (GCC), the women's Tour of Britain cycle event was a great success in June. (Page 10)
- A new Community Funding Officer was appointed and began their role in May, since then 26 groups have been supported. (Page 20)
- Final tweaks are being made to the planning application tracker which is on target to go live by the end of September 2022. (Page 30)
- Construction of the solar canopy was completed by the end of June in the rear car park at the Public Services Centre. (Page 39).
- The first batch of carbon literacy courses have been organised for September. (Page 39)

2.4 Due to the complex nature of the actions being delivered, inevitably some may not progress as smoothly or quickly as envisaged. Actions with either a ☹ or ☺ are highlighted below:

Action	Status and reason for status
Carry out a full review of the licensing services. (Page No. 28)	☹ The target date has been slightly amended from December 2022 to the end of January 2023 . This is to take into consideration a slight delay within the project caused by connector issues between two systems.
Carry out a review of our corporate website. (Page No. 29).	☹ The Council's web and digital designer role is vacant and two attempts of advertising has failed to recruit a candidate with the required skills and experience. This has resulted in the target date being extended again from December 2022 to April 2023 to take into consideration the options around recruitment.
Carry out a review of our little pickers' scheme. (Page 41)	☹ The target date has been amended from June 2022 to January 2023 this is to take into consideration the availability of the Business Transformation Team which will be paramount in supporting this project.

<p>Establish and publish a local list of non-designated heritage assets in the borough.</p> <p>(Page 43)</p>	<p>☹ Whilst the target date has not been met the non-designated heritage assets local list has been completed. It is now waiting for its final decision notice to be carried out in order for it to be published on the Council's website. The target dates have been amended from June 2022 to the end of September 2022.</p>
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2.5 It is inevitable that not everything can be delivered at once. Any actions which have yet to commence are 'greyed out' in the tracker with indicative dates for commencement stated.

3.0 COUNCIL PLAN KEY PERFORMANCE INDICATORS (KPIs)

3.1 The set of Key Performance Indicators (KPIs) are a combination of contextual indicators and target related indicators. The set of KPIs must remain flexible to ensure they meet our needs. The data reported is the position at end of June 2022.

3.2 Of the **22** indicators with targets, their status as at the end of quarter one for 2022/ 23 is:

☺ (on target)	☹ (below target but confident annual target will be achieved)	☹ (below target)
14	3	5

In terms of the direction of travel i.e. performance compared to last year, for all indicators the status is:

↑ (better performance than last year)	↓ (not as good as last year)	↔ (on par with previous year performance)
22	5	2

3.3 KPIs where the direction of travel is down and/ or KPI is ☹ are highlighted below:

KPI No.	KPI description	Reason for ☹ or ↓
11	Total number of homeless relief cases held at the end of the quarter. (Page 21)	↓ The number of relief cases at the end of Q1 (39) is more when compared to Q1 in 2021/22 (20) and Qtr 4 2021/22 (31).
17	Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant. (Page No. 23)	↓ ☹ 5 decisions out of 7 were determined within the target (71.43%) during Q1 figure. This is below both the councils target of 85% and the outturn for 2021/22 which was 75%.

18	Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the applicant. (Page No. 24)	<p>☹️ Q1 figure is lower than last year's outturn with only 37 out of 55 (67.27%) decisions being issued within the timescale. This meant the target figure of 80% has not been met this quarter. However, the Qtr 1 outturn is a significant improvement on the 2021/22 full year outturn of 57.81%.</p> <p>Measures are being implemented to address the reduction in performance and these measures will be supplemented by improvements arising from the review of planning.</p>
19	Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant. (Page No. 24)	<p>☹️ 154 of 176 decisions were made within agreed timescales during Q1. This equates to performance of 87.50%, which is above last year's outturn of 81.53% but just below the local target of 90%.</p>
22	Investigate category C* cases within 10 working days (risk of material harm to the environment or undue harm to residential amenity). (Page No. 26)	<p>☹️ 12 cases were in in Q1 9 (75%) were investigated within the timescale, which was below the target of 80%. However performance has improved when compared to the 2021/22 outturn figure of 56.45%.</p>
32	Average number of days to process change in circumstance to housing benefit claims. (page No. 34).	<p>↓☹️ During Q1 there has been significant slippage in the performance with 14 days being the average number of days. This is higher than both the target of 4 days and last year's outturn of 3 days.</p>

3.4 Key successful KPIs to bring to Members' attention include:

- KPI 2- The claimant unemployment rate within the borough has reduced to 1.9% from 2.2%, this is below the county rate of 2.3% and the UK rate of 3.8%. (Page 10)
- KPI 8 (NEW KPI)- 15 workshops/ events were delivered through the Tewkesbury Growth Hub discussing various subjects such as branding, applying for patent, marketing etc. (Page 13)
- KPI 18 and 19 – the direction of travel of processing minor and other planning applications is positive in comparison with the previous year's outturn. (Page 24)
- KPI 20, 21 and 23- significant improvement in investigating planning enforcement A, B and D cases with all of these categories reaching 100% performance during Q1. (Pages 25 and 26)
- KPI 31- the average number of days to process a new Housing Benefit claim was 6.6 days in Q1 this is well below the national average of 19 calendar days and last year's outturn of 17 days. (Page 33)

- KPI 36- Food established hygiene ratings this year remains good at 2.6% have a rating of 2 or below which is below the 5% target and less than last year's figure of 3.2%. (Page 35)
- KPI 40- 53.83% of waste was reused, recycled or composted this performance is above the target of 52%. (Page 44)

4.0 FINANCIAL SUMMARY - REVENUE POSITION

4.1 The financial budget summary for Q1 shows a projected surplus of £275,461 for the full year against the approved budget. The following table highlights the forecast outturn position for service provision, the net position on corporate income and expenditure and the resulting surplus.

4.2	Budget	Full Year Projection	Full Year Variance
<u>Services expenditure</u>			
Employees	£11,746,948	£11,353,272	£393,676
Premises	£613,798	£650,417	-£36,619
Transport	£61,560	£47,788	£13,772
Supplies & Services	£2,218,531	£2,232,910	-£14,379
Payments to Third Parties	£6,647,923	£8,331,513	-£1,683,590
Transfer Payments - Benefits	£9,000,000	£9,000,000	£0
Central Recharges	£29,929	£29,929	£0
COVID-19 Costs	£0	£5,676	-£5,676
Projects Funded Externally	£0	-£271,972	£271,972
Income	-£17,194,670	-£18,479,108	£1,284,438
Services Sub Total	£13,124,019	£12,900,425	£223,594
<u>Corporate expenditure</u>			
Treasury – Interest Received	-£439,000	-£624,000	£185,000
Treasury – Borrowing Costs	£467,000	£449,000	£18,000
Investment Properties	-£3,230,484	-£3,173,675	-£56,809
Corporate Savings Targets	-£100,000	£0	-£100,000
Core Government funding	-£1,511,086	-£1,511,086	£0
New Homes Bonus	-£1,633,094	-£1,633,094	£0
Business Rates	-£3,066,786	-£3,066,786	£0
Business Rates – deficit from 21/22	£1,179,606	£1,179,606	£0
Council Tax Surplus	-£98,009	-£98,009	£0
Council Tax precept	£2,433,310	£2,433,310	£0
Use of reserves & MRP	£119,430	£113,754	£5,676
Corporate Sub Total	-£5,879,113	-£5,930,980	£51,867
Surplus / (deficit)			£275,461

Service Expenditure

4.3 The quarter one full year projection highlights a full year cost of service provision totalling £12.9m, resulting in a surplus against the approved budget of £223,594.

4.4 The following paragraphs highlight the main reasons for this projected surplus. In addition, Appendix 2 provides detail at a service level with notes on variances over £10,000.

- 4.5** The full year projection for employees highlights a potential gross surplus of £591,914. It should, however, be noted that within the Council's corporate expenditure is a target to save £100,000 from employment costs across the Council. The net position is therefore a surplus against target of £491,914.
- 4.6** Savings are expected due to high levels of turnover and a number of vacant posts. This has affected many service areas including One Legal, Development, Democratic and Corporate Services.
- 4.7** Included within employment costs is an assumed 2% pay award for April 2022. In early June, the Unions submitted a pay claim which requested an increase of £2,000 or the current rate of RPI, whichever is the greater, for every scale point plus a number of other specific changes to terms and conditions. The employer's side responded in late July with an offer of £1,925 on every scale point plus an additional day of annual leave.
- 4.8** The size of the claim and offer is being driven by the need to increase the lowest scale point by an estimated 10.5% to meet the expected National Living Wage. The need to increase the bottom scale point by this size means that there is a significant implication for all other scale points. In addition to this, the current inflationary pressures, coupled with the cumulative impact of zero or low pay awards, are driving significantly higher pay claims than were imagined twelve months ago.
- 4.9** The Council's budget assumed a 2% pay award based on the core inflation target for the Bank of England and what was affordable given the reduction in central funding contained within the settlement for 2022/23. No central funding was made available at the time of settlement for inflationary pressures and the Government's current position remains that no further funding will be made available during the year to meet increased cost pressures.
- 4.10** The Council will therefore have to meet the cost of the pay award, once it is agreed, from its own resources. A reserve of £500,000 was established at year end to meet this requirement. An estimate of the impact of the employer's offer is a £500,000 gross cost to the Council, including the Ubico contract, of which, circa £200,000 is available in base budget.
- 4.11** Premises costs highlights a projected overspend of £36,619. It is expected that programmed maintenance costs will exceed budget by £25,000. Any overspend in the year will be funded from the asset maintenance reserve. Due to One Legal now occupying the top floor office space within the Public Service Centre, the business rates have risen as these can no longer be recharged.
- 4.12** There is a projected saving of £13,772 for Transport costs, the main reason for this being the reduction of business travel across the Council.
- 4.13** The projected outturn for Supplies & Services highlights a potential overspend of £14,379. Annual computer licences are expected to be £28k over budget due to the renewal fees being greater than budget as they tend to be based on current levels of inflation. We are expecting higher costs within postage, printing and audit fees. This overspend is reduced by a potential saving in card terminal bank charges of £26k.
- 4.14** Payments to third parties highlights a projected overspend of £1,683,590; however, it should be noted that £1.5m of this overspend is due to the M5 A46 government grant, highlighted within the income figures, being paid over to the County Council.

- 4.15** The Ubico contract is forecast to be overspent by £240k at year end driven in large part by the rising cost of fuel. This alone accounts for an estimated overspend of £141k. They have also estimated a rise in employment costs and supplies and services. This is mainly due to potentially requiring agency staff to cover absences and holiday cover but also includes the increased cost of vehicle hire.
- 4.16** At the start of this financial year, and after the budget was set, we were informed by Cheltenham Borough Council of additional running costs in relation to Swindon Road Depot. The costs, previously borne by Cheltenham, are in relation to the day-to-day running costs and maintenance requirements for the depot are estimated to be in the order of £150k per annum.
- 4.17** The Materials Recovery Facility (MRF) gate fee is expected to be £150k lower than budget which is due to a significant reduction in the gate fee per tonne being paid. The current buoyant market for recycled materials has resulted in the gate fee paid dropping from £67 per tonne at the start of the contract last year to a current price of £26 per tonne.
- 4.18** Income in many areas of Council activity is showing a positive position. In particular, Development Management is predicting a 20% increase in planning fees due to a rise in the number of planning applications. In addition, a number of other income streams are projected to deliver income in excess of budget including car parking and licensing.
- 4.19** A few areas are projecting lower income than budget. Income from Tewkesbury Leisure Centre is expected to be £66k lower than budget. Due to a vacant commercial unit in the Council Offices, income is predicted to be £50k down on budget. In addition, One Legal income is below target, although this is offset against savings within employee costs.
- 4.20** The income position is significantly boosted by the receipt of the M5 A46 government grant of £1.5m, this is to be paid over to Gloucestershire County Council which is shown within payments to third parties.

Corporate Expenditure

- 4.21** The expenditure associated with corporate activities, as well as the financing of the Council, is shown in the second section and highlights an estimated surplus of £51,867 for the financial year.
- 4.22** Treasury activities are expected to deliver savings in borrowing costs, despite the increasing rates, as the Council has been able to divest itself of some of its previous borrowing need.
- 4.23** The increased market rates are, however, good news for the Council's investment activities with significant additional income now forecast for the year. Both our day-to-day investments and our pooled funds are experiencing returns significantly in excess of the budget expectations given the step rises in the base rate.
- 4.24** The Council's commercial property portfolio is currently predicting a deficit on the year as a result of the expected temporary void at one office unit in Hertford. Whilst the unit has now been let, inducements of six months rent free will mean only limited income on this unit in the current year but will secure a tenant for the next ten years if the full course is run. Similarly, Unit 5 at Tipton has also been let but inducements will restrict income in this financial year. Unit 5 is not in this year's budget so any income received is additional to expectations. The forecast variance on the income stream will be met by the commercial property reserve.

- 4.25** The overall projected position on retained business rates is currently in line with budget expectations at £3.06m.
- 4.26** The income line 'Use of Reserves & MRP' highlights the intended level of reserves being brought into the general fund during the year less the cost of the repayment of borrowing – the Minimum Revenue Provision. Outside of the budgeted transfer from reserves, expenditure being financed by reserves is usually allocated directly to reserves and shown separately in the report. However, some expenditure is recorded in the general fund so additional funding is brought in to match off that expenditure.
- 4.27** Bringing together both the surplus on net service expenditure and that on net corporate expenditure results in an overall budget surplus projection of £275k for the year. As highlighted earlier in the report, inflationary pressures are starting to impact the financial projection and could worsen as go further through the year. In particular, the cost of the pay award could be substantial and, although in year reserve provision exists, the ongoing impact, coupled with the potential for a similar award in 2023, will have a dramatic effect on our cost base without additional Government funding being made available.

5.0 CAPITAL BUDGET POSITION

- 5.1** Appendix 3 shows the capital budget position as at Q1. This is currently showing an underspend of £525k against the profiled budget of £1,294k.
- 5.2** The capital programme estimates total expenditure for the year to be circa £5.17m. The main elements of this year's forecast include:
- Ashchurch Bridge
 - Vehicle replacement
 - Solar canopy
 - Disabled Facilities Grants (DFG)
- 5.3** As noted in previous budget reports, there are currently unavoidable delays with the delivery of the Ashchurch bridge project which accounts for the majority of the reported underspend on land and buildings. The solar canopy was close to completion in Q1 with expenditure at that point being £382k and a further £200k expected. This will be partly funded from the external capital grant the Council received last year.
- 5.4** An overspend is being reported for vehicle replacement as the new sweeper, which was expected in Q4, was delayed until the new financial year. No further vehicles are expected to be acquired this year.
- 5.5** As can be seen in Appendix 3, Disabled Facilities Grants is showing an overspend as more grants have been paid out. The overspend will be met by increased grant being released by the County Council.

6.0 RESERVES POSITION

- 6.1** Appendix 4 provides a summary of the current usage of available reserves and supporting notes are provided for reserves where expenditure is high. As at the 1st April 2022, these reserves stood at £18.13m which is an increase of £1.93m on the previous year. The increase reflects the 21/22 budget surplus which includes significant external funding for a range of projects.

6.2 Reserves have been set aside from previous years to fund known future costs and the strategic planning of the authority's operation. The information in the appendix does not take account of reserves which have been committed, but not yet paid.

6.3 As would be expected at the end of Q1, reserves expenditure is relatively modest but it is expected that further significant expenditure will be incurred against these reserves through the remainder of the year.

7.0 CONSULTATION

7.1 None.

8.0 ASSOCIATED RISKS

8.1 There are no associated risks in relation to the report itself. A number of actions within the Council Plan are included within the Council's Corporate Risk Register. For example, financial sustainability, climate change, delivery of the Garden Town.

9.0 MONITORING

9.1 Progress on delivery of Council Plan actions are monitored on a quarterly basis by Overview and Scrutiny Committee.

10.0 RELEVANT COUNCIL PLAN PRIORITIES/COUNCIL POLICIES/STRATEGIES

10.1 Council Plan 2020-24 approved by Council on 26 July 2022
COVID-19 Corporate Recovery Plan 2020 approved by Executive Committee 8 August 2020.

Background Papers: None.

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Appendices: Appendix 1 – Council Plan Performance Tracker Qtr 1 2022/23
Appendix 2 - Revenue Budget
Appendix 3 - Capital Budget
Appendix 4 - Reserves

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 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) Deliver the council's action plan to ensure compliance with the Chartered Institute of Public Finance and Accountancy's (CIPFA) Financial Management Code.	Target date: March 2023	Head of Finance & Asset Management Lead Member for Finance and Asset Management	😊	A number of actions have been taken forward in the first quarter including recommendations around the content of medium-term financial plans. Further work on the agreed actions will take place following the conclusion of the audit of accounts. A progress report is scheduled to be submitted to Audit & Governance Committee in March 2023.
b) Produce a Medium-Term Financial Strategy	Target date: January 2022	Head of Finance & Asset Management	✓	An interim MTFS was presented to Executive Committee in June and was approved by Council in July. A member seminar has also been held.

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 Progress Report

that recognises the impact of funding reform and, delivers a balanced approach to meeting funding gaps.	March 2022 Target date: June 2022 (target date was reported to O&S committee in June 2022)	Lead Member for Finance and Asset Management		<p>The interim MTFs outlines potential funding scenario's but is not based on a firm government position towards funding local authorities. Another update will be produced once the government position is known.</p> <p>The former Secretary of State announced at the LGA conference in July that local government would receive a two year funding deal. The consultation to the two year deal is awaited.</p>
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 2023	Head of Finance & Asset Management Lead Member for Finance and Asset Management	☺	Tewkesbury's Band D council tax for 2022/23 stands at £134.36 and is the eighth lowest District charge in England. It is also £42.12 short of the lowest quartile threshold. If council tax referendum limits remain in line with previous years, the council's council tax for 2023/24 will remain in the lowest quartile.
Objective 3. Maintain our assets to maximise financial returns.				
a) Update the council's asset management plan.	Target date: March 2022, June 2022 New target date: March 2023 (New target date reported to O&S committee in June 2022)	Head of Finance & Asset Management Lead Member for Finance and Asset Management		Not yet commenced and is due to commence in quarter three 2022/23.

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 Progress Report

PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 3. Maintain our assets to maximise financial returns.				
b) Approve a new planned maintenance programme.	June 2022 Target date: March 2023 (target date reported to O&S committee in March 2022)	Head of Finance & Asset Management Lead Member for Finance and Asset Management		Not yet commenced. Will follow development of the asset management plan.
c) Ensure that voids within our commercial property portfolio are re-let at the earliest opportunity.	March 2022 New target date: End of September 2022 (New target date reported to O&S committee in September 2022)	Head of Finance & Asset Management Lead Member for Finance and Asset Management	😊	Agreements are now in place for the vacant units in Tipton and Hertford and are expected to complete in Q2 2022/23.
PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 4. Deliver the council's commercial strategy.				
a) Deliver the approved trade waste business case to make the service	April 2017 July 2017 August 2017 April 2018 April 2019 December 2019 September 2020 February 2021	Head of Community Services	😊	Six monthly updates are provided to Overview and Scrutiny Committee – the last update was on 12 July 2022 and was positively received.

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 Progress Report

commercially viable.	March 2021 March 2023 Target date: July 2023 (target date reported to O&S committee in June 2022).	Lead Member for Clean and Green Environment		A trial of trade waste recycling services has started with existing businesses GL3 area and then expanded to new businesses in the same area. The administration support for the service is in the process of being moved from Ubico to the council's customer services team. This will be supported by the Business Transformation Team who will build a customer portal and automate current manual processes.
b) Develop an action plan to finalise the One Legal Services review.	Target date: March 2023 (stage two of the review).	Borough Solicitor Lead Member for Corporate Governance	😊	A project plan will be shared with JMLG on 6 Sept outlining key milestones for addressing Stage 2 of the review of One Legal. This will cover business capability, a business plan and growth plan, key performance indicators and reporting tools, an employee engagement plan, implementation of the Civica case management system, an internal communications strategy, clarity on the budget construction and governance processes

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 o within Tewkesbury Borough.	June 2022 Target date: December 2022 (target date reported to O&S Committee June 2022)	Head of Development Services Lead Member for Economic Development/ Promotion	😊	The assessment will form part of the work to develop the new Economic Development and Tourism Strategy. The council was approached to conduct a joint commission with a neighbouring authority who had agreed to lead the tendering process, before pulling out. A brief for the work went live on the website through the tender management process on 1 August 2022, allowing tenders to express their interest.

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b) Develop and launch the new Economic Development and Tourism Strategy	Target date: January 2023	Head of Development Services Lead Member for Economic Development/ Promotion	☺	The economic assessment is now out to tender and will form the basis for the new strategy. The brief for the tender went live on the 1 August 2022. A Terms of Reference for Overview and Scrutiny Committee to support the development of the strategy will be presented at Overview and Scrutiny Committee on 6 September 2022.
c) Launch a Tewkesbury Borough Council Business Grants scheme. (r)	January 2022 March 2022 Target date: December 2022 (target date reported to O&S committee in June 2022).	Head of Development Services Lead Member for Economic Development/ Promotion		The scheme was due to be launched in the new year. However, with the array of government business grants that were launched, to avoid any confusion to the business community, the launch of the Council scheme was delayed. In addition, the economic assessment commission will also provide feedback from the business community, which may inform the development of the grant scheme.
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 Strategic Plan (JSP) and Tewkesbury Borough Plan (TBP).	<u>JSP</u> Target date: Autumn 2019 Spring 2020 Winter 2020 Summer 2021 Target date: Spring 2023 (preferred options consultation)	Head of Development Services Lead Member for the Built Environment	☺	192ha of employment land has been allocated within the JCS and employment land take-up is monitored in line with Government guidance. The Tewkesbury share of this allocation is set out in the adopted Tewkesbury Borough Plan. Looking forward to future employment land needs to be set out in the review of the JCS, Executive Committee considered the project programme (known as the Local Development Scheme) on 30 March 2022, and this was formally ratified at Council on 12 April 2022. The revised

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	(resolved by Council in April 2022 but new target dates reported to O&S Committee in June 2022)			<p>dates of the timetable for the JCS Review (now known as the Joint Strategic Plan, or JSP,) is as follows:</p> <ul style="list-style-type: none"> • Issues and Options Consultation - Winter 2018/19 (Complete) • Preferred Options Consultation – Spring 2023 • Pre-submission Consultation – Autumn 2023 • Submission to Secretary of State – early Spring 2024 • Examination – Summer 2024 • Adoption -Winter 2024/Spring 2025
	<p><u>Tewkesbury Borough Plan</u> Winter 2018 Summer 2019 Autumn 2019 December 2019 Spring 2021 Autumn 2021</p> <p>Target date: Adoption: February 2022 Spring 2022</p> <p>(revised date reported to O&S committee in January 2022)</p>		✓	<p>The Plan was adopted on 8 June 2022 at Council. The plan allocates sufficient land to meet the strategic employment needs set out in the JCS.</p>
b) Work with partners to secure transport infrastructure improvements for the all-ways Junction 10.	Target date: September 2024	<p>Director of Garden Communities</p> <p>Lead Member for the Built Environment</p>	😊	<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>The statutory 10-week public consultation for the proposed M5 Junction 10 Improvements Scheme closed in February 2022. Following the consultation, further environmental</p>

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			<p>information was also gathered to develop a full Environmental Statement.</p> <p>A detailed statutory consultation report is available on the scheme webpages (link below) which aims to demonstrate how the consultation feedback has been used to inform and shape the final design proposals.</p> <p>Next steps involve the preparation of an application to the Planning Inspectorate at central government for a permission to build, known as a Development Consent Order (DCO), required due to the scheme's status as a Nationally Significant Infrastructure Project (NSIP).</p> <p>GCC will also continue to work closely with National Highways so that the construction of this much-needed improvement scheme works for all users. It is currently anticipated that, subject to planning consent, work on the improvements will start in 2024 and be completed in late 2025.</p> <p>All updates, including progress of the scheme, plus a copy of the Public Consultation report, are provided on the scheme webpages - M5 Junction 10 Improvements Scheme - Highways (gloucestershire.gov.uk)</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) Undertake a community streets audit within the Tewkesbury High Street Heritage Action Zone.	Target date: End of September 2022	Head of Development Services Lead Member for Economic Development/Promotion		<p>The community streets audit began in June 2022 and a draft report has been created. Talkingtewkesbury.com is the online platform open to receive pinned comments on a map for the community and visitors to make comments within the area and others can view these too. The website also holds the survey for people to complete.</p> <p>Work that has also been carried out is as follows:</p> <ul style="list-style-type: none"> • two pop-up on-street surveys were conducted in June; • two walking focus groups in July and • one workshop conducted in July. <p>Final report is due by the end of September 2022.</p>
b) To deliver projects as part of the Tewkesbury High Street Heritage Action Zone, including Shop Front Scheme, Upper Floors Scheme and Traditional Skills.	Target date: March 2024	Head of Development Services Lead Member for Economic Development/Promotion		<p>Over 30 expressions of interest received, mainly for facades and shop fronts; three for upper floor conversions;</p> <p>Two applications are now at full application stage; other applications are at various stages such as; writing works specification, getting quotes, getting consents; some applications closed as applicants have withdrawn because works not in line with scheme criteria or they feel the process is too onerous.</p> <p>Historic England are funding an additional expert support to help applicants with technical aspects e.g. specifying works, creating drawings, applying for consents.</p> <p>A relaunch of the scheme is planned for late summer/autumn, but picture somewhat of a concern given limited time remaining for full delivery of works before grants can be paid.</p>

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c) Develop a Investment Plan for the Borough through the Shared Prosperity Fund.	Target date: August 2022	Head of Development Services Lead Member for Economic Development/ Promotion	✓	The Investment Plan is part of the Levelling Up agenda and focusses on Community and Place, Supporting Business and People and Skills. The UK Shared Prosperity Fund (UKSPF) Investment Plan was created and submitted by the deadline of 1 August 2022. Production of the plan incorporated a newly formed UKSPF Partnership Group.
d) Re-commence the regeneration of Tewkesbury Town projects	Target date: March 2023.	Head of Development Services Lead Member for Economic Development/ Promotion	😊	The Head of Development Services and Head of Finance and Asset Management are currently scoping out the project. It is envisioned the scope of the work will be achieved by March 2023.
PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	
Objective 4. Promote the borough as an attractive place to live and visit.				
a) Work with Cotswold Tourism and Visit Gloucestershire to promote the borough.	Target date: March 2023	Head of Development Services Lead Member for Economic Development/ Promotion	😊	<p>June saw strong traffic to Cotswolds.com: with 132k unique visitors. This was considerably up on pre-pandemic (2019) figures.</p> <p>The woman's and men's Tour of Britain races have been promoted through Cotswolds Tourism.</p> <p>Other events such as the Winchcombe walking festival, Tewkesbury Medieval Festival, Cotswold Beer Festival, Tewkesbury Festival of Lights are all promoted along with events at attractions such as Sudeley and the GWSR who all have membership with Cotswold tourism.</p>

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<p>b) Promote support for the promotion and delivery of the Tour of Britain cycle race.</p>	<p>Target date: 9 September 2022</p>	<p>Head of Development Services Lead Member for Economic Development/ Promotion</p>	<p style="text-align: center;">😊</p>	<p>The woman's tour event was a great success and took place on 8 June 2022. The Men's Tour event is on Friday 9 September, starting in Tewkesbury and also travelling through Stoke Orchard, Bishop's Cleeve and Winchcombe.</p> <p>The council is working closely with Sweetspot (organisers), as well as Gloucestershire County Council who are the lead authority. This work includes promotion, logistics, on the day and community engagement.</p>
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Key performance indicators for priority: ECONOMIC GROWTH

KPI no.	KPI description	Outturn 2021-22	Target 2022-23	Outturn Q1 2022-23	Outturn Q2 2022-23	Outturn Q3 2022-23	Outturn Q4 2022-23	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
1	Employment rate 16-64 year olds.	81.6%		73.6%						73.6% relates to 41,500 people within the borough. This is above the national rate of 74.8% (Source ONS Jan - Dec 2021 current figures)	Lead Member for Economic Development/ Promotion Head of Development Services
2	Claimant unemployment rate.	2.2%		1.9%						June 2022 figure of 1.9% relates to 1,085 people within the borough. This figure is below the county rate of 2.3% and UK rate of 3.8%.	Lead Member for Economic Development/ Promotion Head of Development Services

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Key performance indicators for priority: ECONOMIC GROWTH											
KPI no.	KPI description	Outturn 2021-22	Target 2022-23	Outturn Q1 2022-23	Outturn Q2 2022-23	Outturn Q3 2022-23	Outturn Q4 2022-23	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
3	Number of business births.	410 (2020 figure)								These are the current ONS figures for Business Births and Death Rates. Business births have decreased with 410 new businesses in 2020. The number of business deaths have decreased on last year to 385. These figures are released annually. The next update will be in Quarter 3.	Lead Member for Economic Development/ Promotion Head of Development Services
4	Number of business deaths	385 (2020 figure)									
5	Number of visitors to Tewkesbury Tourist Information Centre (TIC)	15,406	15,000	5,756				↑	😊	2022/23 target has been amended from 8,000 to 15,000. The TIC reopened after a 15-month closure in mid-April 2021. Once opened the number of visitors slowly increased as people started going out after the lockdowns. Q1 has seen an increase when compared to Q1 in 2021/22 which was 2,997. It is noted numbers are still lower than pre-covid as the number of oversea visitors have fallen since the pandemic.	Lead Member for Economic Development/ Promotion Head of Development Services

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Key performance indicators for priority: ECONOMIC GROWTH											
KPI no.	KPI description	Outturn 2021-22	Target 2022-23	Outturn Q1 2022-23	Outturn Q2 2022-23	Outturn Q3 2022-23	Outturn Q4 2022-23	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
6	Number of visitors to Winchcombe Tourist Information Centre (TIC)	2,908	11,000	4,815				↑	😊	A target of 11,000 has been set for 2022/23. The Winchcombe TIC reopened in October 2021 following the refurbishment of the Heritage Centre. Again the number of oversea visitors have reduced since the pandemic but British visitors are have increased.	Lead Member for Economic Development/ Promotion Head of Development Services
7	Number of visitors entering the Growth Hub	228	250	124				↑	😊	In quarter 1 Tewkesbury Growth Hub welcomed 124 visitors. The upward trend in visitor number continues each quarter post covid/lockdown and represents the increased confidence to return to in person meetings and events. The re-opening of the Council offices and ability to operate in person workshops and events has had a positive impact.	Lead Member for Economic Development/ Promotion Head of Development Services

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Key performance indicators for priority: ECONOMIC GROWTH											
KPI no.	KPI description	Outturn 2021-22	Target 2022-23	Outturn Q1 2022-23	Outturn Q2 2022-23	Outturn Q3 2022-23	Outturn Q4 2022-23	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
8	Number of workshops/ events delivered through Tewkesbury Growth Hub	52	50	15				↑	😊	<p>This is a new KPI which replaced an action within the Council Plan.</p> <p>Six of these were online and nine of them were in person. It has been good to have the variety dependent on what suits the deliverer, but it is also great to have the majority in person so that attendees can network easier.</p> <p>The subjects of the events include how to apply for a patent, advice on branding, how to use photography & videography to promote your business, planning business growth, promoting your business on social media, developing a marketing plan, exporting and advice for charities & social enterprises.</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 JSP.	<p>Autumn 2019</p> <p>Spring 2020</p> <p>Winter 2020</p> <p>Summer 2021</p> <p>Target date: Spring 2023 (preferred options consultation)</p> <p>(resolved by Council in April 2022 but new target dates reported to O&S Committee in June 2022)</p>	<p>Head of Development Services</p> <p>Lead Member for the Built Environment</p>	<p>☺</p>	<p>The review of the JCS (now JSP) requires a number of technical studies and covers a number of complex issues e.g. location of employment and housing growth, flood risk, transport etc, that need to be agreed with all three local authorities. The Councils have jointly appointed consultants, Deloitte, to help progress the review.</p> <p>Following a review of evidence and changes in Government policy and legislation, Tewkesbury, Cheltenham and Gloucester councils have concluded that a full review of the JCS is required. In this context, Executive Committee considered the project programme (known as the Local Development Scheme) on 30 March 2022, and this was formally ratified at Council on 12 April 2022.</p>
b) Finalise and adopt the Tewkesbury Borough Plan.	<p>Winter 2018</p> <p>Summer 2019</p> <p>Autumn 2019</p> <p>December 2019</p> <p>Spring 2021</p> <p>Autumn 2021</p> <p>February 2022</p> <p>Target date: Adoption: Spring 2022</p>	<p>Head of Development Services</p> <p>Lead Member for the Built Environment</p>	<p>✓</p>	<p>The Plan was adopted at Council on 8 June 2022.</p>

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	(revised date reported to O&S committee in January 2022)			
PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Deliver the housing needs of our communities				
c) Deliver an Empty Homes Strategy	Target date: December 2022	Head of Community Services Lead Member for Housing	☺	The Environmental Health Team are currently reviewing the options available to address longstanding empty properties within the borough. A final strategy will be prepared by November 2022.
d) Carry out housing needs assessments to deliver affordable housing in rural areas.	March 2020 February 2021 March 2022 Target date: March 2023 (overall completion) (reported to O&S committee in September 2021)	Head of Community Services Lead Member for Housing	☺	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. The next set of surveys covering Boddington, Elmstone Hardwicke, Stoke Orchard and Uckington have been issued to residents. GRCC will compile the responses and complete reports to help identify levels of housing need.
e) Increase the temporary housing accommodation supply.	Target date: March 2023	Head of Community Services Lead Member for Housing	☺	Options have been explored with a number of Registered Providers. These include opportunities to convert commercial space, assessing current supported accommodation for a change of use and use of current stock for temporary to permanent ('temp to perm') accommodation. Rough Sleeper Initiative funding has also been secured across the County to establish a network of Housing First/Housing Led properties that would focus on complex and chaotic cases.

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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 JSP and Tewkesbury Borough Plan to meet housing need.	JSP Autumn 2019 Spring 2020 Winter 2020 Summer 2021 Autumn 2019 Spring 2020 Summer 2021 Target date: Spring 2023 (preferred options consultation) (resolved by Council in April 2022 but target dates reported to O&S Committee in June 2022)	Head of Development Services Lead Member for the Built Environment	☺	The review of the JSP requires a number of technical studies and covers a number of complex issues e.g. location of employment and housing growth, flood risk, transport etc, that need to be agreed with all three local authorities. The Councils have jointly appointed consultants, Deloitte, to help progress the review. Following a review of evidence and changes in Government policy and legislation, Tewkesbury, Cheltenham and Gloucester councils have concluded that a full review of the JCS is required. In this context, Executive Committee considered the project programme (known as the Local Development Scheme) on 30 March 2022, and this was formally ratified at Council on 12 April 2022.
	TBP Winter 2018 Summer 2019 Autumn 2019 December 2019 Spring 2021 Autumn 2021 February 2022			✓

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	Target date: Adoption: Spring 2022 (revised date reported to O&S committee in January 2022)			
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 2023	Head of Development Services Lead Member for the Built Environment	😊	<u>Innsworth</u> <ul style="list-style-type: none"> • A programme of reserved matters approvals continues with approval granted for 751 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 (21/00133/APP) for phase 5 (179 dwellings) was approved on 21 April 2022. • A Reserved Matters application (21/00821/APP) for phase 6 (144 dwellings) was approved on 22 June 2022 <u>Twigworth</u> <ul style="list-style-type: none"> • A programme of reserved matters approvals continues with approval granted for 720 dwellings to date. • Reserved matters approval has also been granted for key infrastructure including the erection of a local centre.

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				<ul style="list-style-type: none"> • A Reserved Matters application (22/00364/APP) for phase 3 (340 dwellings) was approved on 20th July 2022. • An appeal by means of inquiry against the non-determination of application 21/00976/OUT, an outline application for up to 160 dwellings, was closed on 9 August 2022 <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 approximately 170 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. Appeal received start date 11 May 2022. • Reserved Matters application is in for phases 4 & 6 of Perrybrook (22/00251/APP) Phase 4 delivering 226 dwellings and phase 6 delivering 209 dwellings (435 total). No committee target date yet. <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>
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				Amended details have been submitted which are being consulted upon. It is anticipated that the application will go to planning committee in December 2022.
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.				
b) Adopt a revised charging schedule for the Community Infrastructure Levy (CIL)	Target date: January 2024	Head of Development Services Lead Member for the Built Environment	😊	Provisional timetable for the charging schedule for CIL is as follows: <ul style="list-style-type: none"> July 2022: establish evidence base – completed with delivery of - <ul style="list-style-type: none"> Arup ‘Infrastructure Funding Gap Analysis’ and Porter Planning Economics ‘Viability Assessment’ and recommendations; July / September 2022: Develop new charging schedule – consideration of viability assessment recommendations underway by JCS task group (with presentation on 09 August 2022); September / December 2022: member approval of new draft charging schedule for consultation; January / March 2023: statutory consultation for a minimum of 6 weeks; April / June: examination in public – quotation for alternative to PINS received; September / December 2023: formal adoption of the new charging schedule; and 01 January 2024: begin applying the new charging schedule to applications granted on or after 01 January 2024 (5 years from implementation of the original charging schedule on 01 January 2019)

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c) Work with the Voluntary and Community Sector (VCS) to access funding to deliver improved community facilities.	Target date: March 2023	Head of Development Services Lead Member for the Community	😊	A new Community Funding Officer was appointed and began the role in May. From May-June, 26 groups have been supported with funding. Some groups have gone on to make successful funding bids, either through the TBC Covid-19 Community grant scheme or external funders - totalling over £15,000 secured in funding. Other steps have been taken to improve funding opportunities long-term for the VCS, including networking with funders.
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Key performance indicators for priority: HOUSING AND COMMUNITIES											
KPI no.	KPI description	Outturn 2021-22	Target 2022-23	Outturn Q1 2022-23	Outturn Q2 2022-23	Outturn Q3 2022-23	Outturn Q4 2022-23	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
9	Total number of active applications on the housing register at the end of the quarter.	1800 1 bed single= 677 1 bed couple= 144 2 bed= 545 3 bed= 291 4 bed= 121 5 bed= 18 6 bed= 2 7 bed= 2		1786 1 bed single= 674 1 bed couple= 137 2 bed= 544 3 bed= 291 4 bed= 117 5 bed= 20 6 bed= 0 7 bed= 3						The breakdown of bands is: Emergency – 61 Gold – 79 Silver – 628 Bronze – 1018 Total – 1786	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 2021-22	Target 2022-23	Outturn Q1 2022-23	Outturn Q2 2022-23	Outturn Q3 2022-23	Outturn Q4 2022-23	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
10	Total number of new homeless applications opened during quarter.	594		151				↔		This will include 67 Triage (advice only), 46 Prevention and 38 Relief cases newly approaching for assistance.	Lead member for Housing Head of Community Services
11	Total number of homeless relief cases held at the end of the quarter.	122		39				↓		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
12	Total number of homeless applications with main duty accepted held at end of the quarter.	95		22				↑		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
13	Total number of homeless prevention cases held at the end of the quarter.	212		39				↑		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.	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 2021-22	Target 2022-23	Outturn Q1 2022-23	Outturn Q2 2022-23	Outturn Q3 2022-23	Outturn Q4 2022-23	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service																									
14	Numbers in Temporary Accommodation at the end of the quarter.	122		31				↑		Total numbers of households in temporary accommodation including hotel, B&B & our temporary houses.	Lead member for Housing Head of Community Services																									
15	Total New Affordable Housing properties delivered by tenure type.	195		59				↑		<p>A total of 59 properties were delivered in Q1 2022/23, the breakdown is as follows:</p> <table border="1"> <thead> <tr> <th></th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>Social rent</td> <td>1</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Affordable rent</td> <td>33</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Affordable home ownership</td> <td>25</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td>59</td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>Total for the year 2021/22: 195 Social rent: 2 Affordable rent: 108 Affordable home ownership: 85</p>		Q1	Q2	Q3	Q4	Social rent	1				Affordable rent	33				Affordable home ownership	25				Total	59				Lead member for Housing Head of Community Services
	Q1	Q2	Q3	Q4																																
Social rent	1																																			
Affordable rent	33																																			
Affordable home ownership	25																																			
Total	59																																			
16	New Affordable Housing properties delivered on JCS sites by tenure type.	130		43				↑		<p>A total of 43 properties were delivered in Q1 2022/23, the breakdown is as follows:</p> <table border="1"> <thead> <tr> <th></th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>Social rent</td> <td>1</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Affordable rent</td> <td>25</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Affordable home ownership</td> <td>17</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		Q1	Q2	Q3	Q4	Social rent	1				Affordable rent	25				Affordable home ownership	17				Lead member for Housing Head of Community Services					
	Q1	Q2	Q3	Q4																																
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										management work stream of the planning improvement plan. The outcome of this review will be reported to Overview and Scrutiny Committee.	
Key performance indicators for priority: HOUSING AND COMMUNITIES											
KPI no.	KPI description	Outturn 2021-2022	Target 2022-23	Outturn Q1 2022-23	Outturn Q2 2022-23	Outturn Q3 2022-23	Outturn Q4 2022-23	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
18	Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the applicant.	57.81%	80%	67.27%				↑	☹️	37 of the 55 decisions issued were within time. It is accepted that the overall figure is disappointing, however the majority of the older cases (i.e. the backlog) were the minor applications this figure is to be expected. Given also the problems of recruitment and retention within the service.	Lead Member Built Environment/ Head of Development Services
19	Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant.	81.53%	90%	87.50%				↑	☹️	For Q1, 154 out of 176 applications were determined in time. Although the figure is slightly below the target, the direction of travel is positive, and we are significantly above the national threshold of 70% for non-major applications. This is a	Lead Member Built Environment/ Head of Development Services

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										great achievement given the issues within the service.	
Key performance indicators for priority: HOUSING AND COMMUNITIES											
KPI no.	KPI description	Outturn 2021-2022	Target 2022-23	Outturn Q1 2022-23	Outturn Q2 2022-23	Outturn Q3 2022-23	Outturn Q4 2022-23	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
20	Enforcement - Investigate category A* cases within 24 hours (without prompt action, material risk of further harm which could be reduced by early intervention).	76.92%	90%	100%				↑	😊	There was one category A case received in Q1 that was investigated within the 24-hour target. <i>*Category A- Development causing, or likely to cause, irreparable harm or damage.</i>	Lead Member Built Environment/ Head of Development Services
21	Investigate category B* cases within five working days (development causing, or likely to cause, irreparable harm or damage).	84.62%	90%	100%				↑	😊	In Q1, three category B cases were received and all were investigated within the target timescale. <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>	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 2021-2022	Target 2022-23	Outturn Q1 2022-23	Outturn Q2 2022-23	Outturn Q3 2022-23	Outturn Q4 2022-23	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
22	Investigate category C* cases within 10 working days (risk of material harm to the environment or undue harm to residential amenity).	56.45%	80%	75%				↑	☹️	<p>12 cases were received in Q1, 9 were investigated within 10 working days.</p> <p>Although we are below the target, the direction of travel is positive compared to the outturn for 2021/22.</p> <p><i>*Category C- unless action is taken, there is a risk of material harm to the environment or undue harm to residential amenity.</i></p>	Lead Member Built Environment/ Head of Development Services
23	Investigate category D* cases within 15 working days (breaches causing limited material disturbance to local residents or to the environment).	69.57%	70%	100%				↑	😊	<p>During Q1, 33 cases were reported and all were reviewed within 15 working days.</p> <p><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></p>	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 2023	Head of Community Services Lead Member for Housing	☺	<p>Work between Business Transformation Team (BTT) and Housing is complete with web pages ready to transfer to new web site as part of wider project.</p> <p>A new role is currently going through evaluation. This role will focus on rough sleepers but also aim to prevent breakdown of family relationships, provide support to remain in tenancies and access and maintain supported housing options. This will be funded through the Homelessness Prevention Grant.</p> <p>In response to the impact of the crisis in Ukraine a new role has been created to coordinate the Council's efforts and also support extra housing advice/homelessness cases that will approach the service. This will be funded by the Homes for Ukraine scheme via Gloucestershire County Council.</p>
b) Set up a planning agents forum.	Target date: End of September 2022	Head of Development Lead Member Built Environment	☺	Work is underway in relation to setting up the first meeting by the end of September. The purpose of the agents forum is to engage with agents who regularly submit planning applications to understand their issues and work better together.
c) Review the Environmental Health Service. (r)	December 2020. April 2024 September 2024 Target date: October 2022	Head of Community Services Lead Member for Clean and Green Environment	☺	The trial of the new structure continues to work well and appears to be well received by staff. Service managers are currently discussing options to take this forward with HR and a report will be prepared for CLT by the end of September 2022.

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	(revised target date was reported to O&S committee in January 2022).			
d) Maximise the use of business intelligence within the council to ensure the accuracy of the rating list and help businesses build resilience. (r)	<p>March 2021 March 2022</p> <p>Target date: March 2023</p> <p>(target date was reported to O&S committee in June 2022)</p>	<p>Head of Corporate Services</p> <p>Lead Member for Commercial Transformation</p>	☺	The Business Intelligence plan has been finalised and work is continuing on working through intelligence obtained during the COVID-19 business grants process.
e) Continue to review the operational effectiveness of our return to the office and the opportunities provided through agile working. (r)	<p>Target date: March 2023</p>	<p>Head of Corporate Services</p> <p>Lead Member for Commercial Transformation</p>	☺	Hybrid working continues to work effectively and is a useful tool for recruitment and retention of staff. Work to consider how the offices may need to be adjusted to make an environment better suited to modern ways of working is continuing.
f) Carry out a full review of the licensing services.	<p>April 2021 Sept 2021 November 2021 May 2022</p> <p>Target date: December 2022</p> <p>New target date: End of January 2023</p>	<p>Head of Community Services</p> <p>Lead Member for Clean and Green Environment</p>	☹	<p>The online offering is one of four work streams to undertake and complete a full-service review. Other work streams are governance, finance and HR related.</p> <p>The online offering includes automated licence consultations which has been completed. There is also an update of licensing related pages on the website which is currently being undertaken and will be completed by December. The online forms project has been delayed due to connector issues between the two systems- Uniform and Liberty Create. Mapping and scoping is currently in place and</p>

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	(New revised date reported to O&S committee in September 2022)			testing and availability to the customer has been pushed back to December for Temporary Events Notice's (TEN's), taxi and private hire and the end of January for Licensing Act 2003 forms. The target date has been amended from December 2022 to the end of January 2023, to the reflect the slight delay.
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.	April 2022 June 2022 December 2022 New Target date April 2023 (New revised date reported to committee in September 2022)	Head of Corporate Services Lead Member for Commercial Transformation		Progress has been made on the development of a new corporate website, including choosing a new platform provider and engaging with services to review and improve content. The council's web designer role is now vacant, and two attempts of advertising has failed to recruit a candidate with the required skills and experience. A recommendation will be made to Corporate Leadership Team to 'unlock' this issue. The council's current website continues to be operational and updated. The target date has been updated to reflect this.
b) Explore the opportunity for an online offering for our cemeteries function.	31 March 2022 September 2022 New target date: March 2023 (New revised date reported to O&S committee in January 2022)	Head of Finance and Asset Lead Member for Finance and Asset Management		This project has not yet commenced but process mapping of the service will begin October 2022

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c) Create a planning application tracker	Target date: September 2022	Head of Development Lead Member Built Environment	😊	<p>The planning application tracker, fully funded by DLUHC will allow members of the public, applicants and agents to sign up to receive alerts whenever there is an update on an application of interest. Alerts will be sent by email and text messages, the progress of an application is shown on a progress bar in the planning application tracker. Information is given on what each stage of the process means.</p> <p>The business transformation team has worked with Planning to make sure the tracker displays the correct information and is user friendly. Work to the final changes are currently taking place with the aim to go live by the end of September 2022.</p>
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Key performance indicators for priority: CUSTOMER FIRST											
KPI no.	KPI description	Outturn 2021-22	Target 2022-23	Outturn Q1 2022-23	Outturn Q2 2022-23	Outturn Q3 2022-23	Outturn Q4 2022-23	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
24	Total enquiries logged by the Area Information Centre (AIC).	158		31						<p>The attendance at the AICs remains low, this could be as a result of contacting TBC through other means during Covid and so have carried out using those methods.</p> <p>The footfall at Winchcombe has increased, this could be due to lack of bus transport to Tewkesbury. Q1 2022/23 breakdown is: Winchcombe: 29 Bishops Cleeve: 2 Brockworth: 0 Churchdown: 0 Total: 31</p>	Lead Member Customer Focus/ Head of Corporate Services

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Key performance indicators for priority: CUSTOMER FIRST											
KPI no.	KPI description	Outturn 2021-22	Target 2022-23	Outturn Q1 2022-23	Outturn Q2 2022-23	Outturn Q3 2022-23	Outturn Q4 2022-23	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
25	Total number of people assisted within the borough by Citizens Advice Bureau (CAB).	1,758		484						<p>During Q1 484 clients have raised 611 issues as follows:</p> <ul style="list-style-type: none"> • Benefits & tax credits- 23.8% (146 issues) • Universal Credit- 9.6% (59 issues) • Housing- 9.6% (59 issues) • Debt- 8% (49 issues) • Utilities- 6.3% (39 issues) • Relationships- 6.2% (38 issues) <p>Of the clients seen, the heaviest demand was in Tewkesbury South 38 (7.8%). The following five wards represents 163 (33.6%) of all clients seen</p> <ul style="list-style-type: none"> • Churchdown St Johns 35 (7.2%) • Brockworth East 35 (7.2%) • Brockworth West 34 (7%) • Innsworth 33 (6.8%) • Tewkesbury East 26 (5.3%) 	Lead Member Community Development / Head of Development Services

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Key performance indicators for priority: CUSTOMER FIRST											
KPI no.	KPI description	Outturn 2021-22	Target 2022-23	Outturn Q1 2022-23	Outturn Q2 2022-23	Outturn Q3 2022-23	Outturn Q4 2022-23	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
26	Financial gain to clients resulting from CAB advice	£1,291,722		£370,000						During the quarter clients have benefitted from £370,000 of financial gains, a significant amount of this £172,000 is in additional welfare benefits, an important factor in helping people with the cost of living crisis.	Lead Member Community Development / Head of Development Services
27	Community groups assisted with funding advice	314		26						A new Community Funding Officer started in May. Over the quarter 26 community groups have been assisted with funding advice	Lead Member Community Development / Head of Development Services
28	Benefits caseload: a) Housing Benefit b) Council Tax Reduction	2,198 4,841		2149 4708						CTR caseload continues to fall mainly due to the number of claimants returning to work following Covid. Delays in managed migration from legacy benefits means that we will continue to deal with some claim types until December 2024. The split at the end of quarter one was as follows Pension age 1,792 Working age 2,916	Lead Member Finance and Asset Management/ Head of Corporate Services
Key performance indicators for priority: CUSTOMER FIRST											
KPI no.	KPI description	Outturn 2021-22	Target 2022-23	Outturn Q1 2022-23	Outturn Q2 2022-23	Outturn Q3 2022-23	Outturn Q4 2022-23	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service

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29	Average number of days to process new Housing benefit claims.	17	15	6.6				↑	😊	Performance in quarter 2022-23 is back on target and well below the national average of 19 calendar days.	Lead Member Finance and Asset Management/ Head of Corporate Services
Key performance indicators for priority: CUSTOMER FIRST											
KPI no.	KPI description	Outturn 2021-22	Target 2022-23	Outturn Q1 2022-23	Outturn Q2 2022-23	Outturn Q3 2022-23	Outturn Q4 2022-23	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
30	Average number of days to process change in circumstances to housing benefit claims.	3	4	14				↓	☹️	There has been slippage in the performance on change of circumstances in Quarter 1. This is predominantly due the Housing Benefit Award Accuracy Initiative, funded by the Department for Work and Pensions. This is an initiative to proactively identify unreported changes and make sure the right amount of housing benefit is paid to the right person at the right time.	Lead Member Finance and Asset Management/ Head of Corporate Services
31	Percentage of council tax collected	98%	98%	29.9%				↔️	😊	Council tax collection is very slightly below target (0.1%) for the end of June. Normal recovery processes are continuing in accordance with the annual recovery timetable.	

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32	Percentage of NNDR collected	99.4%	98%	34.8%					↑	😊	NNDR is above target for the end of June by 3.8%	Lead Member Finance and Asset Management/ Head of Corporate Services
Key performance indicators for priority: CUSTOMER FIRST												
KPI no.	KPI description	Outturn 2021-22	Target 2022-23	Outturn Q1 2022-23	Outturn Q2 2022-23	Outturn Q3 2022-23	Outturn Q4 2022-23	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service	
33	Average number of sick days per full time equivalent	11.51	8.0	2.75					↑	😊	In Q1, 528 days were lost to sickness absence, in comparison with 672.8 days during Q4 2021/22. This comprised 165.2 short term days (193.5 in Q4) and 362.8 long term days (479.3 in Q4), so this represents a positive reduction over both short and long term sickness. The HR team continue to support managers to actively manage sickness and manage sickness rates down. The team have run Supporting Attendance workshops for managers in Q1 alongside the new policy.	Lead Member Organisational Development / Head of Corporate Services

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34	Food establishment hygiene ratings.	3.2%	5% With a food hygiene rating Under three	2.6%					↑	😊	There are currently 725 premises registered with the Council. 19 (2.6%) have a food hygiene rating of 2 or below and therefore this remains within the target of less than 5% for non broadly compliant premises.	Lead Member Clean and Green Environment/ Head of Community Services
Key performance indicators for priority: CUSTOMER FIRST												
KPI no.	KPI description	Outturn 2021-22	Target 2022-23	Outturn Q1 2022-23	Outturn Q2 2022-23	Outturn Q3 2022-23	Outturn Q4 2022-23	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service	
35	Percentage of Freedom of information (FOI) requests answered on time.	89%	80%	89%				↑	😊	158 requests were received in Q1 – 141 were responded to within the 20 working days deadline. Total received for 2021-22= 572	Lead Member Customer Focus/ Head of Corporate Services	
36	Percentage of formal complaints answered on time.	74%	90%	68%				↓	😞	25 formal complaints were received in Q1. 17 of the 25 were answered within the 20 working days.	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) Support the garden town planning status through the JSP site assessment process.	<p>Target date: Submission for examination summer 2023.</p> <p>Summer 2024</p> <p>target date: Spring 2023 (preferred options consultation)</p> <p>(resolved by Council in April 2022 and target dates reported to O&S Committee in June 2022)</p>	<p>Director of Garden Communities</p> <p>Lead Member Built Environment</p>	<p>😊</p>	<p>The Garden Town will form part of the Joint Strategic Plan (JSP) Review.</p> <p>The revised dates of the timetable for the JSP Review is as follows:</p> <ul style="list-style-type: none"> • Issues and Options Consultation - Winter 2018/19 (Complete) • Preferred Options Consultation – Summer 2024 Spring 2023 • Pre-submission Consultation – Winter 2022 Autumn 2023 • Submission to Secretary of State – Spring 2023 early Spring 2024 • Examination – Summer 2023 Summer 2024 • Adoption – Winter 2023 Winter 2024/Spring 2025

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				See relevant updated comment about the JSP by Head of Development Services under priority 'Housing and Communities', objective 2, action a.
b) Prepare a design manual.	Target date: March 2023	Director of Garden Communities Lead Member Built Environment	😊	LDA Design have been commission to create the design manual for the Garden Town. They are currently starting to talk to members and key stakeholders and are preparing the initial stages of the work.
PRIORITY: GARDEN COMMUNITIES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 1. Delivery of Tewkesbury Garden Town				
c) Finalise the design and launch the construction phase of the Aschurch and Northway Bridge Over Rail (ANBOR).	Target date: March 2023	Director of Garden Communities Lead Member Built Environment	😊	Following a detailed cost and programme review, work is now underway to prepare the final detailed design and construction contract procurement documents with the intention of launching the construction phase in the spring 2023.
d) Work with partners to progress the business case for the Junction 9 and A46 improvements.	Target date: March 2024 for finalisation of	Director of Garden Communities Lead Member Built Environment	😊	Note this project is led by Gloucestershire County Council (GCC). Work continues with our partners (GCC, Department of Transport, Homes England and National Highways), to develop the outline business case work. On completion/agreement of the outline business case

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	business case by <u>GCC</u>			<p>a consultation will take place on the preferred route options.</p> <p>Latest update in terms of the technical work ongoing is that the planned non-statutory consultation by GCC is due to commence on Tuesday 22 September and run until 6 November 2022. This initiative is a key part of the ongoing development of the business case which will lead to the identification of the preferred route option, in due course.</p> <p>Further information including FAQs available at -</p> <p>M5 Junction 9 and A46 (Ashchurch) Transport Scheme - Highways (goucestershire.gov.uk)</p>
e) Submit a further Garden Community Capacity Funding bud for 2022/23. (r)	Target date: December 2022	Director of Garden Communities Lead Member Built Environment		A funding bid will be submitted when the next funding round is opened. Unfortunately, due to the uncertainties within government at present, the GT team is not advised when this will be, but in past years it has been during the Autumn.
f) Work with partners to maximise sustainable development principles and low carbon technologies as part of the Garden Communities programme. (r)	Target date: December 2022	Director of Garden Communities Lead Member Built Environment	😊	The Garden Town Sustainability Strategy is being finalised which will highlight the approach going forward.
g) Conclude the assessment of the delivery vehicle for the Garden Town and submit the business case to the Department for Levelling Up, Housing and Communities (DLUHC).	Target date: October 2022	Director of Garden Communities Lead Member Built Environment	😊	<p>Financial modelling consultants have been appointed to support the developing process alongside consultants ARUP who are preparing the business case with the Garden Town team. The business case is due to be submitted to government in October 2022.</p> <p>A officer working group has been set up as well as planned updates to the Garden Town Member Reference Panel and all members.</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 village.				
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 2023	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.</p> <p>Since CBC's announcement in July 21 that HBD X Factory has been selected as its preferred development partner, discussions continue on finalising the detail.</p> <p>CBC as landowner are progressing with their outline planning application in conjunction with the other developers, namely St Modwen, with the schedule to submit the application later in 2022. This will lead to the start of construction and completion of the first phases of the development, centering 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>
PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 1. Deliver the carbon reduction action plan				
a) Deliver the solar car parking canopy at the Public Services Centre.	Target date: June 2022 (target date reported to O&S)	Head of Finance and Asset Management Lead Member for Clean and Green Environment	✓	Construction of the canopy was completed by the end of June. Awaiting connection of the system by the District Network Operator.

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	committee in January 2022)			
b) Develop a communication plan and roll out carbon literacy training to ensure stakeholders are well informed and knowledgeable of the Council's progress towards its carbon reduction objectives.	Target date: June 2023	Head of Finance and Asset Management Lead Member for Finance and Asset Management	😊	Increased levels of internal communications and web pages being designed to aid communication externally. Series of carbon literacy training courses scheduled, with first to take place in September. It is anticipated that up to 60 officers and members will receive this training in the coming year.
c) Source and secure funding opportunities to support the delivery of our carbon reduction programme.	Target date: March 2022 March 2023	Head of Finance and Asset Management Lead Member for Clean and Green Environment	😊	Ongoing annual programme of activity to secure the funding needed to support delivery of carbon neutrality by 2030. It is estimated that the aim, for Council alone, will cost in the region of £12m-£15m to fully deliver. It is hoped that there will be a further rounds of the Public Sector Decarbonisation Scheme in early Autumn where a significant bid for funding towards the heat replacement project in the council offices will be made. Smaller funding awards are currently being sought to support the delivery of electric vehicle charging points.
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 policies to ensure the delivery of healthy and sustainable communities.	Target date: March 2023 (ongoing as action is across a number of plans)	All Heads of Services Lead Member for Clean and Green Environment	😊	The JSP will include policies relating to this. The economic needs assessment will also inform the Economic and Tourism strategy. The recent work on the Public Space Protection Order also contributes to this action.

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b) Promote a healthier lifestyle through working with Active Gloucestershire through the 'we can move' programme. (r)	Target date: March 2023	Head of Development Services Lead Member for Community	☺	A service level agreement is now in place to deliver 'We Can Move' in the Borough. Details of the programme can be found on their website : www.wecanmove.net
c) Carry out a review of our litter pickers' scheme.	September 2024 June 2022 New target date: Jan 2023 (dependant on the availability of the business transformation team) (New revised date reported to O&S committee in September 2022)	Head of Community Services Lead Member for Clean and Green Environment	☹	The Environmental Health Team continue to respond well to registration requests. The Environmental Health Manager will meet with the Business Transformation Team in August 2022 to finalise the new registration process. This project is reliant on the Business Transformation Team and to factor in the other projects BTT are working on the target date for delivery has been amended to January 2023.
PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 2. Promote a healthy and flourishing environment in the borough.				
d) Work with the Integrated Locality Partnership (ILP) to build community resilience within the borough and reduce health inequalities. (r)	Target date: March 2023	Head of Development Services Lead Member for Community	☺	The ILP has highlighted key priorities around social isolation/loneliness / physical wellbeing / mental wellbeing / employment and skills. Pilot projects are in progress in Brockworth and Tewkesbury. A recent report went to Executive Committee recommending an action and cost plan be produced, in consultation with the lead member.

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e) Commence planning and scoping study for implications of, and opportunities for, borough-wide decarbonisation. (r)	Target date: June 2023	Head of Finance and Asset Management Lead Member for Finance and Asset Management		Not yet commenced
f) Deploy CCTV cameras in fly-tipping hotspots.	Target date: September 2022	Head of Community Services Lead Member for Clean and Green Environment	😊	Two rapid deployment camera's have been purchased. The initial location for the cameras has been decided and the cameras are on target to be installed by the suppliers at the end of August 2022.
g) Support community led biodiversity projects across the borough.	Target date: March 2023	Head of Development Services Lead Member for Community	😊	During quarter one Tewkesbury Nature Reserve received grant funding of £1,000 from the Covid-19 recovery grant scheme. The grant was for art and storytelling workshops based on habitats and animals at the reserve.
PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 3. Promote responsible recycling across the borough.				
a) Undertake proactive marketing campaign of the new bulky waste service.	Target date: March 2023	Head of Community Services Lead Member for Clean and Green Environment	😊	The first phase of a social media campaign has taken place in Q1. One focus is general messaging as a survey found public awareness of the bulky waste service was low. A further focus is to push residents towards booking collections online to reduce calls to customer services.
b) Working with Gloucestershire Waste and Resources Partnership to improve	Target date: March 2023	Head of Community Services	😊	The Gloucestershire Waste and Resource partnership ran a plastics campaign in Q1, which was well received. New county-wide campaigns planned include a focus on

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our recycling figures and reduce waste.		Lead Member for Clean and Green Environment		<p>littering, textiles, food waste and electricals through the rest of 2022/23.</p> <p>The council's communication team is and will continue to promote the 'Gloucestershire recycles' campaigns through social media channels.</p>
Objective 4. Preserve and enhance the natural assets and built heritage of our borough.				
a) Establish and publish a local list of non-designated heritage assets in the borough.	<p>February 2022 Target date: June 2022 New target date: End of September 2022 (New target reported to O&S committee in September 2022)</p>	<p>Head of Development Services Lead Member for Built Environment</p>	☹️	<p>The non-designated heritage assets local list has been completed following nominations and a series of panel meeting discussing the assets have took place. The final element is the decision notice to be completed and the list to be published online. This action will be carried out by the end of September and will be located here: https://www.tewkesbury.gov.uk/local-heritage-list</p>

Key performance indicators for priority: SUSTAINABLE ENVIRONMENT											
KPI no.	KPI description	Outturn 2021-22	Target 2022-23	Outturn Q1 2022-23	Outturn Q2 2022-23	Outturn Q3 2022-23	Outturn Q4 2022-23	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
37	Number of reported enviro crimes	1,447	1000	237				↑	☺️	<p>A breakdown of the enviro-crimes for Q1 2022/23 are as follows. (Q1 2021/22 are in brackets):</p> <ul style="list-style-type: none"> • Fly tips: 140 (249) • Littering: 3 (3) • Dog fouling: 2 (5) • Abandoned vehicles: 12 (49) • Noise: 65 (109) • Bonfires: 15 (27) <p>Total: 237 (419)</p>	Lead Member Clean and Green Environment/Head of Community Services

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38	Percentage of waste reused, recycled or composted.	53.5%	52%	53.83%				↑	😊	The recycling rate is on target for Q1, continuing the good performance of 2021/22.	Lead Member Clean and Green Environment/Head of Community Services
39	Residual household waste collected per property in kgs.	401.92Kg	430kg	100.7Kg				↑	😊	There were 100.7Kg of residual waster per household in Q1. This figure is set to achieve the target and is a slightly better performance than Q1 2021/22.	Lead Member Clean and Green Environment/Head of Community Services

Appendix 2 - Quarter 1 budget report

Chief Executive

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	275,714	277,482	(1,768)	
Premises	0	0	0	
Transport	0	0	0	
Supplies & Services	8,160	8,160	0	
Payments to Third Parties	0	0	0	
Income	0	0	0	
TOTAL	283,874	285,642	(1,768)	

Community Services

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	1,473,469	1,466,872	6,597	
Transport	900	0	900	
Supplies & Services	130,703	139,999	(9,296)	
Payments to Third Parties	5,674,721	5,870,225	(195,504)	1
Ringfenced Projects and Funding	0	0	0	
Income	(2,449,356)	(2,537,609)	88,253	2
TOTAL	4,830,437	4,939,487	(109,050)	

1) The adverse variance of £195k is mainly due to the following:

Due to rising costs of fuel, Ubico have predicted an overspend of £141k. In addition to this, Ubico are expecting an overspend of £50k across various service areas due to higher employment costs, supplies & services and support services.

After budget setting the council were informed of additional running costs in relation to Swindon Road Depot, this amounts to £150k.

The MRF gate fee is expected to be £150k lower than budget which is due to a significant reduction in the gate fee per tonne being paid.

The current buoyant market for recycled materials has resulted in the gate fee paid dropping from £67 per tonne at the start of the contract last year to a current price of £26 per tonne.

2) The £88k favourable variance is predominantly due to the following:

£73k of additional licensing income projected by the end of the financial year.

Income from civil penalty notice's has exceeded budget by £13k in the first quarter.

Recycling credits are expected to be £17k less than budget.

Corporate Services

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	2,470,385	2,442,929	27,456	3
Transport	0	0	0	
Supplies & Services	674,122	687,328	(13,206)	4
Payments to Third Parties	209,738	218,173	(8,435)	
Transfer Payments - Benefits Service	9,000,000	9,000,000	0	
COVID-19 Costs	0	5,676	(5,676)	
Income	(9,488,464)	(9,540,189)	51,725	5
TOTAL	2,865,781	2,813,917	51,864	

3) Combination of posts currently vacant across various services eg revenues & benefits, corporate, internal audit.

4) Projected overspend in relation to software and licences re: energy rebate schemes. However, this will be offset by new burdens income received (government grants). Tewkesbury Borough News also projected to be overspent eg increase cost in paper.

5) New burdens grants.

Democratic Services

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	303,842	263,083	40,759	6
Premises	0	280	(280)	
Transport	9,600	5,995	3,605	
Supplies & Services	507,445	503,190	4,255	
Payments to Third Parties	34,000	34,031	(31)	
Income	(2,500)	(2,481)	(20)	
TOTAL	852,387	804,098	48,289	

6) A full time vacant post gives a saving of £44k plus 13 hours saving in another post gives ca. £10k. This is offset against overtime to cover peaks as we near the Borough elections next year.

Development Services

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	2,184,521	2,136,742	47,779	7
Premises	53,476	49,433	4,043	
Transport	0	206.5	(207)	
Supplies & Services	204,699	227,970	(23,271)	8
Payments to Third Parties	327,795	326,020	1,775	
COVID-19 Costs	0	0	0	
Income	(1,397,111)	(1,653,254)	256,143	9
TOTAL	1,373,380	1,087,117	286,263	

7) Projected salary savings due to turnover in a number of positions across the group

8) Overspent mainly due to a high rise in computer annual renewal costs and subscriptions with professional planning software providers.

9) Expected additional income from planning fees and £120k contributions from JCS partnership.

Finance and Asset Management

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	2,323,828	2,342,212	(18,384)	10
Premises	560,322	600,703	(40,381)	11
Transport	48,060	40,350	7,710	
Supplies & Services	574,067	550,682	23,385	12
Payments to Third Parties	373,798	351,452	22,346	13
Drainage Board Levy	6,500	7,837	(1,337)	
COVID-19 Costs	0	0	0	
Income	(1,385,652)	(1,290,626)	(95,026)	14
TOTAL	2,500,923	2,602,611	(101,688)	

10) Projected overspend due to costs for climate change consultancy support to be met by unspent agency payments.

11) Overspend due to additional programmed maintenance costs totalling an estimated £25k plus £16k business rates for the area in which One Legal now occupy.

12) Expected savings of £26k associated with PDQ terminal charges.

13) Expected savings on Climate Change agency costs of £14k and a further £10k associated with agency costs relating to the Council Offices and Treasury Mgmt. Greater than expected costs associated with car parks reduce these savings

14) Income is reduced by a vacant unit on the top floor of the Council Offices (£50k) and reduced income from the leisure centre which is expected to be £66k down on budget. Car park income is estimated to be £20k over budget but also £10k down with regards excess charges collected.

Garden Communities

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	0	264,318	(264,318)	15
Premises	0	0	0	
Transport	0	0	0	
Supplies & Services	0	118	(118)	
Payments to Third Parties	0	1,507,536	(1,507,536)	16
COVID-19 Costs	0	0	0	
Income	0	(1,500,000)	1,500,000	17
Reserve Funding	0	(271,972)	271,972	15
TOTAL	0	(0)	0	

15) All salary costs are fully covered by contributions and reserves.

16) M5 A46 Government Grant to be paid to GCC.

17) M5 A46 Government Grant received, will be paid to GCC which has been included in payments to third parties.

Borough Solicitor

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £
Employees	131,685	130,320	1,365
Supplies & Services	515	-	515
Income	0	0	0
TOTAL	132,200	130,320	1,880

One Legal

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	2,583,504	2,029,314	554,190	18
Transport	3,000	1,237	1,763	
Supplies & Services	118,820	115,464	3,356	
Payments to Third Parties	21,371	16,239	5,132	

Central Recharges	29,929	29,929	0	
Income	(2,471,587)	(1,954,950)	(516,637)	19
TOTAL	285,037	237,233	47,804	

18) The favourable variance of £554k relates to various vacant posts across One Legal, the main contributors being: 2 Principal Lawyer posts, PPD, 3 Senior Lawyer and 2 Lawyer posts. Agency staff are being utilised where possible to meet the work requirements.

19) Limited resources available to undertake additional work have had an impact on the ability to achieve the income targets and as a result, the actual income for Q1 is below the budget.

Appendix 3 - Analysis of capital budget 2022/23

	Q1 Budget Position £	Q1 Actual Position £	(Over) / Under spend £	% Slippage	Comments
Council Land & Buildings	1,116,616	383,672	732,944	66	Delays in the Ashchurch Bridge project, Q1 expenditure relates to the solar canopy.
Vehicles	0	163,496	(163,496)	(100)	Vehicle purchase included in the 2021/22 capital budget has been delayed and completed in April 2022. No further expenditure expected in 2022/23
Equipment	52,116	30,945	21,171	41	More expenditure expected later in the year
Capital Investment Fund	0	0	0	0	No budget in 2022/23
Community Grants	0	0	0	0	No budget in 2022/23
Housing & Business Grants	125,000	190,997	(65,997)	(53)	More Disabled Facilities Grants paid out in the first quarter than expected.
	1,293,732	769,110	524,622	41	

Appendix 4 - Revenue reserves for 2022/23

Reserve	Balance 31st March 2022	Spent in Reserve Q1	Reserve Remaining	Note
Service Reserves				
Asset Management Reserve	1,556,309		1,556,309	
Borough Growth Reserve	628,291		628,291	
Borough Regeneration Reserve	81,619		81,619	
Business Rates Reserve	-		-	
Business Support Reserve	253,942	14,340	239,603	
Business Transformation Reserve	1,289,412	46,895	1,242,517	1
Climate Change Reserve	365,333	11,880	353,454	
Community Support Reserve	892,575	86,116	806,459	2
Council Tax Reserve	250,792		250,792	
Development Management Reserve	473,437	9,178	464,259	
Development Policy Reserve	2,019,322	-	2,021,559	
Elections Reserve	190,848		190,848	
Flood Support and Protection Reserve	9,509	7,810	1,699	
Garden Communities Reserve	1,284,208	47,050	1,237,158	3
Health & Leisure development reserve	1,889	2,493	- 604	
Housing & Homeless Reserve	649,098	30,220	618,878	4
Insurance Reserve	60,000		60,000	
Investment Reserve	450,000		450,000	
IT Reserve	167,062	10,402	156,659	
MTFS Equalisation Reserve	3,103,157		3,103,157	
Open Space & watercourse Reserve	637,585		637,585	
Organisational Development Reserve	157,955	7,886	150,069	
Risk Management Reserve	760,000		760,000	
Waste & Recycling development Reserve	2,843,606		2,843,606	
	18,125,949	272,033	17,853,916	

Notes

- 1 Expenditure against a combination of specific reserves including the Digitalisation team and various temporary posts in the revenues and benefits team.
- 2 Predominantly licensing improvement costs and an environmental health officer.
- 3 Investigation into options for an appropriate Garden Town Delivery Vehicle.
- 4 Places of safety expenditure.