

# TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	22 November 2022
<b>Subject:</b>	Council Plan Performance Tracker 2022/23 (Qtr2)
<b>Report of:</b>	Head of Corporate Services
<b>Head of Service/Director:</b>	Head of Corporate Services
<b>Lead Member:</b>	Leader of the Council
<b>Number of Appendices:</b>	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 i.e. garden communities and sustainable environment. Supporting the priorities is a set of objectives and actions. Progress in delivering the objectives and actions is 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 due to 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 an '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 second 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 is 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 we continue to recover from the pandemic, for 2022/23 we have incorporated the remaining actions from the COVID-19 Corporate Recovery Plan 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 second quarter of year three of the Council Plan (2020-2024). Key successful activities to bring to Members’ attention since the last performance report include:

- All units within our commercial property portfolio are now let and occupied..(Page 3)
- Shared Intelligence have been appointed and started working on the economic assessment, which will form the basis of the new Economic Development and Tourism Strategy. (Page 5)
- As part of the High Street Heritage Action Zone (HSHAZ) scheme, a community streets audit is complete and will provide feedback from the survey. (Page 8)
- To help achieve one of the key objectives set out within the Housing and Homelessness Strategy 2022-26, an Empty Homes Strategy has been prepared and will be reported to Executive Committee in November 2022. (Page 14)

- Rough Sleeper initiative funding has been secured across the county to establish a network of Housing First/ Housing Led properties which will help focus on complex cases. (Page 14/15)
- The first planning agents' forum has taken place. (Page 27)
- The success of the solar PV canopy and the Council's progress towards its carbon reduction objective. The canopy was showcased to partners across the county and received extremely positive feedback from the community following coverage on social media. This coverage has reached further afield with a number of organisations asking for further information and arranging visits. (Page 38)
- An Electric Vehicle Charging Point Strategy has been developed and will be submitted to Executive Committee in November. (Page 39)
- Two cameras have been successful installed in fly-tipping hotspots. (Page 40)
- A local list of non-designated heritage assets in the borough has been completed and published on the Council's website. (Page 41).

**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
<p><u>Joint Strategic Plan actions</u></p> <ul style="list-style-type: none"> <li>• Deliver employment land through allocating land in the Joint Strategic Plan (JSP) and Tewkesbury Borough Plan (TBP).</li> <li>• Work with partners to undertake the required review of the JSP.</li> <li>• Ensure adequate land is allocated within the JSP and Tewkesbury Borough Plan to meet housing need</li> <li>• Support the garden town planning status through the JSP site assessment process.</li> </ul> <p>(Page No. 6, 13, 15, 34 of the Council Plan performance tracker).</p>	<p>😐 The timetable is currently under further review and could be subject to change, this in turn could result in the target dates being amended. Further details will be available in the next performance tracker update.</p>
<p>Carry out a review of our corporate website. (Page No. 28).</p>	<p>😐 A third recruitment approach went live on 20 October with a closing date of 6 November.</p>
<p>Prepare a design manual. (Page No. 34)</p>	<p>😐 The Design Manual has been paused while governance is established.</p>

Work with partners to maximise sustainable development principles and low carbon technologies as part of the Garden Communities programme. (r) (Page No. 36)	☹️ The Garden Town Sustainability Strategy is being finalised and will be taken forward through the Design Manual, in the first instance. However, due to the delay of the Design Manual, the target date for this action has been amended from <b>December 2022</b> to <b>March 2023</b> .
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). (Page No. 36)	☹️ The business case is planned to be submitted this year once finalised and approved by Council. The target date has been amended from <b>October 2022</b> to <b>January 2023</b> to reflect this.
Carry out a review of our litter pickers' scheme. (Page 39)	☹️ The priorities for the Business Transformation Team have been reviewed by Management Team and this will be deferred until 2023/24.

**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 September 2022.

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

☺️ (on target)	☹️ (below target but confident annual target will be achieved)	☹️ (below target)
14	5	4

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)
23	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 ↓
10	Total number of new homeless applications opened during quarter. (Page 20)	↓ The number of new homeless applications opened during the quarter has increased. If the increase continues the outturn for this year will be more when compared to last year's outturn of 594.
11	Total number of homeless relief cases held at the end of the quarter. (Page 20)	↓ The number of relief cases held at the end of Q2 (38) is more when compared to Q2 in 2021/22 (20). If this rate continues it will be more than the outturn for 2021/22 (122).
17	Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant.  (Page No. 22)	↓ ☹ Three decisions out of nine were determined within the target (33.33%) during Q2. Cumulatively with Q1, 56.25% has been achieved. This is below both the Council's 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. 23)	☹ Q2 figure is lower than last year's outturn with the cumulative figure of 50 out of 84 (59.52%) of decisions being issued within the timescale. This meant the target figure of 80% has not been met this quarter; however, the Q2 outturn is an improvement on the 2021/22 full year outturn of 57.81%.  Measures are being implemented to address the reduction in performance and these measures will be supplemented by improvements arising from the Development Management Service Review
19	Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant. (Page No. 24)	☹ Collectively, the outturn for Q2 has seen 216 of 255 decisions made within agreed timescales during Q2. This equates to performance of 84.71%, which is above last year's outturn of 81.53% but just below the local target of 90%.
30	Average number of days to process change in circumstances to housing benefit claims. (Page No. 31).	↓☹ During Q2 there has been slight slippage in the performance with an average of 16 days.

37	Percentage of formal complaints answered on time. (page No. 33).	↓ 16 of 25 complaints of were answered within the timescale (64%). The cumulative figure for the year so far is 62%, this is below both the outturn for 2021/22 (74%) and the target figure of 90% but is hoped to improve in Q3.
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### 3.4 Key successful KPIs to bring to Members' attention include:

- KPI 2 - The claimant unemployment rate within the borough has reduced to 1.8% from 2.2% (outturn of 2021/22), this is below the county rate of 2.2% and the UK rate of 3.7%. (Page 10)
- KPI 5 – the number of visitors to Tewkesbury Tourist Information Centre has increased with a total 12,930 since April compared to 10,196 this time last year. (Page 11)
- KPI 7 - A huge increase in the number of visitors to the Growth Hub was received in Q2 (246), resulting in the target for the year (250) being achieved with 370 for the year so far. (Page 12)
- KPI 20, 21, 22 and 23 - improvement in investigating planning enforcement A, B, C and D cases with the majority of categories reaching 100% performance during Q2 and a significant improvement to KPI 22 with 91.67% reported. (Pages 24 and 25)
- KPI 32 - the percentage of NNDR collected is above target by 7.5% for the end of Q2. (Page 32)
- KPI 35 - food establishment hygiene ratings this year remains good - 2.1% have a rating of two or below which is below the 5% target and less than last year's figure of 3.2%. (Page 33)
- KPI 36 - percentage of Freedom of Information (FOI) requests answered on time has improved with 90% being achieved. This is above both the outturn last year and this year's target of 80%. (Page 33)
- KPI 38 – a significant improvement has been made in relation to the total number of enviro-crimes reported; this year so far 565 crimes have been reported compared to 810 reported in Q2 in 2021/22. (Page 42)
- KPI 40 - 53.82% of waste was reused, recycled or composted - this performance is above the target of 52%. (Page 42)

## 4.0 FINANCIAL SUMMARY - REVENUE POSITION

4.1 The financial budget summary for Q2 shows a projected surplus of £138,305 for the full year against the approved budget. This projection is a worsening of the projection made at the end of Q1 which suggested an outturn surplus of £275,461; however, given the impact of rising levels of inflation and the inclusion of both the 2022 pay award and the first phase of the local review of the pay line within these figures, the projection, at this stage, of an outturn surplus is encouraging.

4.2 The following table highlights the forecast outturn position for service provision, the net position on corporate income and expenditure and the resulting surplus. It should be noted that Appendix 2 does not include the retention and recruitment pay grade increase of £106,000, but it has been included in the table below.

4.3	Budget	Full Year Projection	Full Year Variance
<b><u>Services expenditure</u></b>			
Employees	£11,746,948	£11,426,729	£320,219
Premises	£613,798	£636,633	-£22,835
Transport	£61,560	£49,444	£12,116
Supplies & Services	£2,218,531	£2,269,217	-£50,686
Payments to Third Parties	£6,647,923	£7,089,445	-£441,522
Transfer Payments - Benefits	£9,000,000	£9,131,880	-£131,880
Central Recharges	£29,929	£29,929	£0
COMF Funding	£0	£2,715	-£2,715
COVID-19 Costs	£0	£6,686	-£6,686
COVID-19 Recovery	£0	£83	-£83
Income	-£17,194,670	-£17,265,068	£70,398
<b>Services Sub Total</b>	<b>£13,124,019</b>	<b>£13,377,693</b>	<b>-£253,674</b>
<b><u>Corporate expenditure</u></b>			
Treasury – Interest Received	-£439,000	-£849,635	£410,635
Treasury – Borrowing Costs	£467,000	£449,812	£17,188
Investment Properties	-£3,230,484	-£3,137,570	-£92,914
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	-£1,887,180	-£2,037,483	£150,303
Council Tax Surplus	-£98,009	-£98,009	£0
Parish precept	£2,433,310	£2,433,310	£0
Use of reserves & MRP	£119,430	£112,662	£6,768
<b>Corporate Sub Total</b>	<b>-£5,879,113</b>	<b>-£6,271,092</b>	<b>£391,979</b>
Surplus / (deficit)			<b>£138,305</b>

#### Service Expenditure

- 4.4** The quarter two full year projection highlights a full year cost of service provision totalling £13.38m, resulting in a deficit against the approved budget of £253,674.
- 4.5** The following paragraphs highlight the main reasons for this projected deficit. In addition, Appendix 2 provides detail at a service level with notes on variances over £10,000.
- 4.6** The full year projection for employees highlights a potential gross surplus of £320,219. 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 £220,219.
- 4.7** In deriving this figure, it should be noted that it includes the costs of both the national pay award and the first phase of the local pay line review. The position on both of these is described in the following paragraphs. It should also be noted that significant savings are being made in employee expenditure across the Council as a result of retention and recruitment difficulties. Whilst this results in a financial benefit to the Council, there could be a service disbenefit associated with the issues.

- 4.8** At time of writing, two of the three trade unions representing the workforce had agreed to the pay award offer made by employers in late July. The employers offer allowed an increase of £1,925 on every scale point which would equate to an increase of 10.5% on the lowest pay point up to just over 2% at the highest pay point outside of Chief Officers and the Chief Executive. Whilst the pay award is yet to be formally agreed, given the support from the unions, the award has been included within our full year projections.
- 4.9** It is estimated that the pay award will cost the Council, including the impact on Ubico, around £500,000 to implement. The 2022/23 budget had assumed a pay offer of 2% and therefore had circa £200,000 within it to meet the cost of a pay award. Given the direction of travel, Executive Committee agreed in July to set aside £500,000 to meet the cost of the inflated pay award. As can be seen when looking at the whole of the budget projection, it is unlikely that the reserve will need to be used to meet this cost given the savings and additional income in other parts of the budget.
- 4.10** In addition to the national pay award, the Council is currently facing challenges with retention and recruitment which has resulted in high agency costs and numerous vacancies. Therefore, at the end of September the Council approved the first phase of the retention and recruitment programme, which was a benchmarking exercise to ensure professional roles are competitive within the marketplace. These particular pay grades will be increased from 1 October, with an estimated total gross cost of £106,000 for the second half of the year and this has now been included within the overall employment costs, although not yet allocated to specific services. As with the national pay award, a reserve was set aside to meet the expected additional cost but, on current projections for the whole budget, this is not forecast to be required.
- 4.11** Premises costs highlight a projected overspend of £22,835. It is expected that maintenance costs will exceed budget by £14,000 as a result of cost inflation. In addition, business rates have risen as a result of the increased occupation of the public service centre with One Legal now occupying a unit on the top floor.
- 4.12** There is a projected saving of £12,116 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 £50,686. Of this, £100k has been projected in relation to the household support grants which is fully funded by a government grant. Annual computer licences are expected to be £17k over budget due to the renewal fees being greater than budget, as they tend to be based on current levels of inflation. It is expected that bank charges will deliver a saving of £26k and IT equipment will be £43k under budget.
- 4.14** Payments to third parties highlights a projected overspend of £441,522.
- 4.15** The Ubico contract is forecast to be overspent by £400k at year end driven in large part by the rising cost of fuel. Despite a falling price during quarter two, the increased cost of diesel alone accounts for an estimated overspend of £133k. Other areas of additional spend within the contract include agency staff to cover absences and holiday cover and the increased cost of vehicle hire which will be funded from reserves. As highlighted in Paragraph 4.9, this report has included the expected cost of the national pay award with the cost falling on the Ubico contract estimated to be £174k.
- 4.16** At the start of this financial year, and after the budget was set, the Council was 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 £209k 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. Several 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 boosted by the receipt of external funding including the household support grant of £108k and Joint Strategic Partnership contribution of £120k.

#### 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 £391,979 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 our 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 in 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 can be met by the commercial property reserve.
- 4.25** The overall projected position on retained business rates is currently exceeding budget expectations, generating additional income of £150k. This is due to awarding more reliefs than anticipated, resulting in more s31 grants income which is greater than budget.
- 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 Paragraph 6 of 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 deficit on net service expenditure and surplus on net corporate expenditure results in an overall budget surplus projection of £138k for the year. Within this forecast, the budget has absorbed the significant impact of employee inflation and the inflation being felt in services buying goods and external services. Whilst the position could deteriorate over the winter, as it currently stands the reserve support expected to be needed to meet the impact of inflation will not be required and could end up being released to support other priorities at year end.

## **5.0 CAPITAL BUDGET POSITION**

**5.1** Appendix 3 shows the capital budget position as at Q2. This is currently showing an underspend of £1.27m against the profiled budget of £2.63m.

**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
- Heat replacement system at the Council Offices
- 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.

**5.4** The solar canopy project was completed in Q2 with a final cost of £599k. This project was approved and delivered following the disappointment of not being able to proceed with the replacement heating system at the Council Offices due to tendered costs. The grant funding awarded for the heat replacement system has been used to partly fund the solar canopy. A new grant application has been made in October for funding towards the heat replacement project.

**5.5** An overspend is being reported for vehicle replacement as the new sweeper, which was expected in Q4 of 2021/22, was delayed until the new financial year. No further vehicles are expected to be acquired this year.

**5.6** 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 1 April 2022, these reserves stood at £18.13m which is an increase of £1.93m on the previous year. The increase reflects the 2021/22 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, Council priorities and the strategic planning of the authority's operation. The information in the Appendix reflects only expenditure incurred to date and does not take account of reserves which have been committed but not yet paid or are awaiting capital financing at year end. Such expenditure will include:

- the funding of the Garden Town operation during 2022/23 currently estimated at £554k;
- the partial funding of land acquisition to support the Garden Town which will utilise the full balance in the Investment Reserve of £450,000;
- the partial funding of the solar canopy from our own resources, totalling £315k;
- temporary staff support for Development Services;
- funding the forecast income deficit on the commercial property reserve; and
- additional council tax hardship support across the winter

**6.3** As highlighted earlier in the report, based on current forecasts it is unlikely that the £750,000 set aside in reserves to meet the impact of inflation in the current year will be required.

## **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 2020-2024 approved by Council on 26 July 2022  
Covid-19 Corporate Recovery Plan 2020 approved by Executive Committee 8 August 2020.

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**Background Papers:** None.

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**Appendices:** Appendix 1 – Council Plan Performance Tracker Qtr 2 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
<b>Objective 1. To ensure the council remains financially secure in the long term.</b>				
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.

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

b) Produce a Medium-Term Financial Strategy that recognises the impact of funding reform and, delivers a balanced approach to meeting funding gaps.	<p><del>January 2022</del> <del>March 2022</del></p> <p>Target date: June 2022 (target date was reported to O&amp;S committee in June 2022)</p>	<p>Head of Finance &amp; Asset Management</p> <p>Lead Member for Finance and Asset Management</p>		An interim MTFS was presented to Executive Committee in June and was approved by Council in July. A further update to the strategy will be presented to Members, this is scheduled for January and will go to both Executive Committee and Council.
<b>PRIORITY: FINANCE AND RESOURCES</b>				
<b>Actions</b>	<b>Target date</b>	<b>Responsible Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Objective 2. Maintain a low council tax.</b>				
a) Ensure our council tax remains in the lowest quartile nationally.	Target date: February 2023	<p>Head of Finance &amp; Asset Management</p> <p>Lead Member for Finance and Asset Management</p>		<p>Tewkesbury's Band D council tax for 2022/23 stands at £134.36 and is the eighth lowest District charge in England.</p> <p>Currently awaiting guidance and thresholds from Government in determining council tax levels for 2023/24</p>
<b>Objective 3. Maintain our assets to maximise financial returns.</b>				
a) Update the council's asset management plan.	<p>Target date: <del>March 2022, June 2022</del></p> <p>Target date: March 2023 (target date reported to O&amp;S committee in June 2022)</p>	<p>Head of Finance &amp; Asset Management</p> <p>Lead Member for Finance and Asset Management</p>		Due to commence in quarter three 2022/23.

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PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Objective 3. Maintain our assets to maximise financial returns.</b>				
b) Approve a new planned maintenance programme.	<del>June 2022</del> 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.	<del>March 2022</del> Target date: End of September 2022 (target date reported to O&S committee in September 2022)	Head of Finance & Asset Management Lead Member for Finance and Asset Management	✓	All units within our commercial property portfolio are now let and occupied.
PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Objective 4. Deliver the council's commercial strategy.</b>				
a) Deliver the approved trade waste business case to make the service	<del>April 2017</del> <del>July 2017</del> <del>August 2017</del> <del>April 2018</del> <del>April 2019</del> <del>December 2019</del> <del>September 2020</del> February 2024	Head of Community Services Lead Member for Clean and Green Environment	😊	Trial for recycling and food waste has commenced with 20 customers having recycling collected on a weekly basis, a further five will join them in the next couple of weeks. Low interest in food waste currently but the aim is to create a database of interested parties and start collecting once we have enough customers to warrant diverting the food

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commercially viable.	<p><del>March 2021</del> March 2023</p> <p>Target date: July 2023</p> <p>(target date reported to O&amp;S committee in June 2022).</p>			<p>waste vehicle from other activities. Discussion in regard to extending the trial geographical area to open up to more existing customers have started with Ubico.</p> <p>Liberty interim build is at the early stages with a project team day booked to convert process plans to actual build perimeters. We'd hoped to move the admin in-house in September but it is likely to be the new year based on expected build and testing requirements. We do plan to complete the Duty of Care process in-house in January however.</p> <p>Work on T&amp;C's, financial planning and GDPR considerations are current/next steps.</p> <p>Pricing recommendations have been made and whilst there are still some unknowns, we believe this will go a good way towards decreasing the deficit and bringing the service to a minimum cost neutral position as per project objectives.</p>
b) Develop an action plan to finalise the One Legal Services review.	<p>Target date: March 2023</p> <p>(stage two of the review).</p>	<p>Borough Solicitor Lead Member for Corporate Governance</p>		<p>A project plan was shared with JMLG on 6 Sept outlining key milestones for addressing Stage 2 of the review of One Legal. We will report to JMLG representatives and then present to JMLG with progress.</p>

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PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Objective 1. Deliver our strategic plans and economic development plans.</b>				
a) To deliver an economic assessment within Tewkesbury Borough.	<del>June 2022</del> Target date: December 2022 (target date reported to O&S Committee June 2022)	Head of Development Services Lead Member for Economic Development/ Promotion		Shared Intelligence have been appointed and are currently working on the assessment. This will be fundamental in developing the new Economic Development and Tourism Strategy. As part of this the Business Survey has been distributed, stakeholder interviews conducted and data analysis taken place. A seminar will also be held with the Overview and Scrutiny Committee in November 2022.
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 in progress – see above. 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 was presented and agreed at Overview and Scrutiny Committee on 6 September 2022.
c) Launch a Tewkesbury Borough Council Business Grants scheme. (r)	<del>January 2022</del> <del>March 2022</del> 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.

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PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Objective 2. Deliver employment land and infrastructure to facilitate economic growth.</b>				
a) Deliver employment land through allocating land in the Joint Strategic Plan (JSP) and Tewkesbury Borough Plan (TBP).	<p><u>JSP</u></p> <p>Target date: <del>Autumn 2019</del></p> <p><del>Spring 2020</del></p> <p><del>Winter 2020</del></p> <p><del>Summer 2021</del></p> <p>Target date: Spring 2023 (preferred options consultation)</p> <p>(resolved by Council in April 2022 but new target dates reported to O&amp;S Committee in June 2022)</p>	<p>Head of Development Services</p> <p>Lead Member for the Built Environment</p>		<p>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.</p> <p>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 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"> <li>• Issues and Options Consultation - Winter 2018/19 (Complete)</li> <li>• Preferred Options Consultation – Spring 2023</li> <li>• Pre-submission Consultation – Autumn 2023</li> <li>• Submission to Secretary of State – early Spring 2024</li> <li>• Examination – Summer 2024</li> <li>• Adoption -Winter 2024/Spring 2025</li> </ul> <p>The timetable is currently under a further review and could be subject to changed. This will likely be reported in the next performance tracker update.</p>

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	<p><u>Tewkesbury Borough Plan</u>  <del>Winter 2018</del>  <del>Summer 2019</del>  <del>Autumn 2019</del>  <del>December 2019</del> <del>Spring 2021</del> <del>Autumn 2021</del></p> <p>Target date: Adoption:  <del>February 2022</del> Spring 2022</p> <p>(revised date reported to O&amp;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>
<p>b) Work with partners to secure transport infrastructure improvements for the all-ways Junction 10.</p>	<p>Target date: September 2024</p>	<p>Director of Garden Communities  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 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>

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				<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 - <a href="https://www.goucestershire.gov.uk/m5-10-improvements-scheme">M5 Junction 10 Improvements Scheme - Highways (goucestershire.gov.uk)</a></p>
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PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Objective 3. Deliver borough regeneration schemes.</b>				
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		Report completed and was presented to HSHAZ Programme Board on 19 October 2022. Options paper for delivering recommendations from report drafted for presentation at same meeting. This could support action (d) below.
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		Expressions of interest have increased to 45 following the relaunch in August/September and an “open day” at Tewkesbury Tourist Information Centre.  Still some concerns about being able to use the available funds, given difficulties in getting contractors to quote, getting planning permissions through etc., but positive reaction from businesses resulting from in-person visits.

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c) Develop an 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		Initial scoping work needs to be undertaken and will be progressed in the New Year.
<b>PRIORITY: ECONOMIC GROWTH</b>				
<b>Actions</b>	<b>Target date</b>	<b>Reporting Officer/Group</b>	<b>Progress to date</b>	
<b>Objective 4. Promote the borough as an attractive place to live and visit.</b>				
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>September was another strong month for the <a href="https://www.cotswolds.com">Cotswolds.com</a> website with 124,690 unique visitors. This represents a 35% increase on pre-pandemic figures in 2019, although it is still substantially down on the abnormally high post lockdown summers of 2020 &amp; 2021.</p> <p>Cotswold Tourism were also in Washington DC at a VisitBritain trade event holding key business meetings with 45 trade operators.</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</p>

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				events at attractions such as Sudeley and the GWSR who all have membership with Cotswold Tourism.
b) Promote support for the promotion and delivery of the Tour of Britain cycle race.	Target date: 9 September 2022	Head of Development Services  Lead Member for Economic Development/Promotion		The woman's tour event was a great success and took place on 8 June 2022. The Men's Tour was cancelled following the death of Her Majesty the Queen. As it stands we are not aware of the men's tour being rearranged.

### 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%	1.8%					Sept 2022 figure of 1.8% relates to 1,035 people within the borough.  This figure is below the county rate of 2.2% and UK rate of 3.7%.	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.	Lead Member for Economic Development/ Promotion Head of Development Services
4	Number of business deaths	385 (2020 figure)								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.	
5	Number of visitors to Tewkesbury Tourist Information Centre (TIC)	15,406	15,000	5,756	7,174 (Q1 & Q2= 12,930)			↑	😊	This year's figure on the whole (12,930 visitors) is an increase when compared it to the same time last year which was 10,196 visitors. It is noted numbers are still lower than pre-covid as the number of overseas 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	4,534 (Q1 & Q2= 9,349)			↑	😊	Figure to date is on target to meet the 11,000 visitors by the end of the year. Again, the number of overseas visitors has reduced since the pandemic, but British visitors have increased.	Lead Member for Economic Development/ Promotion Head of Development Services
7	Number of visitors entering the Growth Hub	228	250	124	246 (Q1 & Q2= 370)			↑	😊	In quarter 2 Tewkesbury Growth Hub welcomed 246 visitors. This is a significant increase on the number of visitors in Quarter 1 (124).  The upward trend in visitor number continues each quarter post covid/lockdown. Representing increased confidence for the return to in person meetings and events.	Lead Member for Economic Development/ Promotion Head of Development Services
8	Number of workshops/ events delivered through Tewkesbury Growth Hub	52	50	15	13 (Q1 & Q2= 28)			↑	😊	This is a new KPI which replaced an action within the Council Plan.  13 events were delivered in Quarter 2. The majority of which were in person.  The subjects of the events include how to apply for a patent, advice on branding,	Lead Member for Economic Development/ Promotion Head of Development

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										how to use photography & videography to promote your business, planning business growth, promoting your business on social media, developing a marketing plan.	ent Services
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PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Objective 1. Deliver the housing needs of our communities</b>				
a) Work with partners to undertake the required review of the JSP.	<p>Autumn-2019 Spring-2020 <del>Winter-2020</del> 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&amp;S Committee in June 2022)</p>	<p>Head of Development Services</p> <p>Lead Member for the Built Environment</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, the partner 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> <p>The timetable is currently under a further review and could be subject to change. This will likely be reported in the next performance tracker update.</p>
b) Finalise and adopt the Tewkesbury Borough Plan.	<p><del>Winter-2018</del> <del>Summer-2019</del> Autumn-2019 <del>December-2019</del> Spring</p>	<p>Head of Development Services</p>		<p>The Plan was adopted at Council on 8 June 2022.</p>

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	2021 Autumn-2021 February 2022 Target date: Adoption: Spring 2022  (revised date reported to O&S committee in January 2022)	Lead Member for the Built Environment		
<b>PRIORITY: HOUSING AND COMMUNITIES</b>				
<b>Actions</b>	<b>Target date</b>	<b>Reporting Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Objective 1. Deliver the housing needs of our communities</b>				
c) Deliver an Empty Homes Strategy	Target date: December 2022	Head of Community Services  Lead Member for Housing		A strategy has been prepared and will be taken to Executive Committee on the 16 November.
d) Carry out housing needs assessments to deliver affordable housing in rural areas.	<del>March 2020</del> <del>February 2021</del> 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. These were due by the end of October.
e) Increase the temporary housing	Target date: March 2023	Head of Community Services		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

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accommodation (TA) supply.		Lead Member for Housing		<p>for temporary to permanent accommodation. Bromford have been asked to identify potential properties for TA use.</p> <p>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. Cases have been identified and passed to the provider to assess and begin to source accommodation.</p>
<b>PRIORITY: HOUSING AND COMMUNITIES</b>				
<b>Actions</b>	<b>Target date</b>	<b>Reporting Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Objective 2. Ensure development plans provide for the five-year land supply requirement.</b>				
a) Ensure adequate land is allocated within the JSP and Tewkesbury Borough Plan to meet housing need.	<p>JSP Autumn 2019 Spring 2020 <del>Winter 2020</del> Summer 2024 Autumn 2019 Spring 2020 Summer 2024</p> <p>Target date: Spring 2023 (preferred options consultation)</p> <p>(resolved by Council in April 2022 but target dates reported to O&amp;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 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, the partner 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> <p>The timetable is currently under a further review and could be subject to changed. This will likely be reported in the next performance tracker update.</p>

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	<p><u>TBP</u>          Winter 2018          Summer 2019          Autumn 2019          December 2019          Spring          2021 Autumn 2021          February 2022</p> <p>Target date:          Adoption:          Spring 2022          (revised date reported to O&amp;S committee in January 2022)</p>			<p>The Plan was adopted by Council on 8 June 2022.</p>
<b>PRIORITY: HOUSING AND COMMUNITIES</b>				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Objective 3. Support infrastructure and facilities delivery to enable sustainable communities.</b>				
<p>a) Work with partners, infrastructure providers and developers, to progress the delivery of key sites.</p>	<p>Target date: March 2023</p>	<p>Head of Development Services           Lead Member for the Built Environment</p>		<p><u>Innsworth</u></p> <ul style="list-style-type: none"> <li>• A programme of reserved matters approvals continues with approval granted for 751 dwellings to date.</li> <li>• 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.</li> <li>• A Reserved Matters application (21/00133/APP) for phase 5 (179 dwellings) was approved on 21 April 2022.</li> </ul>

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				<ul style="list-style-type: none"> <li>• A Reserved Matters application (21/00821/APP) for phase 6 (144 dwellings) was approved on 22 June 2022</li> </ul> <p><u>Twigworth</u></p> <ul style="list-style-type: none"> <li>• A programme of reserved matters approvals continues with approval granted for 720 dwellings to date.</li> <li>• Reserved matters approval has also been granted for key infrastructure including the erection of a local centre.</li> <li>• A Reserved Matters application (22/00364/APP) for phase 3 (340 dwellings) was approved on 20<sup>th</sup> July 2022.</li> <li>• 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</li> </ul> <p><u>South Churchdown</u></p> <ul style="list-style-type: none"> <li>• 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 over 170 occupations.</li> <li>• An application for the second phase of the South Churchdown Strategic Allocation for 145 dwellings has been received (application no.22/00667/FUL) and is being assessed by officers.</li> </ul> <p><u>Brockworth</u></p> <ul style="list-style-type: none"> <li>• Development is underway with reserved matters applications approved for 600 dwellings and key infrastructure.</li> <li>• Permission was refused for 47 dwellings at the strategic allocation but outside the 'Perrybrook' application site. Appeal received start date 11 May 2022.</li> </ul>
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				<ul style="list-style-type: none"> <li>Reserved Matters application is in for phases 4 &amp; 6 of Perrybrook (22/00251/APP) Phase 4 delivering 226 dwellings and phase 6 delivering 209 dwellings (435 total). No committee target date yet.</li> </ul> <p><u>North West Cheltenham</u> An outline application has been submitted. Officers are continuing to work with the developers on transport issues in order to progress the planning application. The additional transport modelling has now been completed with a view to resolving the highway issues. Some additional work has also been necessary to ensure the proposals align with the J10 Development Consent Order (DCO) proposal that will be submitted imminently.</p> <p>Amended details have been submitted which are being consulted upon. It is anticipated that the application will go to planning committee in Spring 2023.</p>
<b>PRIORITY: HOUSING AND COMMUNITIES</b>				
<b>Actions</b>	<b>Target date</b>	<b>Reporting Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Objective 3. Support infrastructure and facilities delivery to enable sustainable communities.</b>				
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		<p>Provisional timetable for the charging schedule for CIL is as follows:</p> <ul style="list-style-type: none"> <li>July 2022: establish evidence base – completed with delivery of - <ul style="list-style-type: none"> <li>Arup 'Infrastructure Funding Gap Analysis' and</li> <li>Porter Planning Economics 'Viability Assessment' and recommendations;</li> </ul> </li> <li>As a result of the viability assessment recommendations during the "July / September 2022: Develop new charging schedule – consideration of viability assessment recommendations by JCS task group" additional work is being commissioned from PPE to consider alternative</li> </ul>

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				<p>types of charging schedules and their predicted impact on CIL income using the housing trajectories for the JCS and each of the partner authorities;</p> <ul style="list-style-type: none"> <li>As a result of the additional work being commissioned the “September / December 2022: member approval of new draft charging schedule for consultation, January / March 2023: statutory consultation for a minimum of 6 weeks” will be delayed until the new year;</li> <li>Allowance for slippage means it may still be possible to go onto the next stage “April / June: examination in public” in the later part of the planned quarter;</li> <li>September / December 2023: formal adoption of the new charging schedule; and</li> <li>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)</li> </ul>
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		<p>From July to end of September- 35 VCS groups were supported with funding advice. Some have gone on to make successful funding bids, totalling more than £15,000.</p> <p>Workshops have been arranged to support the VCS with access funding opportunities and work is being done to increase engagement with funders Borough wide. Further funds have been identified to support the VCS to combat cost-of-living pressures and to increase community provision.</p>

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	1800 1 bed		1786 1 bed single=	1767 1 bed single=					The breakdown of bands is: Emergency – 57	Lead member

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	on the housing register at the end of the quarter.	single= 677 1 bed couple= 144 2 bed= 545 3 bed= 291 4 bed= 121 5 bed= 18 6 bed= 2 7 bed= 2		674 1 bed couple= 137 2 bed= 2 bed=544 3 bed= 3 bed=291 4 bed= 4 bed=117 5 bed= 20 6 bed= 0 7 bed= 3	672 1 bed couple= 134 2 bed=517 3 bed=304 4 bed=117 5 bed= 21 6 bed= 0 7 bed= 2					Gold – 71 Silver – 629 Bronze – 1010  Total – 1767	for Housing Head of Community Services
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	166 (Q1 & Q2= 317)			↓		This will include 71 Triage (advice only), 40 Prevention and 55 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	38 (Q1 & Q2= 77)			↓		This is the total number of homeless applications held at the Relief Duty stage usually when the applicant has had to leave	Lead member for Housing Head of Communi

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

										their previous accommodation.	ty Services	
12	Total number of homeless applications with main duty accepted held at end of the quarter.	95		22	20 (Q1 & Q2= 42)			↑		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	44 (Q1 & Q2= 83)			↑		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	
<b>Key performance indicators for priority: HOUSING AND COMMUNITIES</b>												
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	22 (Q1 & Q2= 53)			↑		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			59	39			↑		A total of 39 properties were delivered in Q2 2022/23, the breakdown is as follows:	Lead member for Housing	
										Q1	Q2	
										Social rent	1	0

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	delivered by tenure type.	195			(Q1 & Q2= 98) Await further data from RPs					<table border="1"> <tr> <td>Affordable rent</td> <td>33</td> <td>24</td> </tr> <tr> <td>Affordable home ownership</td> <td>25</td> <td>15</td> </tr> <tr> <td><b>Total</b></td> <td><b>59</b></td> <td><b>39</b></td> </tr> </table> <p>Total for the year 2021/22: 195 Social rent: 2 Affordable rent: 108 Affordable home ownership: 85</p>	Affordable rent	33	24	Affordable home ownership	25	15	<b>Total</b>	<b>59</b>	<b>39</b>	Head of Community Services						
Affordable rent	33	24																								
Affordable home ownership	25	15																								
<b>Total</b>	<b>59</b>	<b>39</b>																								
16	New Affordable Housing properties delivered on JCS sites by tenure type.	130		43	32 (Q1 & Q2= 75) Await further data from RPs			↑		<p>A total of 32 properties were delivered in Q2 2022/23, the breakdown is as follows:</p> <table border="1"> <thead> <tr> <th></th> <th>Q1</th> <th>Q2</th> </tr> </thead> <tbody> <tr> <td>Social rent</td> <td>1</td> <td>0</td> </tr> <tr> <td>Affordable rent</td> <td>25</td> <td>24</td> </tr> <tr> <td>Affordable home ownership</td> <td>17</td> <td>8</td> </tr> <tr> <td><b>Total</b></td> <td><b>43</b></td> <td><b>32</b></td> </tr> </tbody> </table> <p>Total for the year 2021/22: 130 Social rent: 0 Affordable rent: 81 Affordable home ownership: 49</p>		Q1	Q2	Social rent	1	0	Affordable rent	25	24	Affordable home ownership	17	8	<b>Total</b>	<b>43</b>	<b>32</b>	Lead member for Housing Head of Community Services
	Q1	Q2																								
Social rent	1	0																								
Affordable rent	25	24																								
Affordable home ownership	17	8																								
<b>Total</b>	<b>43</b>	<b>32</b>																								
<b>Key performance indicators for priority: HOUSING AND COMMUNITIES</b>																										
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															

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17	Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant.	75%	85%	85.71%	33.33% (Q1 & Q2= 56.25%)			↓		<p>For Q2, 3/9 decisions were issued within target timescales.</p> <p>The team have been dealing with a number of older cases to reduce the backlog of applications and have experienced difficulties with recruitment and staff turnover.</p> <p>Please note: all planning related KPIs are currently under review as part of the performance management work stream of the planning improvement plan. The outcome of this review will be reported to Overview and Scrutiny Committee.</p>	Lead Member Built Environment/ Head of Development Services
<b>Key performance indicators for priority: HOUSING AND COMMUNITIES</b>											
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%	44.83% (Q1 & Q2= 59.52%)			↑		<p>In Q2, 13/29 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</p>	Lead Member Built Environment/ Head of Development Services

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										recruitment and retention within the service.  Cumulatively for the year so far; 50 out of 84 decisions were determined within target timescales.	
19	Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant.	81.53%	90%	87.50%	78.48% (Q1 & Q2= 84.71%)			↑	☹️	For Q2, 62 out of 79 applications were determined in time.  The team have faced a high staff turnover and have experienced difficulties with recruitment, although the figure is disappointing we are above the national threshold of 60%.  Cumulatively for the year so far; 216 out of 255 decisions were determined within target timescales.	Lead Member Built Environment/ Head of Development Services
<b>Key performance indicators for priority: HOUSING AND COMMUNITIES</b>											
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	76.92%	90%	100%	100% (Q1 & Q2= 100%)			↑	😊	There were four category A cases received in Q2. All were 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

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	reduced by early intervention).										
21	Investigate category B* cases within five working days (development causing, or likely to cause, irreparable harm or damage).	84.62%	90%	100%	100% (Q1 & Q2= 100%)			↑	😊	In Q2, three category B cases were received. 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
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 202-23	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%	91.67% (Q1 & Q2= 83%)			↑	😊	11/12 cases received in Q2, were investigated within 10 working days.  <i>*Category C- unless action is taken, there is a risk of material harm to the environment or undue harm to residential amenity.</i>	Lead Member Built Environment/ Head of Development Services
23	Investigate category D* cases within 15 working days (breaches causing limited material disturbance to	69.57%	70%	100%	100% (Q1 & Q2= 100%)			↑	😊	27 cases were reported and all were reviewed within 15 working days.  <i>*Category D- breaches of planning control causing limited material disturbance to local residents or harm to the environment, which do</i>	Lead Member Built Environment/ Head of Development Services

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	local residents or to the environment).									<i>not come with any of the higher categories, and where a delay would not prejudice the council's ability to resolve the matter.</i>
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## PRIORITY: CUSTOMER FIRST

Actions	Target date	Reporting Line	Progress to date	Comment
<b>Objective 1. Maintain our culture of continuous service improvement.</b>				
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 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. Some candidates are currently being considered for the post.</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. This role has been very successful and enabled the council to take a lead in aspects of the county partnership.</p> <p>Work in response to the increased cost of living has also begun. Registered Providers (housing associations) have been asked to make early referrals to the Housing Advice Team if necessary and a coordinated response has been started through the Financial Inclusion Partnership.</p>

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b) Set up a planning agents forum.	Target date: End of September 2022	Head of Development Lead Member Built Environment		Planning agents/developers forum took place on 5 October 2022. The forum was well attended and appreciated by the developer community.
c) Review the Environmental Health Service. (r)	<del>December 2020.</del> <del>April 2024</del> <del>September 2024</del> Target date: October 2022 (revised target date was reported to O&S committee in January 2022).	Head of Community Services Lead Member for Clean and Green Environment		A full service review was carried out in 2018 with a suggested new structure and new ways of working. This would have resulted in EHO's and support staff working as generalist carrying out all EH work (food safety, pollution, housing etc) in a set geographical area. This was trialled and found not to work in this borough. The reason for this is due to the small size of the team and the specialist knowledge required for each work element. Therefore the team has retained elements of the service review but returned to working in specialisms rather than geographic areas.
d) Maximise the use of business intelligence within the council to ensure the accuracy of the rating list and help businesses build resilience. (r)	<del>March 2021</del> <del>March 2022</del> Target date: March 2023 (target date was reported to O&S committee in June 2022)	Head of Corporate Services Lead Member for Commercial Transformation		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)	Target date: March 2023	Head of Corporate Services Lead Member for Commercial Transformation		Hybrid working continues to work effectively whilst ensuring face to face service delivery is maintained. Work to consider how the offices may need to be adjusted to make an environment better suited to modern ways of working is continuing. An update on this work will be given to Transform Working Group in November.

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f) Carry out a full review of the licensing services.	<p><del>April 2024</del>  <del>Sept 2024</del>  <del>November 2024</del>  <del>May 2022</del></p> <p>December 2022</p> <p>target date: End of January 2023</p> <p>(revised date reported to O&amp;S committee in September 2022)</p>	<p>Head of Community Services</p> <p>Lead Member for Clean and Green Environment</p>	<p></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 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.</p> <p>The amended target date to reflect the slight delay was reported to O&amp;S committee in September 2022.</p> <p>Licensing Act 2003 and Gambling Act 2005 policies have been drafted and consulted upon. October Licensing Committee have recommended to December Full Council for adoption (on track).</p> <p>2023/24 fee's and charges review in currently in progress.</p>
<b>PRIORITY: CUSTOMER FIRST</b>				
Actions	Target date	Reporting Line	Progress to date	Comment
<b>Objective 2. Develop online services to achieve 'digital by preference, access for all'.</b>				
a) Carry out a review of our corporate website.	<p><del>April 2022</del>  <del>June 2022</del>  <del>December 2022</del></p> <p>Target date</p> <p>April 2023</p> <p>(revised date reported to committee in September 2022)</p>	<p>Head of Corporate Services</p> <p>Lead Member for Commercial Transformation</p>	<p></p>	<p>A third recruitment approach went live on 20 October – with a closing date of 6 November. If a successful, work will start on implementing the new website as soon as possible. The council's current website continues to be operational and updated. The target date was amended and reported to O&amp;S Committee in September.</p>

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<p>b) Explore the opportunity for an online offering for our cemeteries function.</p>	<p><del>31 March 2022</del> <del>September 2022</del> New target date: March 2023 (New revised date reported to O&amp;S committee in January 2022)</p>	<p>Head of Finance and Asset Lead Member for Finance and Asset Management</p>		<p>A project initiation form has now been completed and we await scheduling of the project with resource availability from the Business Transformation team.</p>
<p>c) Create a planning application tracker</p>	<p>Target date: September 2022</p>	<p>Head of Development Lead Member Built Environment</p>		<p>The DLUHC-funded planning application tracker has now been built, and the response from DLUHC and other councils has been positive.</p> <p>Demos have been delivered to Transform Working Group as well as at the Agents and Developers' Forum. Feedback was positive - with ideas proposed for continual improvement, including agents and developers being able to sign up to receive more detailed information.</p> <p>In line with the Business Transformation Team's iterative approach, the tracker will continue to evolve and improve following feedback.</p> <p>The tracker will be launched to the public in line with improvements in validation and decision timescales.</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	39 (Q1 & Q2= 70)					<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 on using those methods.</p> <table border="1"> <thead> <tr> <th></th> <th>Q1</th> <th>Q2</th> </tr> </thead> <tbody> <tr> <td>Winchcombe</td> <td>29</td> <td>38</td> </tr> <tr> <td>Bishops Cleeve</td> <td>2</td> <td>1</td> </tr> <tr> <td>Churchdown</td> <td>0</td> <td>0</td> </tr> <tr> <td>Total</td> <td>31</td> <td>39</td> </tr> </tbody> </table>		Q1	Q2	Winchcombe	29	38	Bishops Cleeve	2	1	Churchdown	0	0	Total	31	39	Lead Member Customer Focus/ Head of Corporate Services
	Q1	Q2																								
Winchcombe	29	38																								
Bishops Cleeve	2	1																								
Churchdown	0	0																								
Total	31	39																								
25	Total number of people assisted within the borough by Citizens Advice Bureau (CAB).	1,758		484	Data not yet received.					Data has not yet been received by the Citizen Advice Bureau.	Lead Member Community Development / Head of Development Services															
26	Financial gain to clients resulting from CAB advice	£1,291,722		£370,000	Data not yet received.					Data has not yet been received by the Citizen Advice Bureau.	Lead Member Community Development / Head of Development Services															
27	Community groups assisted with funding advice	314		26	35 (Q1 & Q2= 61)					A new Community Funding Officer started in May. Over the two quarters 61 community groups have been assisted with funding advice.	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
28	Benefits caseload: a) Housing Benefit b) Council Tax Reduction	2,198 4,841		2149 4708	2097 4753					HB Claims have reduced as expected this quarter.  CTR Caseload for working age claimants has increased this quarter, new applications are being received regularly and there is a small number of CTR claims still to be assessed.  The split at the end of quarter two is as follows Pension age 1,790 Working age 2,963	Lead Member Finance and Asset Management/ Head of Corporate Services
29	Average number of days to process new Housing benefit claims.	17	15	6.6	7.3 (Q1 & Q2 = 6.9 days)			↑	😊	Performance in quarter 2 has increased slightly, however still below the national average of 19 calendar days and well within local target timescales.	Lead Member Finance and Asset Management/ Head of Corporate Services
30	Average number of days to process change in circumstances to housing benefit claims.	3	4	14	16 (Q1 & Q2 = 15 days)			↓	😞	Slight slippage compared to qtr 1. We have recently appointed two new benefit assessing officers and once training has been carried out this will improve.	Lead Member Finance and Asset Management/ Head of Corporate Services
Key performance indicators for priority: CUSTOMER FIRST											

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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
31	Percentage of council tax collected	98%	98%	29.9%	28.3% (Q1 & Q2 = 58.2%)			↔	🟡	Council tax collection is very slightly below target (0.1%) for the end of Q2.	Lead Member Finance and Asset Management/ Head of Corporate Services
32	Percentage of NNDR collected	99.4%	98%	34.8%	30.2% (Q1 & Q2 = 65%)			↑	😊	NNDR is above target for the end of Q2 by 7.5%	Lead Member Finance and Asset Management/ Head of Corporate Services
33	Average number of sick days per full time equivalent	11.51	8.0	2.75	2.78 (Q1 & Q2= 5.53)			↑	🟡	<p>In Q2, 528.8 days were lost to sickness absence, in comparison with 528 days during Q1 2022/23.</p> <p>This comprised 173.7 short term days (165.2 in Q1) and 355.1 long term days (362.8 in Q1), which represents a broadly maintained position despite an increase in COVID cases towards the end of the quarter (62 days, nearly a third of all short term sickness is recorded as COVID absence).</p> <p>The HR team continue to support managers to actively manage sickness and manage sickness rates down. The team have run Supporting Attendance</p>	Lead Member Organisational Development / 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
										workshops for managers in Q1 alongside the new policy.	
34	Average voluntary staff turnover.	14.5%	13.4%	-	6%			↔	😐	<p>This is a <b>new KPI</b> measure. The target outturn is based on the latest median figure identified by the LGA for the Local Government workforce.</p> <p>For 2021-22 the voluntary turnover rate for the council was 14.5%.</p>	Lead Member Organisation al Development / Head of Corporate Services
35	Food establishment hygiene ratings.	3.2%	5% With a food hygiene rating Under three	2.6%	2.1%			↑	😊	There are currently 751 premises registered with the Council. Of these 16 (2.1%) have a hygiene rating of 2 or below. This remains within target for non-broadly compliant food premises.	Lead Member Clean and Green Environment/ Head of Community Services
36	Percentage of Freedom of information (FOI) requests answered on time.	89%	80%	89%	90% (Q1 & Q2= 90%)			↑	😊	138 requests were received in Q2 – 124 were responded to within the 20 working days deadline. Total received for 2022/23 to date= 296 Total received in 2021-22 was 572 requests.	Lead Member Customer Focus/ Head of Corporate Services
37	Percentage of formal complaints answered on time.	74%	90%	60%	64% (Q1 & Q2= 62%)			↓	😐	25 formal complaints were received in Q1. 16 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
<b>Objective 1. Delivery of Tewkesbury Garden Town</b>				
a) Support the garden town planning status through the JSP site assessment process.	<p>Target date:  <del>Submission for examination summer 2023.</del>  <del>Summer 2021</del>                      target date: Spring 2023 (preferred options consultation)                      (resolved by Council in April 2022 and target dates reported to O&amp;S Committee in June 2022)</p>	<p>Director of Garden Communities                      Lead Member Built Environment</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"> <li>• Issues and Options Consultation - Winter 2018/19 (Complete)</li> <li>• Preferred Options Consultation – <del>Summer 2024</del> Spring 2023</li> <li>• Pre-submission Consultation – <del>Winter 2022</del> Autumn 2023</li> <li>• Submission to Secretary of State – <del>Spring 2023</del> early Spring 2024</li> <li>• Examination – <del>Summer 2023</del> Summer 2024</li> <li>• Adoption – <del>Winter 2023</del> Winter 2024/Spring 2025</li> </ul> <p>See relevant updated comment about the JSP by Head of Development Services under priority 'Housing and Communities', objective 2, action a.</p>
b) Prepare a design manual.	<p>Target date:                      March 2023</p>	<p>Director of Garden Communities                      Lead Member Built Environment</p>	😐	<p>The Design manual has been paused while governance is established. This will then inform the rest of the commission.</p> <p>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.</p>
PRIORITY: GARDEN COMMUNITIES				

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

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Objective 1. Delivery of Tewkesbury Garden Town</b>				
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 business case <u>by GCC</u>	Director of Garden Communities  Lead Member Built Environment		<p>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 a consultation will take place on the preferred route options.</p> <p>Gloucestershire County Council (GCC) was planning to undertake a non-statutory public consultation for the M5 Junction 9 and A46 (Ashchurch) Transport Scheme this autumn.</p> <p>As part of good practice in scheme development external advice was sought, which highlighted that further work should be undertaken before going out to public consultation. Following this external advice, GCC have now decided to undertake this additional work, to further review and shortlist scheme options. This work will be carried out with National Highways' support. The non-statutory public consultation will now take place once the additional analysis has been completed, which could take 9 months, with public consultation taking place in late 2023 at the earliest (dates to be confirmed).</p>

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				<p>This exercise 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 - <a href="https://www.goucestershire.gov.uk/m5-ashchurch-transport-scheme">M5 Junction 9 and A46 (Ashchurch) Transport Scheme - Highways (gloucestershire.gov.uk)</a></p>
e) Submit a further Garden Community Capacity Funding bid for 2022/23. (r)	Target date: December 2022	Director of Garden Communities Lead Member Built Environment		<p>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.</p> <p>As of October the council are still waiting for an update from Homes England.</p>
f) Work with partners to maximise sustainable development principles and low carbon technologies as part of the Garden Communities programme. (r)	Target date: <del>December 2022</del> New revised target date: March 2023 (new revised date reported to committee in November 2022)	Director of Garden Communities Lead Member Built Environment		<p>The Garden Town Sustainability Strategy is being finalised and will be taken forward through the Design Manual, in the first instance. However, due to the delay of the design manual the target date of December 2022 has been amended to March 2023.</p>
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: <del>October 2022</del> New revised target date: January 2023 (new revised date reported to	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 the Autumn 2022.</p>

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

	committee in November 2022)			<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> <p>This work continues and a member briefing will be scheduled shortly.</p> <p>The business case is planned to be submitted this year, once finalised and approved by Council. The target date has been amended to reflect this.</p>
<b>PRIORITY: GARDEN COMMUNITIES</b>				
<b>Actions</b>	<b>Target date</b>	<b>Responsible Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Objective 2. Delivery of Golden Valley Garden village.</b>				
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	<p>Director of Garden Communities</p> <p>Lead Member Built Environment</p>		<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 - <a href="https://www.goldenvalleyuk.com">The Golden Valley Development (goldenvalleyuk.com)</a></p>

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PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Objective 1. Deliver the carbon reduction action plan</b>				
a) Deliver the solar car parking canopy at the Public Services Centre.	Target date: June 2022 (target date reported to O&S committee in January 2022)	Head of Finance and Asset Management  Lead Member for Clean and Green Environment		Complete.
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		<p>First carbon literacy training course was well received with 18 people attending. A further two courses are scheduled in quarter three. Additional content be added to web pages with an intention to review location and prominence of web pages.</p> <p>The solar canopy has been showcased to partners across the county and has received extremely positive feedback from the community following coverage on social media. This coverage has reached further afield with a number of organisations asking for further information and arranging visits.</p>
c) Source and secure funding opportunities to support the delivery of our carbon reduction programme.	Target date: March 2023	Head of Finance and Asset Management  Lead Member for Clean and Green Environment		A further round of the Public Sector Decarbonisation Scheme opened on the 12 October with the Council submitting an application for the replacement of its heating system. Smaller funding awards are currently being sought to support the delivery of electric vehicle charging points.

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PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Objective 2. Promote a healthy and flourishing environment in the borough.</b>				
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		Draft Electric Vehicle Charging Point strategy has been developed and will be submitted to Executive Committee in November for approval.  A Warm Spaces and Community Food Fund will shortly be launched to support communities around Cost of Living and healthy lifestyles.
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		'We can move' videos have been produced and are now ready to add to their website, social media and send them out to audiences as part of a larger campaign celebrating 'we can move' changemakers. The promo video will be used on socials for paid advertising during October with the aim to increase website visits and social media followers.  AG have recently presented to Gloucestershire County Council Scrutiny Board and the Gloucestershire Health and Wellbeing Board.  Details of the programme can be found on their website : <a href="http://www.wecanmove.net">www.wecanmove.net</a>
c) Carry out a review of our litter pickers' scheme.	<del>September 2024</del> <del>June 2022</del> New target date: Jan 2023 TBC (dependant on the review of the business transformation team)	Head of Community Services  Lead Member for Clean and Green Environment		The priorities for the Business Transformation Team have been reviewed by management team and this will be deferred until 2023/24.

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

	(date update reported to O&S committee in November 2022)			
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.  The ILP are now taking a leading role regarding partners discussing Cost of Living, and jointly working to come to solutions to benefit residents that will also have health benefits.
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		The two cameras have now been installed successfully and staff have received training in their use.
g) Support community led biodiversity projects across the borough.	Target date: March 2023	Head of Development Services Lead Member for Community		The council continue to offer the Covid Recovery Community Small Fund, which is open to biodiversity projects.

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				A Warm Spaces Fund will shortly be launched, which will indirectly benefit carbon reduction.
<b>PRIORITY: SUSTAINABLE ENVIRONMENT</b>				
<b>Actions</b>	<b>Target date</b>	<b>Responsible Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Objective 3. Promote responsible recycling across the borough.</b>				
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		Following a successful Q1 campaign, further social media messages have been released in Q2 which focus on awareness of the service and promoting the online service. Since 1 April 2022, 55% of customers are booking their bulky waste online.
b) Working with Gloucestershire Waste and Resources Partnership to improve our recycling figures and reduce waste.	Target date: March 2023	Head of Community Services Lead Member for Clean and Green Environment		The Gloucestershire Waste and Resource partnership ran a 'wear not waste' textiles campaign in Q2, which was well received. The upcoming focus will be on a food waste door stepping campaign and promotion of the waste wizard service.  The council's communication team is and will continue to promote the 'Gloucestershire recycles' campaigns through social media channels.
<b>Objective 4. Preserve and enhance the natural assets and built heritage of our borough.</b>				
a) Establish and publish a local list of non-designated heritage assets in the borough.	February 2022 Target date: <del>June 2022</del> Target date: End of September 2022 (target reported to O&S committee in September 2022)	Head of Development Services Lead Member for Built Environment		The non-designated heritage assets local list has been signed off and published online- <a href="http://www.tewkesbury.gov.uk/local-heritage-list">www.tewkesbury.gov.uk/local-heritage-list</a>

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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																								
38	Number of reported enviro crimes	1,447	1000	237	328 (Q1 & Q2=565)			↑	🙄	<table border="1"> <thead> <tr> <th></th> <th>Q1</th> <th>Q2</th> </tr> </thead> <tbody> <tr> <td>Fly tipping</td> <td>140</td> <td>184</td> </tr> <tr> <td>Littering</td> <td>3</td> <td>0</td> </tr> <tr> <td>Dog fouling</td> <td>2</td> <td>0</td> </tr> <tr> <td>Abandoned vehicles</td> <td>12</td> <td>21</td> </tr> <tr> <td>Noise</td> <td>65</td> <td>105</td> </tr> <tr> <td>Bonfire</td> <td>15</td> <td>18</td> </tr> <tr> <td>Total</td> <td>237</td> <td>328</td> </tr> </tbody> </table> <p>A breakdown for Q2 2022/23 is as follows: When comparing performance against Q2 2021/22 the over total of enviro crimes has improved. The overall figure for Q2 21/22 was 810, whereas it is 565 for Q2 22/23.</p>		Q1	Q2	Fly tipping	140	184	Littering	3	0	Dog fouling	2	0	Abandoned vehicles	12	21	Noise	65	105	Bonfire	15	18	Total	237	328	Lead Member Clean and Green Environment/Head of Community Services
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39	Percentage of waste reused, recycled or composted.	53.5%	52%	54.97%	52.3% (Q1 & Q2=53.82%)			↑	😊	The recycling rate is on target for Q2, continuing the good performance of 2021/22.	Lead Member Clean and Green Environment/Head of Community Services																								
40	Residual household waste collected per property in kgs.	401.92Kg	430kg	99.3Kg	99.2Kg (Q1 & Q2=198.5Kg)			↑	😊	There has been 198.5Kg of residual waste per household YTD. This figure is set to achieve the target and is a slightly better performance than the same point in 2021/22.	Lead Member Clean and Green Environment/Head of Community Services																								