



Forest of Dean
— DISTRICT COUNCIL —

CABINET

16 February 2017

SD.225

Subject	THIRD QUARTER PERFORMANCE REPORT 2016/2017				
Key Decision	This item is not a key decision				
Accountable member	Richard Boyles – Finance, Asset Management and Performance Tel: 07979 755101, email: richard.boyles@fdean.gov.uk				
Accountable officer	Head of Paid Service and Strategic Group Managers. If you have any questions relating to the report content and its annexes please contact a member of the Corporate Support Team on 01594 812524 who will direct you to the accountable manager.				
Summary	This is the third performance report for the 2016/2017 financial year containing performance information for October to December 2016. It also contains information on the Council’s strategic risks and a summary of the complaints received.				
Annexes	Annex A – Performance Summary. Annex B – Financial position. Annex C - Strategic Risk Register. Annex D - Summary of complaints received.				
Recommendation	Cabinet is asked to note the report.				
Corporate priorities	This report will allow members to monitor progress made in achieving the priorities identified in the Corporate Plan 2015-2019: <ul style="list-style-type: none"> • Provide Value for Money Services • Promote Thriving Communities • Encourage a Thriving Economy • Protect and Improve our Environment 				
Implications (details at end of report)	LEGAL	FINANCIAL	RISK	EQUALITIES	SUSTAINABILITY
	NO	NO	NO	NO	NO

1. BACKGROUND

- 1.1** Performance reports are presented to Cabinet on a quarterly basis. They demonstrate how we are performing against our performance indicators and targets. The financial information, performance indicators and actions highlighted in these reports reflect any new or changing priorities to ensure the reports remain focussed on the most important performance messages.
- 1.2** The previous public protection and building control performance indicators across the ERS service were inconsistent and in the opinion of the new Group Manager did not provide members with assurance that the 'high risk' activities, where there is a risk people will/have died, are being managed effectively and that statutory responsibilities are being undertaken. The following new performance indicators have therefore been put in place from quarter 3 that should give members greater assurance:
- LI ES 21 - Licenses processed under the Licensing Act 2003 within statutory timescales as a percentage of those issued.
 - LI ES 22 - Reported fly tips investigated with evidence present, which result in enforcement action being taken.
 - LI ES 23 - 'High risk' notifications (including food poisoning outbreaks, anti-social behaviour, contaminated private water supplies, workplace fatalities or multiple serious injuries) reviewed within 1 working day.
 - LI ES 24 - Food premises that are not broadly compliant that receive follow up action.

2. HIGHLIGHTS AND ISSUES FOR THE THIRD QUARTER

- 2.1.** Annex A provides a summary of the key actions and performance indicators that are helping us to achieve our Corporate Priorities.
- 2.2.** Highlights and issues for the third quarter include:
- The introduction of the new waste and recycling service has resulted in:
 - 32% increase in recycling and food waste collections between August and December compared to the same period last year
 - 37.5 tonnes of plastic bottles collected per month compared to 195 tonnes for the whole of last year.
 - 56% increase in paper and cardboard tonnages collected.
 - The Council was selected as a finalist in the prestigious UK Heart Safe Award for its role in enabling local communities to be more resilient through community defibrillation, health delivery projects and community engagement, as well as encouraging local communities to have first aid training so that they can confidently respond to an emergency in their local area.

- The Council supported the annual 'Small Business Saturday' campaign with free car parking all day in Coleford, Lydney, Cinderford, Newent and Mitcheldean. Parking charges were also waived for the Christmas light switch-on events over the festive period.
- The Lydney Our Futures group are working to support the delivery of the Lydney Town Centre Economic Plan, and to potentially broaden the remit to facilitate the Lydney Neighbourhood Development Plan delivery. A bid for £2.1m funding has been made to the Coastal Community Fund and discussions are ongoing with Historic England to identify alternative sources of funding and assistance.
- Having been nominated by residents in his ward, Councillor Tim Gwilliam was one of only five councillors shortlisted for a District Councillor of the Year Award (a national award scheme that recognises the hard work and commitment of councillors from across the country).
- We commissioned a survey on a bridge in Steam Mills Road Cinderford that was found to be structurally unsafe. Following concerns from residents a decision was made to replace the bridge with a safer structure.
- There are five actions where progress has not been as expected:
 - Continue to work with partners and the community to shape options for Five Acres. The funding decision for Growth Deal Round 3 has been delayed meaning GlosCol have been unable to make a firm decision on their move to Cinderford's Northern Quarter.
 - Our peer review for the Homelessness Gold Standard is now due to take place in April 2017.
 - Redevelop Lawnstone site, where proposals have been submitted by a social landlord and these are being considered.
 - Introduction of the Community Infrastructure Levy which will be considered after the adoption of the Allocations Plan, subject to member approval and indications of viability.
 - Facilitate a multi-use track from Parkend to Lydney, although a dedicated Project Administrator has been recruited and two routes are being investigated and Amey are producing a feasibility report.
- In addition there are two performance indicators that are not meeting their target:
 - GOSS05 – Working Days Lost Due to Sickness Absence. Despite active management of sickness absence by line managers we have exceeded our target of 8 days per full time equivalent employee for the first time since quarter one 2014/2015.
 - NI155 – affordable homes delivered due to changes to government funding and viability of schemes.

3. FINANCIAL RESULTS THIRD QUARTER 2016/2017

3.1. As reported in the Cabinet Report dated 17th November 2016, there was an expected revenue net budget overspend of £31,600 for the second quarter financial performance. Cabinet approved the transfer of this amount from the legal appeals reserve and the approved virements have now been reflected in the council's accounting records.

3.2. A summary of the financial position at 31th December 2016 is included in Annex B to this report. This shows a forecast net surplus of £140,800 against the budget for the year. Members are asked to note this projected position, the actual outturn for which will be reported in the Council's Revenue Outturn Report in July 2017.

3.3 The following significant variances (over £10,000) are noted, in accordance with financial rule B4.2.:

3.4 Community, Client and Commercial Group

3.4.1 Linkline – There is an expected surplus in link line income of £20,000 for the year, as a result of increased take up of this community alarm service.

3.4.2 Pest Control – There is an expected shortfall in pest control income of £10,000 against the revised 2016/17 budget. This is in addition to the £15,000 shortfall of income reported at 30th September 2016, making a total shortfall of £25,000 against the original budget for the year. A full service review is currently being undertaken for this area.

3.4.3 Recycling Schemes– There is an expected saving in recycling schemes of £123,500 against the revised 2016/17 budget. This is an addition to the £100,000 surplus reported at 30th September 2016, making a total surplus of £223,500 against the original budget for the year. This saving has been generated by the new recycling collection service and has been delivered ahead of the total target saving of £250,000 in 2017/18, included in the medium term financial strategy.

3.4.4 Corporate Fraud - There is an underspend of £30k in the Corporate Fraud Unit budget for the year as the new service is expected to be fully operational for this council on 1st April 2017.

3.4.5 Environmental contracts – There is an expected saving of £14,000 in the Joint Waste Partnership contract staffing costs for the year.

3.4.6 Forest Vale industrial sites – There is an estimated £40,000 saving against the 2016/17 budget for the industrial sites as a result of a reduction of £9,000 in business rates payable by the council and surplus lettings income of £31,000.

3.5 Planning, Housing and Regeneration Group

3.5.1 Development Control – The fee income for planning applications is significantly under target, with a deficit of £70,000 against the 2016/17 revised budget. This is in addition to the £73,000 shortfall reported at 30th September 2016, making a total deficit of £143,000 against the original budget for the year.

3.6 Strategic Services Group

3.6.1 Land charges – There is an expected shortfall in land charges income of £30,000 for the year. This is partially offset by a saving of £8,000 in supplies and services costs, resulting in a net shortfall of £22,000 in the service.

3.7 Interest and Investment Income

3.7.1 Interest Income – There is an expected additional shortfall in interest receivable for the year of £11,700 as a result of the Bank of England reduction in the Base rate from 0.50% to 0.25% in early August 2016. This has affected interest receivable across the money markets.

4. LEGAL CASES AND COSTS

Legal Costs

4.1. Peter Wright v FoDDC – On 11 November 2015 Mr Wright sought permission to commence a Judicial Review of the Council's decision to grant planning permission for a wind turbine at Severndale Farm. Permission was granted and a hearing took place on 21 April 2016 at which Mr Wright was successful in having the planning permission quashed and was awarded £42,000 costs. The Council has now sought to challenge the High Court decision and is seeking leave to appeal to the Court of Appeal we await the decision of the Court on whether leave will be granted. The council's legal costs incurred to date total £13,150 + VAT.

4.2. FoDDC v David Tomlins – In December 2016, Mr Tomlins pleaded guilty to 9 food safety offences at the magistrates' court. The case has now been committed to the Crown Court for sentencing and is due to be heard on 31 January 2017. To date the costs incurred total £8,150 + VAT.

4.3. Midcounties Co-operative v FoDDC (Aldi Store, Tufthorn Avenue, Coleford) – In December 2016 Midcounties Co-operative filed an application for permission to judicially review the decision of the Council to grant planning permission for an Aldi Store at Tufthorn Avenue, Coleford. The application is currently with the High Court and we wait to hear whether permission has been granted. To date the costs incurred total £500 + VAT.

4.4. Midcounties Co-operative v FoDDC (Retail Store at Steam Mills, Cinderford). On 20 December 2016 the Council received a pre-action protocol letter from Midcounties Co-operative indicating their intention to make an application for permission to commence a Judicial Review of the Council's decision to grant planning permission for a retail store at Steam Mills, Cinderford. A response to the letter was issued by the Council on 27 December 2016 and we wait to hear whether formal proceedings will be issued in January 2017. The costs incurred to date total £750 + VAT.

Planning Appeal Costs

4.5. Outline application for up to 200 dwellings at Lower Lane, Berry Hill – This appeal was recovered by the Secretary of State for determination. A decision from the Secretary of State was received in December 2016 which dismissed the appeal. The costs incurred in the appeal total £22,623.83.

- 4.6. **Bullo Pill** - This appeal against refusal of permission for the erection of 8 dwellings took place on 1-4 November 2016 and was dismissed by the Planning Inspector. The costs incurred in the appeal total £11,331.25 + VAT.
- 4.7. **Park Farm, St Briavels** – This appeal against the refusal of an application under section 191 for the lawful use of holiday lets 1,2 and 3 as one residential dwelling and 4 and 5 as one residential dwelling was due to take place on 22 November 2016 but was withdrawn by the appellant. The legal costs incurred by the Council were £400 + VAT.
- 4.8. **Eastwood Lodge Enforcement Notice Appeal** – This appeal against the issuing of an enforcement notice took place on 30 November – 1 December 2016. The appeal was upheld and the enforcement notice quashed. The costs incurred in the appeal £1,750 + VAT.
- 4.9. **Sandyway Nurseries, Newent** – This appeal against the refusal of permission for the use of the land for the stationing of 23 mobile homes for persons employed in the locality in agriculture will be heard on 28 February and 1 March 2017. To date no costs have been incurred.
- 4.10. **Chartist Way, Staunton** – This appeal against the refusal of outline permission for up to 27 houses will be heard on 6-8 June 2017. To date no costs have been incurred.

5. STRATEGIC RISK REGISTER

- 5.1. The Council maintains a register of key risks which are would have a significant impact on meeting its Corporate Aims. These are managed and subject to regular review by the Councils Corporate Leadership Team (CLT). The Audit Committee is tasked with overseeing the effectiveness of the Risk Management process and receives a detailed report on the Strategic Risk Register. The Strategic Risk Register is attached at Annex C.
- 5.2. The following risks have changed since the last report:
- **Organisational Capacity to Achieve:** The Council agreed to form local authority owned companies with 2020 Partner Councils in October 2016. The target date for this risk has been extended to April 2018 when it is envisaged the new company model will be operational.
 - **Future Funding:** Capital strategy was approved by Council in October 2016. A multi-year finance settlement request has been submitted to Government.
 - **Shared and Contracted Services Governance Arrangements and Performance:** Procurement toolkit to be completed by March 2017 with awareness training in April 2017.
 - **Cinderford Regeneration:** Legal challenge activity has concluded in favour of the District Council. First phase of land exchanges with the Forestry Commission completed in October 2016. Second phase (Northern United) to be completed pending vacant possession of the site.

6. SUMMARY OF CLIENT MONITORING

Revenues and Benefits Contract Performance

- 6.1. Performance measures for the quarter all remain on target for the full year. The collection rates for both council tax and business rates are just lower than the profiled target for the year, but are comparable with the same period last year.
- 6.2. The revised benefit cap was implemented during November 2016 and the cases for all individuals affected were reviewed, working collaboratively with Job Centre Plus and the housing options team. Discretionary Housing Payments have been used in all possible cases to minimise impact.
- 6.3. In his autumn statement the Chancellor announced some changes to business rates. Notably, rural rate relief will increase to 100% from 1 April 2017 and this change will address an anomaly raised with central government.
- 6.4. During the third quarter we also consulted on the 2017/18 Local Council Tax Support scheme and one written response stated:

“As a beneficiary of the support who is totally reliant on sickness and disability benefits as a result of mental health issues, I want to thank you for your help and the thought that’s gone into this proposal. Any change, especially potential changes to finances and charges, is very stressful for people like me so the consideration you are showing here is very much appreciated. In the midst of so much change in the national benefits system, having this bit of stability from FODDC is invaluable.”

Full Council unanimously voted to keep the scheme unchanged from 2016/17.

Waste and Recycling Contract Performance

- 6.5. In August 2016 the Council changed the way that it collected refuse. With the introduction of a weekly recycling service, everyone can now recycle food, glass, cans and aerosols, plastic bottles, cardboard and paper, textiles and small electrical items and batteries from their homes.
- 6.6. We ran a district wide campaign to engage with all households to inform residents of the change to the recycling system. Following this campaign we have seen a 32% increase in recycling and food waste collected from the kerbside and banks between August and December 2016 (compared to the same period last year), an additional 1038 tonnes of recycling and food waste being collected. These improvements to the recycling service have meant that less waste is being sent to landfill.
- 6.7. The new plastic bottle recycling service has been hugely popular. We are currently recycling 37.5 tonnes of plastic bottles each month. When we compare this to the 195 tonnes of plastic bottles collected through the recycling banks in the whole district last year it is a huge improvement. The new blue bag service for paper and cardboard has been well received, with an increase of 56% on the paper and

cardboard tonnages collected for recycling. And it hasn't just been the new material streams that have been popular with residents; the existing glass collections have also experienced an increase of 29% and food waste collected has increased by 10%. This shows that more residents are engaged with recycling and participating in the services.

- 6.8** We are currently preparing the annual calendar to send out to all residents in February and will be including a leaflet to thank residents for recycling even more rubbish, let them know how well the service is performing and remind them how to participate in the services we provide.
- 6.9** The result of the service change on performance indicators will be an increase in the recycling and composting rate from 48% in 2015/16 to 53% in 2016/17 and that's with the improved service in place for just 8 months. It is estimated that this will increase to 57% in 2017/18. The kg per household of residual waste has decreased too from 323 kg per household for the period April to December 2015 to 309kg per household for the same period this year. These results against the backdrop of declining recycling rates nationally; are a great achievement for the Forest of Dean District Council.

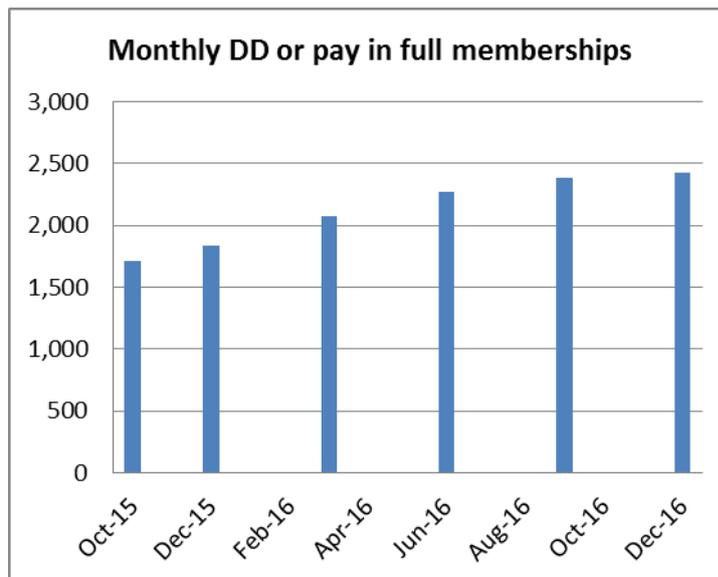
Direct Services Contract Performance

- 6.10** Ubico has achieved CHAS (Contractors Health and Safety Assessment Scheme) accreditation. During the quarter there have been no work related incidents, no working days lost, or no reportable major accidents or incidents. One near miss was recorded and appropriate remedial action taken to prevent any future occurrence.
- 6.11** Supported by GO Shared Service, work has started on a vehicle replacement schedule, ensuring a planned approach to fleet management for the contract.
- 6.12** The in-year financial performance is projecting a small overspend as a result of increased insurance premiums. Discussions for the 2017/18 contract fee have started.

Leisure Contract Performance

Membership and use

- 6.13** The number of people paying a monthly or annual membership for fitness, swimming or children's lessons has continued to show growth as shown below:



Programmes of use

- 6.14** Swimming is proven to be one of the best low impact exercises people can do, provides a huge amount of health benefits and is great for overall wellbeing. To celebrate a year of providing community leisure facilities in the Forest of Dean Freedom Leisure introduced unlimited swimming in public sessions for under 8's and over 75's, for just £10 a year.
- 6.15** Following the investment in fitness facilities at Lydney additional group exercise classes have been added to the timetable. The early bird swimming sessions here have also been made longer in response to customer feedback and primary school usage has also increased. At Cinderford a local outdoor activities company will be offering archery.
- 6.16** Walking football popularity continues to grow with Newent now attracting 15 regulars in a 'squad' of more than 30 – including two female participants. Cinderford's walking football team took part in their second tournament and are currently third in their league. Funding of £600 from the Postcode Lottery for kit and equipment will help boost numbers even further.
- 6.17** The successful Xplorer family orienteering activity has been rolled out to Newent with the first event attracting almost 60 participants.

Quality assurance

- 6.18** Freedom Leisure's sports development function has been accredited by QUEST – the UK Quality Scheme for Sport and Leisure. Freedom has also been recognised as an Investor in People (IIP) and has an action plan in place for further improvements.

- 6.19** Net Promoter Score (NPS) is used to gauge an organisation's customer relationships and is often used as an alternative to traditional customer satisfaction surveys as a measure of the customer experience. NPS is calculated based on responses to a single question: How likely is it that you would recommend our service to a friend or colleague? The scoring for this answer is based on a 0 to 10 scale.
- 6.20** Those who respond with a score of 9 or 10 are called Promoters, whilst those who respond with a score of 0 to 6 are labelled Detractors. Responses of 7 and 8 are Passives. NPS is calculated by subtracting the percentage of customers who are Detractors from the percentage of customers who are Promoters. NPS can therefore be as low as -100 (everybody is a detractor) or as high as +100 (everybody is a promoter). A positive NPS is deemed to be good and an NPS of +50 excellent. NPS carried out across three of the Freedom Leisure centres resulted in an average NPS of +60.

Health and safety

- 6.21** All accidents and incidents are recorded on 'STITCH', a computerised system for monitoring and analysing incidents and trends. There were no major accidents or incidents to report during the quarter. A total of 27 non reportable accidents were recorded and no significant trends have been identified.

7. SUMMARY OF COMPLAINTS RECEIVED

- 7.1.** The Council's complaints process consists of three stages:

- Stage 1 – Informal, point of service review
- Stage 2 – Formal, service review
- Stage 3 – Complaints Panel

- 7.2.** In addition, complainants who remain dissatisfied following the outcome of a Complaints Panel may refer their complaint to the Local Government Ombudsman (Stage 4).

- 7.3.** Only complaints at Stage 2 and above are recorded and monitored using Covalent, the Council's performance management software. Further detail on the complaints received in quarter 3 can be found at Annex D.

- 7.4.** A total of four complaints at Stages 2, 3 and 4 have been received during the third quarter, one for Development Control Enforcement and three for Development Management. One was upheld and three were not upheld.

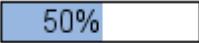
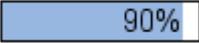
BACKGROUND PAPERS

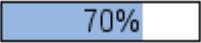
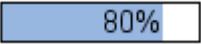
None identified.

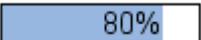
Actions and Performance Indicators

Annex A

Priority 1 - Provide Value for Money Services

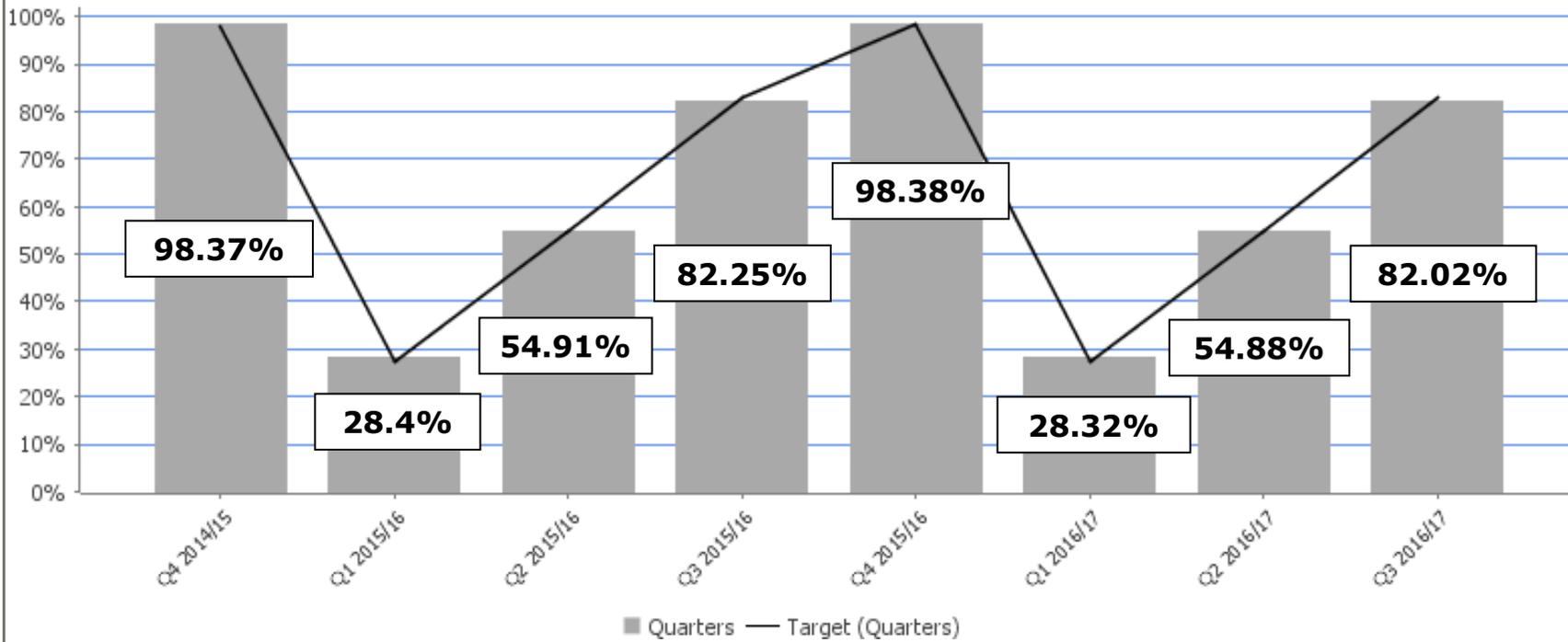
Action	Responsible Officer	Progress Bar	RAG	Latest Update
Progress a District Electoral Boundary Review	Sue Pangbourne			The Boundary Review Working Group met in December to discuss options on Council size and will meet again in January to make a recommendation to go forward to an extraordinary meeting of Council.
Continue to explore options for sharing our offices	Chris Johns			<p>By the end of December 2016 we had agreed draft Head of Terms with another public sector partner for co-location on the ground floor of our Coleford offices - the partner has since been announced as Job Centre Plus. We expect the co-location to be effective by the autumn, which will allow both organisations to provide a more joined up face-to-face service for customers and by working more closely together as key partners there will be savings on overheads and reduce costs to the taxpayer.</p> <p>We will continue to explore other opportunities for the remaining office space.</p>
Complete a programme of improvements to Lydney Leisure Centre	Andy Barge			The enhanced fitness facilities and the associated new changing areas are getting great feedback from customers and the group exercise classes proving very popular, with additional classes added to the programme. The makeover of the pool changing rooms has started, as has work to improve the dry sports changing and storage areas. Refurbishment of the two remaining squash courts has concluded, with new lighting added. The programme of improvements will be fully complete by the end of February 2017.

Action	Responsible Officer	Progress Bar	RAG	Latest Update
Extend the Cemetery at Mile End	Chris Johns	 99%		Final seeding will take place in the spring.
Run a member development programme	Julie Jones	 70%		The Member Development Group will meet on Wednesday, 1 March 2017 to arrange further training and development sessions for the next civic year. Planning and Licensing training will be on-going throughout the year. Standards training and Code of Conduct training has been provided for all Councillors. Video Conferencing and public speaking training to be provided also further scrutiny training will be in the future plan. The Learning Gateway to be rolled out to all Councillors with access to the equality e-learning module to be provided.
Complete a Linkline Service delivery options review	Paula Burrows	 80%		Work has been ongoing throughout the year with improvements being implemented. Service Manager the remote customer database has been reconciled with Agresso with the final exceptions being investigated. Final live and removal of previous spreadsheet by 31.03.2017 leading to time efficiencies. The majority of removals are now undertaken by the customer/family and equipment returned via the post leading to time and cost efficiencies. An Invitation to Tender is being launched at the end of the month for Community Alarm, Keysafe and Telecare Peripherals Demonstration/Installation/Removal. No further work will be undertaken on using different service delivery models due to the potential opportunities within the 2020 company model. A summary report will be produced by 31st March 2017.

Action	Responsible Officer	Progress Bar	RAG	Latest Update
Conduct a review of the Revenues and Benefits Partnership	Andy Barge			The project team has met twice and has started to translate a long list of future service delivery options in to a short list for Members to consider in the spring.
Review the Pest Control Service	Paula Burrows			<p>Baseline data analysis completed.</p> <p>Benchmarking against other local authorities completed.</p> <p>Benchmarking against private sector organisations completed.</p> <p>Audit completed and recommendations being implemented.</p> <p>Stock take completed.</p> <p>Awaiting further information from local authorities on enforcement volume and value, and once this has been received a report can be produced with options for Members to consider.</p>

Council Tax Collected - cumulative

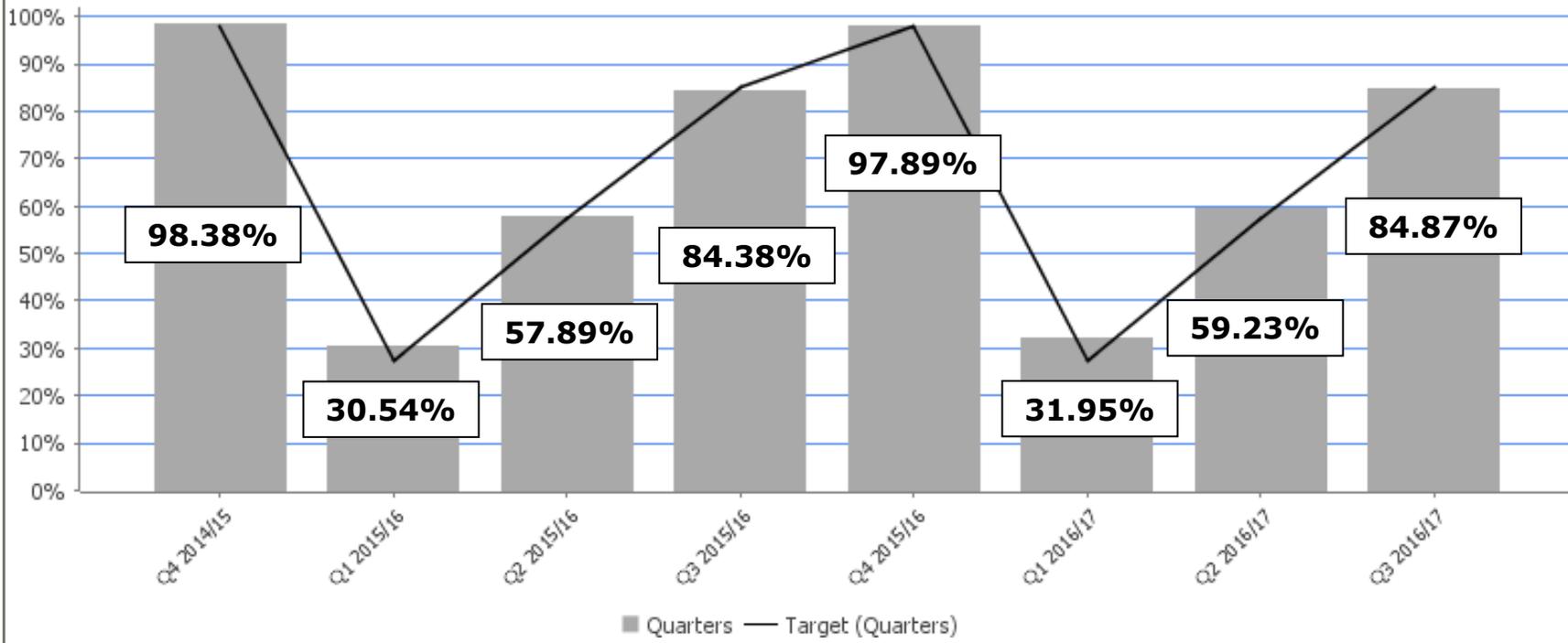
LICV 04



Aim to Maximise

Non-domestic rates collected - cumulative

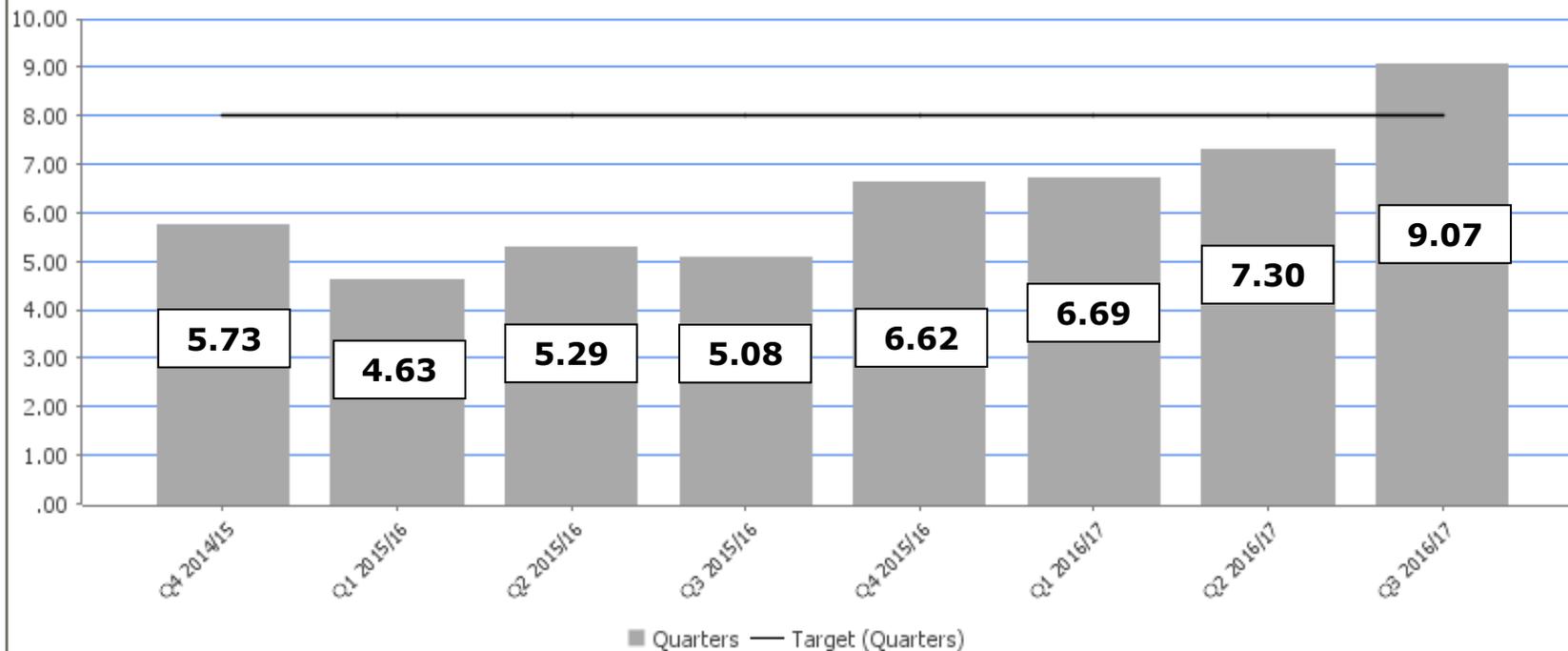
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Aim to Maximise

Working Days Lost Due to Sickness Absence (OVERALL)

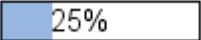
GOSS 05

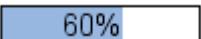


Aim to Minimise

According to the Chartered Institute of Personnel and Development Absence Management Survey 2016, the mean sickness per local government employee is 10.5 days with the mean for the private sector being 6.5 days, manufacturing and production 6.1 days, not for profit sector 7.5 days and the public sector mean being 9.8 days. The majority of the sickness is long term sickness, in several service areas. These are being actively monitored and managed by the line managers with the support of HR.

Priority 2 – Promote Thriving Communities

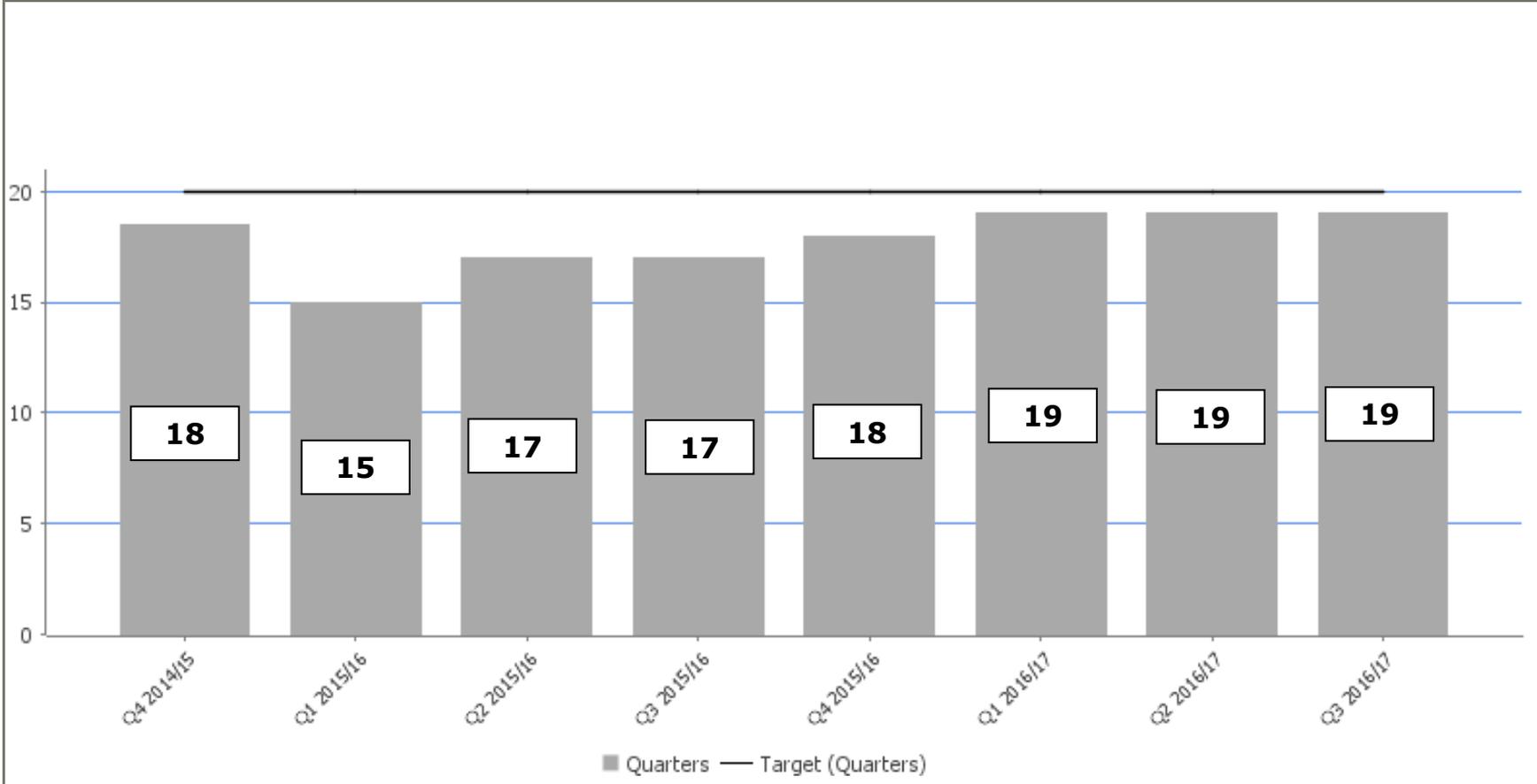
Action	Responsible Officer	Progress Bar	RAG	Latest Update
Continue to work with partners and the community to shape options for Five Acres	Andy Barge			<p>The catalyst for shaping future options for Five Acres is well known and a decision for Growth Deal Round 3 funding is expected by February 2016. This will allow GlosCol to make a firm decision on their move to Cinderford's Northern Quarter. As previously reported, positive discussions with the Homes and Communities Agency and West Dean Parish Council have resulted in a Memorandum of Understanding for the future of the site.</p> <p>Terms of reference have been agreed for a West Dean and Coleford Regeneration Board and the inaugural meeting took place in July 2016. It was agreed a further meeting of this Board would take place when a firm decision for the future location of GlosCol's Forest campus is known. It is hoped some 'master planning' for the site can then begin.</p>
Complete our long term leisure strategy	Andy Barge			<p>The focus for quarter three has remained the ongoing negotiations for long term access to the Five Acres site and an operating model for the Cinderford facilities agreeable to Council and SGS Academy Trust. Positive discussions have also continued with Cinderford Town Council for a 'whole site' solution for the range of community facilities on the Forest High School site (formerly Heywood).</p>

Action	Responsible Officer	Progress Bar	RAG	Latest Update
Deliver Civic functions – Civic Service and Pride of the Forest Awards	Karen Rushworth			The Chairman's Charity dinner and Pride of the Forest Awards were held on 20 May 2016 at Bells Hotel in Coleford. £2,750 was raised for her nominated charities, Friends of Lydney Hospital and Friends of the Dilke Hospital. The Carol concert took place on 7 December 2016 at St Mary's Church, Newent.
Achieve Homelessness Gold Standard	Malcom Vine			New Homelessness software system in place September 2016. Preparation being made for Peer review scheduled for April 2017.
Allocate Community Grants	Tess Tremlett			The grant pot is still open and advertised on our Council website grants page. £1,100 remains in budget for community groups, meeting the advertised criteria, to apply for funding. Evaluations for some of the early funded projects are now starting to be completed. All grants awarded to date are detailed on the Council website.
Carry out a consultation exercise with children and young people's groups to inform the award of Youth Activities Fund grants	Tess Tremlett			All Youth Activity funds have been allocated and two very successful consultations have been held with the 'youth sector'. The information from these surveys was used to help decide on which projects were to receive funds.

Action	Responsible Officer	Progress Bar	RAG	Latest Update
Develop the dementia friendly communities work	Tess Tremlett			<p>Ten staff from Two Rivers Housing have been trained as Community Dementia Links and are currently developing an action plan. Two community volunteers are also being trained. A community dementia link course is now being developed for approximately eleven volunteers in Sedbury (linked to the Memory Café).</p> <p>A Dementia Friendly checklist is complete and will be published on our new website. The checklist has been emailed to all district/town and parish councillors for use in the community. Community Engagement Officer and Land and property team currently using the document to review the Council's community accessible buildings e.g. public toilets.</p> <p>Funding for the board game has been secured and the design agreed. Launch event to be scheduled when production complete.</p>
Develop a cancer rehabilitation scheme in the community	Tess Tremlett			<p>The Cancer rehabilitation scheme is working well in the community - there is still a need for more referrals but these have picked up significantly this quarter since we took out an advert in the Forester newspaper.</p>

Time taken to process new claims for Housing and Council Tax Benefit (Days) – year to date.

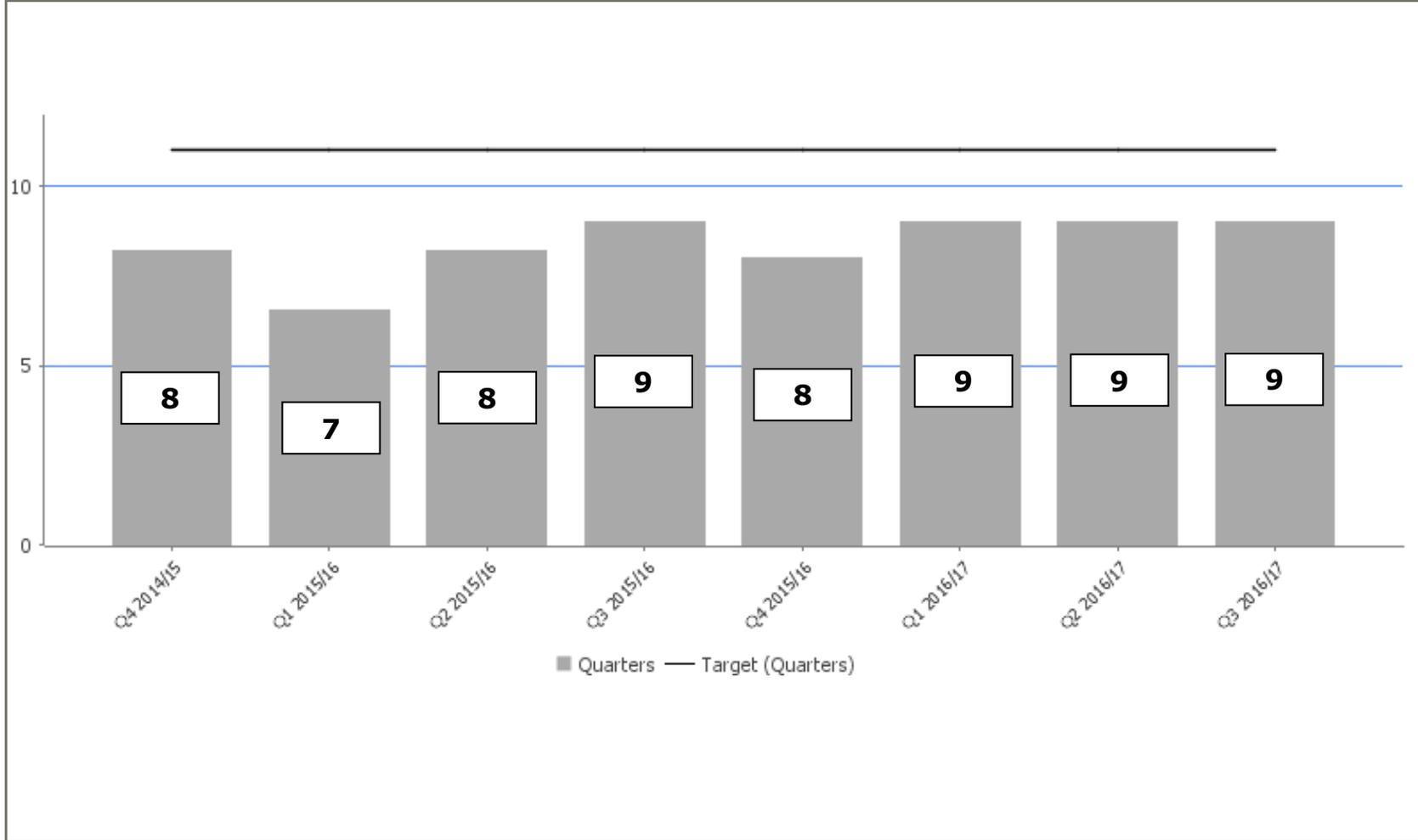
LICV 01



Aim to optimise

Time taken to process change of circumstances for Housing and Council Tax Benefit (Days) – year to date.

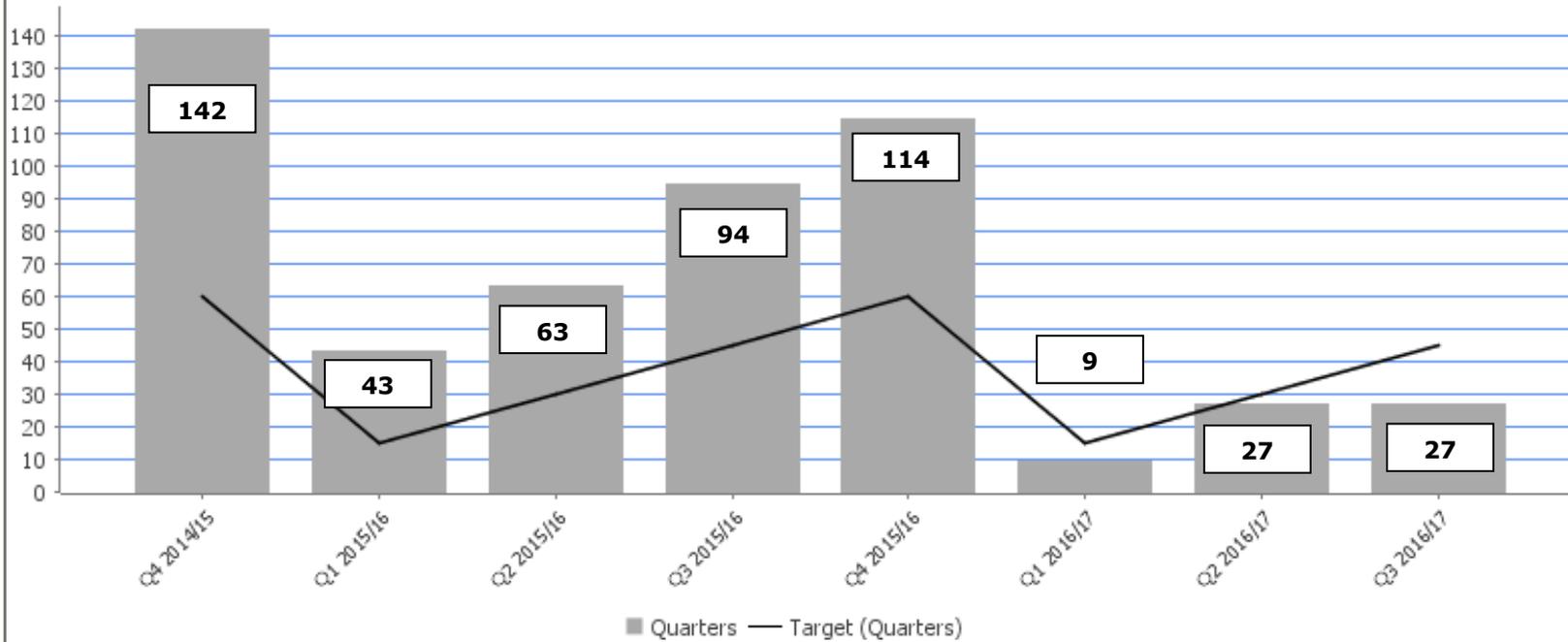
LICV02



Aim to optimise

Number of affordable homes delivered per year (cumulative)

NI 155

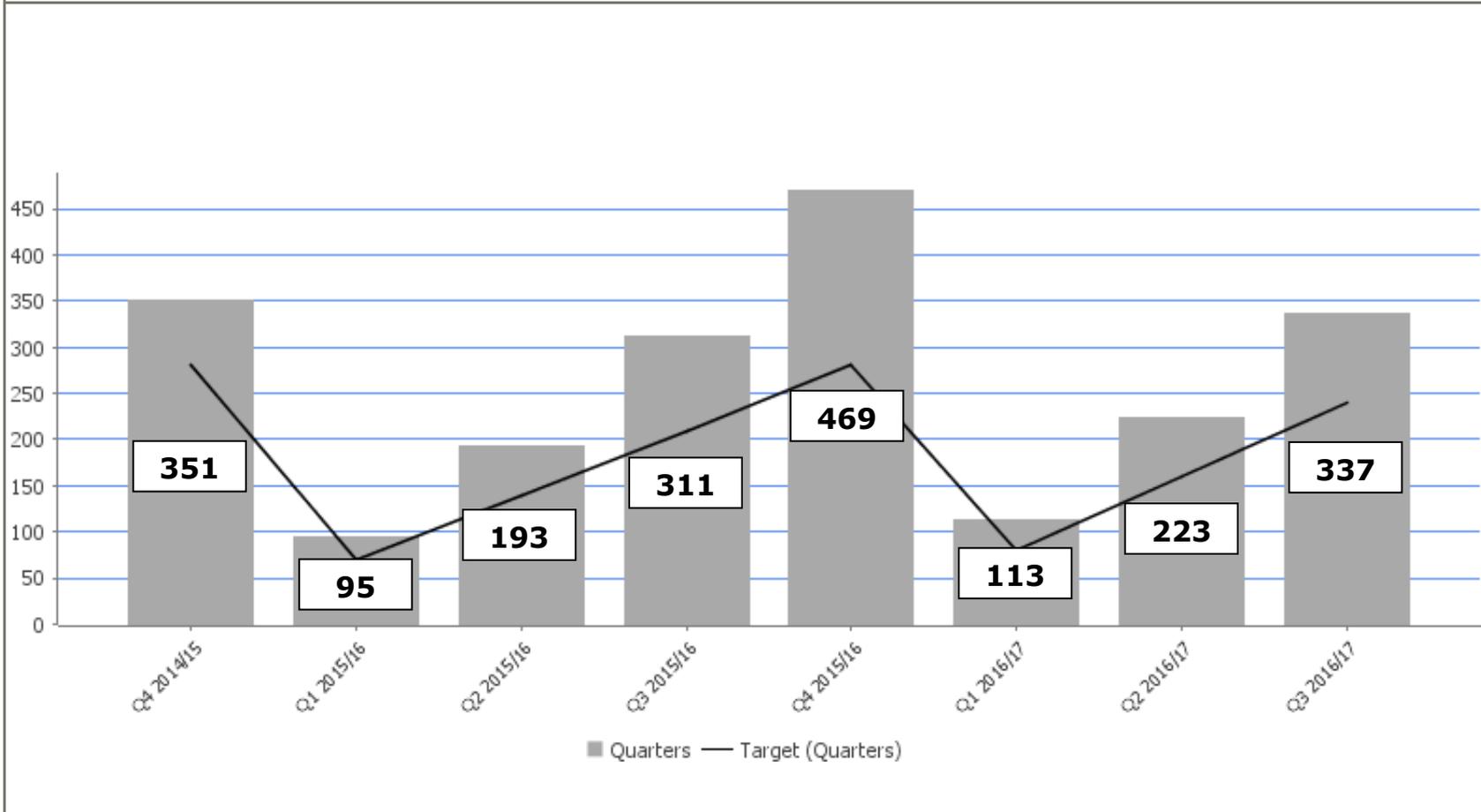


Aim to Maximise

No affordable housing delivered in 3rd quarter. Few schemes now in the pipeline.

Number of health referrals - cumulative

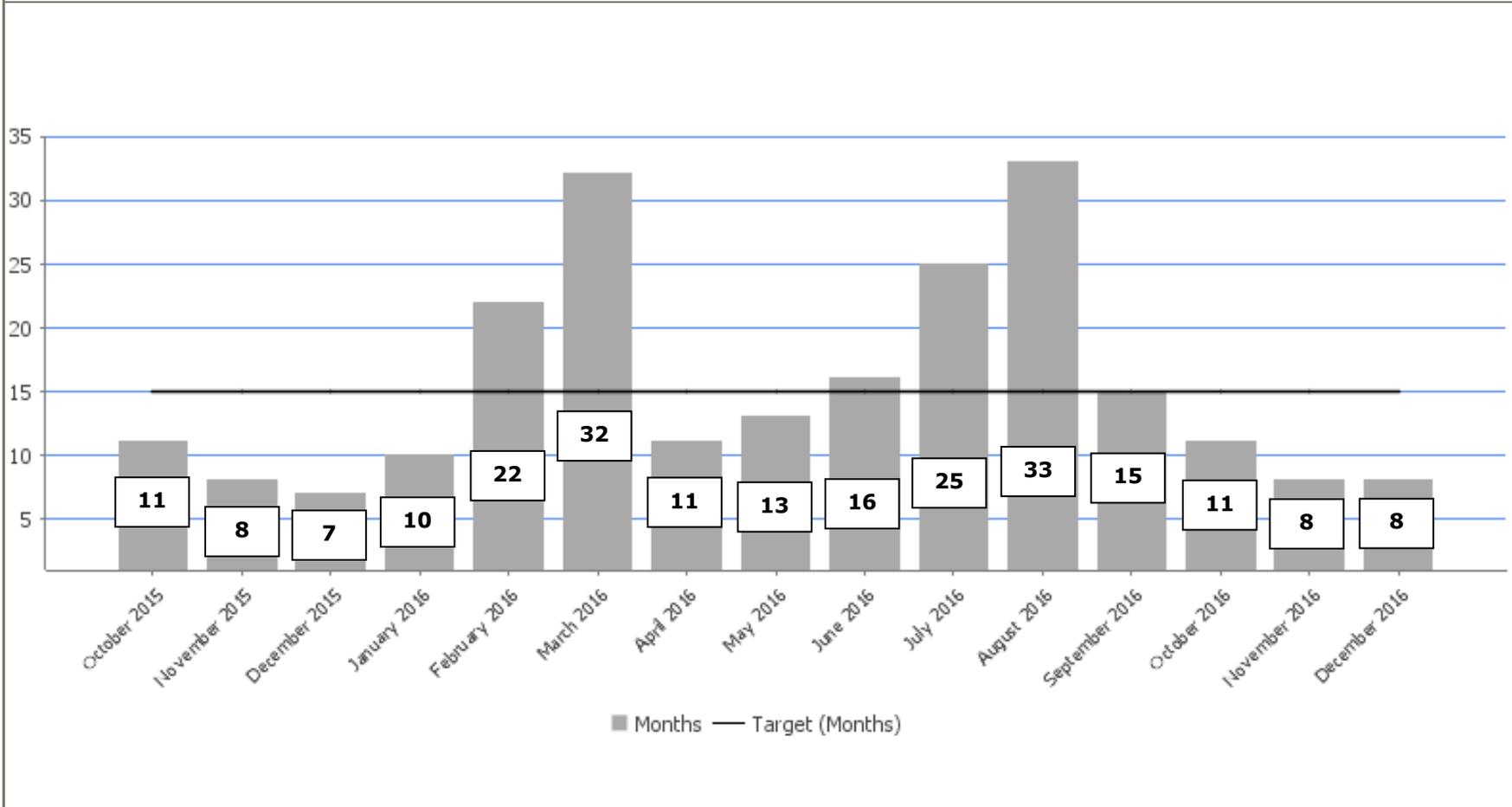
LI ES 10



Aim to Maximise

Customer contact centre - average time in seconds that a customer waits for a call to be answered

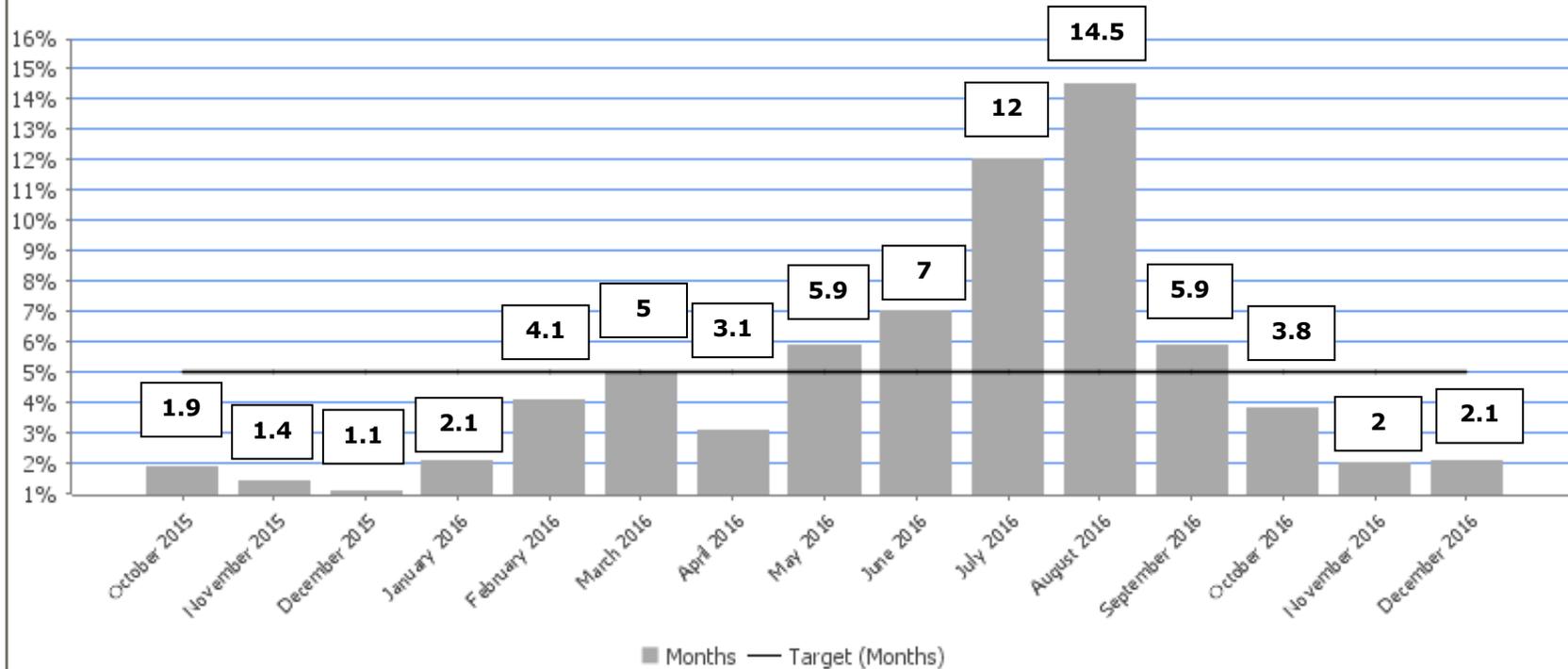
LICS 01



Aim to optimise

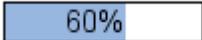
The percentage of telephone calls to the customer contact centre abandoned

LICS 02

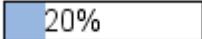
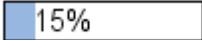


Aim to Minimise

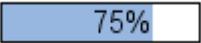
Priority 3 – Encourage a Thriving Economy

Action	Responsible Officer	Progress Bar	RAG	Latest Update
Progress Cinderford Regeneration	Wendy Jackson			<p>An update on funding was expected after the Autumn Statement but this has not yet happened. FoDDC & Gloscol await outcome of £1.93M Site Preparation funding bid and £2.6M Cinderford Northern Quarter (CNQ) new build college bid respectively from Gloucestershire Local Enterprise Partnership (LEP). Both bids submitted to Round 3 Single Local Growth Fund. Gloucestershire LEP is expected to announce total Round 3 funding pot and the projects that will be supported in January 2017.</p> <p>FoDDC legally completed the transfer of Homes and Communities Agency (HCA) owned "Hamblett Land" on 31 October 2016. Aim to complete transfer of Northern United site in quarter 4 2016/17. Wider land swap will complete when Gloscol ready to take vacant possession of their allocated site.</p> <p>Construction of the Phase 1 Spine Road continues to progress with the new entrance to Rackham Housefloors completed and the temporary bridge structure across Old Engine Brook now in place to allow road formation through to the College site. There has been some disruption for residents and businesses this quarter with the necessary road closure in Newtown Road but the contractor is keeping people informed.</p>

Action	Responsible Officer	Progress Bar	RAG	Latest Update
				<p>Gloucestershire College are working to discharge the last of their pre-commencement planning conditions which is expected in Jan 2017. Subject to funding approval the preliminary earthworks to level their site should commence in quarter 3 2016/17.</p> <p>Gloucestershire County Council (GCC) commissioned new traffic survey work to assess the impact of NQ traffic on the wider road network including Cinderford Bridge junction. They expect to receive their report in Feb 2017.</p> <p>HCA appointed consultants AMEC Foster Wheeler to progress a housing site contained within the Cinderford Area Action Plan. This site does not yet have planning approval. The consultants held a workshop event with FoDDC, GCC, and Forestry Commission staff on 19th October and plan to commence wider community engagement in Jan 2017 to share the emerging layout plans. HCA has included the smaller CNQ housing plot which already has outline planning approval in their thinking and a development of approximately 80-100 new homes is envisaged.</p>
Redevelop Lawnstone site	Chris Johns			Proposals have been submitted by a social landlord and these are being considered.

Action	Responsible Officer	Progress Bar	RAG	Latest Update
Allocate Local Action Group (LAG) funds	Neil Batt			<p>The LEADER programme has now funded and contracted seven projects (amounting to just under £130k) and is very much open for business, following the continued national delays throughout 2016. These were initially owing to purdah restrictions in the run up to PCC elections, local elections and the EU referendum, and then extended further following the Brexit vote. However, With the UK unlikely to leave the EU until at least the beginning of 2019, the delivery of the programme is unlikely be further affected by the Brexit vote. Funding for the programme has now been guaranteed up until the point at which the UK leaves the EU.</p> <p>The number of outline applications received has picked up now that marketing activities are able to once again take place. The payment of the first project claim also marks a significant milestone in the delivery of the programme. Most notably, the Forest LAG and Tewkesbury Borough LAG have now merged into one overarching group (in line with Defra guidance) which will help the programme to be delivered more efficiently, whilst also ensuring a joined up approach across the whole area.</p>
Investigate the introduction of the Community Infrastructure Levy (CIL)	Pete Williams			<p>It is hoped to progress CIL after the adoption of the Allocations Plan, although this will be subject to member approval and indications of viability.</p>

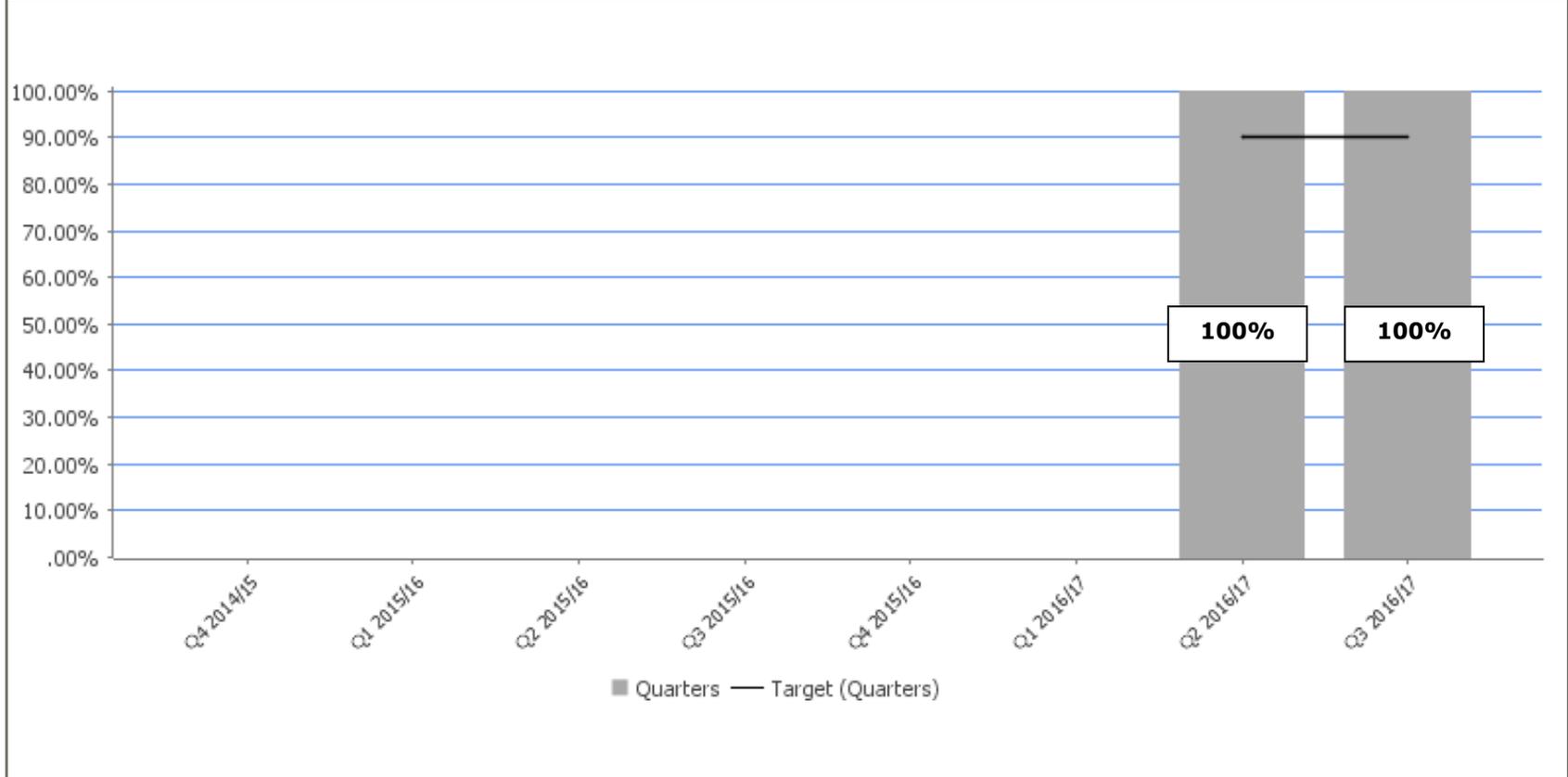
Action	Responsible Officer	Progress Bar	RAG	Latest Update
Implement the Growing the Economy Action Plan	Wendy Jackson			<p>We continue to progress the implementation of the Growing the Economy Action Plan. Key headlines are as follows:</p> <ul style="list-style-type: none"> • Regeneration Services and Commercial Services assisted Forest Entrepreneurs in the development of a bid to expand the Growth Hub network in the Forest of Dean. Unfortunately the bid was not successful but a meeting is planned in January 2017 with the Growth Hub and Gloucestershire County Council Libraries to discuss further. • Continued liaison with Gloucestershire Business Groups to organise a business breakfast meeting to discuss forest economic growth ambitions. Initial plans are to organise an event in February/March 2017. • Local Enterprise Partnership Senior Officer attendance at the Cinderford Regeneration Board as an Ex-Officio attendee. • Ongoing work to progress both Cinderford and Lydney Regeneration schemes. Updates have been produced for both priorities. • Wye Valley and Forest of Dean Tourism Association are working with Hartpury College and Gloucestershire College on a tourism apprenticeship and hospitality apprenticeship that can be shared across 4/5 businesses to make it more affordable for Small and Medium Enterprises (SMEs). FODDC are supporting the proposal.

Action	Responsible Officer	Progress Bar	RAG	Latest Update
<p>Produce a Lydney Town Centre Economic Plan and a Lydney Coastal Community Team Economic Plan and work in partnership to implement</p>	<p>Wendy Jackson</p>			<p>The Lydney Our Futures group are working to establish a Community Interest Company to provide the formal governance structure to support the delivery of the Lydney Town Centre Economic Plan, and to potentially broaden the remit to facilitate the Lydney Neighbourhood Development Plan delivery.</p> <p>In October the Regeneration Services Team; on behalf of the Lydney Coastal Community Team, were invited to submit a second stage bid to the Coastal Community Fund following submission of the first stage in June 2016. The bid was submitted on 2 December 2016 ahead of the 5 December 2016 deadline date. The bid is for £2.1m to improve the pedestrian, cycle and vehicular access to the harbour, the creation of an interactive heritage information point, a community/education space and new toilet facilities. If successful, the bid will be assist in implementing a significant part of the Lydney Coastal Community Team Economic Plan. The project details have been made available to view at Lydney Library and the District Council offices. The outcome of the bid will be known in Spring 2017.</p> <p>The team also submitted a bid to Historic England to designate Lydney as a Heritage Action Zone (HAZ). Whilst the bid was unsuccessful (only one area has been designated as a HAZ in the south west), the team has met with Historic England, and discussions are ongoing to identify alternative sources of funding and assistance.</p>

Action	Responsible Officer	Progress Bar	RAG	Latest Update
				<p>Coastal Community Team – the Team’s first project is the refurbishment of the Lydney Swing Bridge. In September, Historic England agreed a way forward with the structural design of the bridge which will consist largely of structural steelwork to optimise the life of the refurbishment. Contractors are preparing detailed specification for the steel & timber elements of the bridge and an updated project programme. Local historian/photographer is documenting the project.</p> <p>FoDDC attended the Severn Estuary Partnership’s annual forum on 22 September at Blackfriars in Gloucester and gave a presentation on behalf of the CCT to raise awareness about the Team, their project work and funding applications currently with the Big Lottery Fund and Historic England for appraisal.</p>

'High risk' notifications (including food poisoning outbreaks, anti-social behaviour, contaminated private water supplies, workplace fatalities or multiple serious injuries) reviewed within 1 working day

LI ES 23

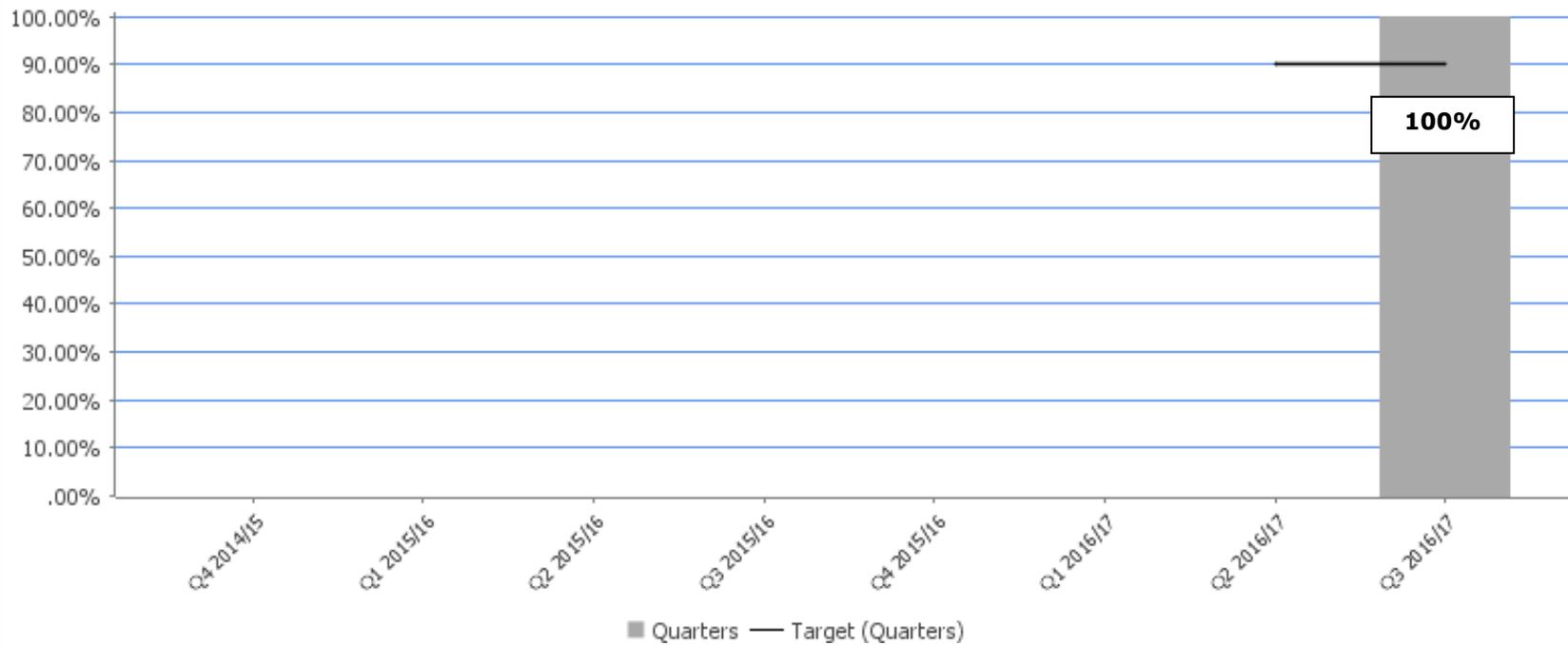


Aim to Maximise

During quarter 3 there were three high risk notifications: one potential food outbreak, one fatality that has been referred to the Care Quality Commission for investigation and one illegal eviction.

Food premises that are not broadly compliant that receive follow up action.

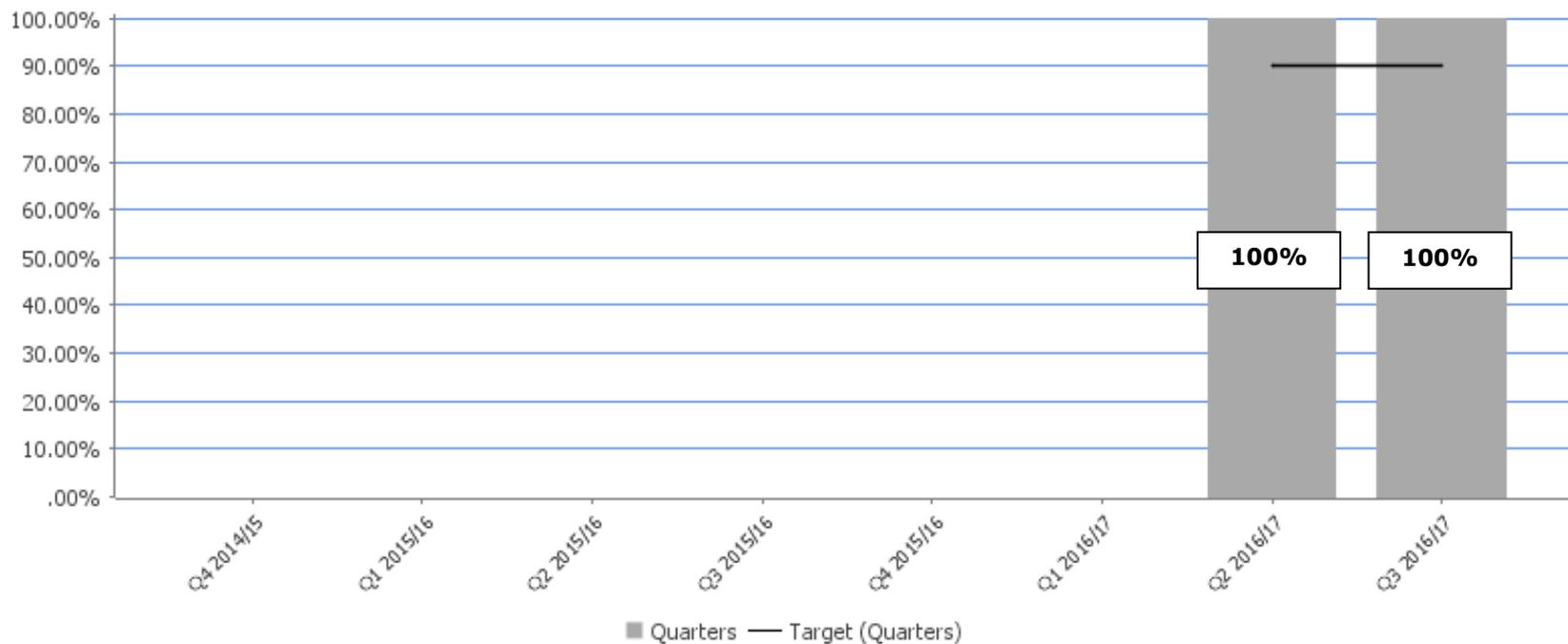
LI ES 24



Aim to Maximise

New indicator. The Food and Health & Safety service went 'live' on the 18th July and this indicator was introduced from quarter 3.

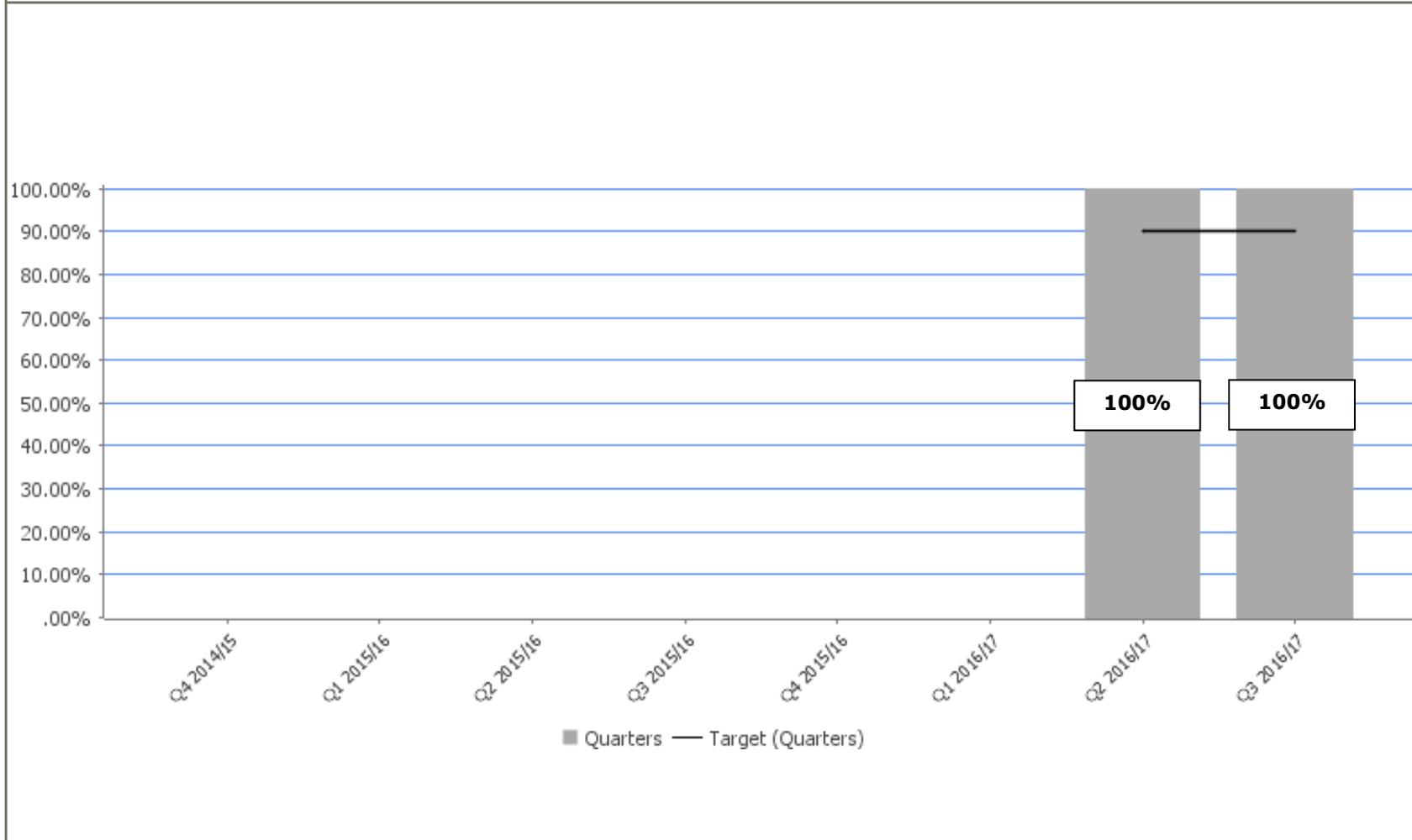
Licenses processed under the Licensing Act 2003 within statutory timescales as a percentage of those issued. LI ES 21



Aim to Maximise

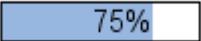
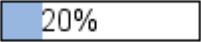
Reported fly tips investigated with evidence present, which result in enforcement action being taken.

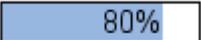
LI ES 22

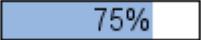


Aim to Maximise

Priority 4 - Protect and Improve our Environment

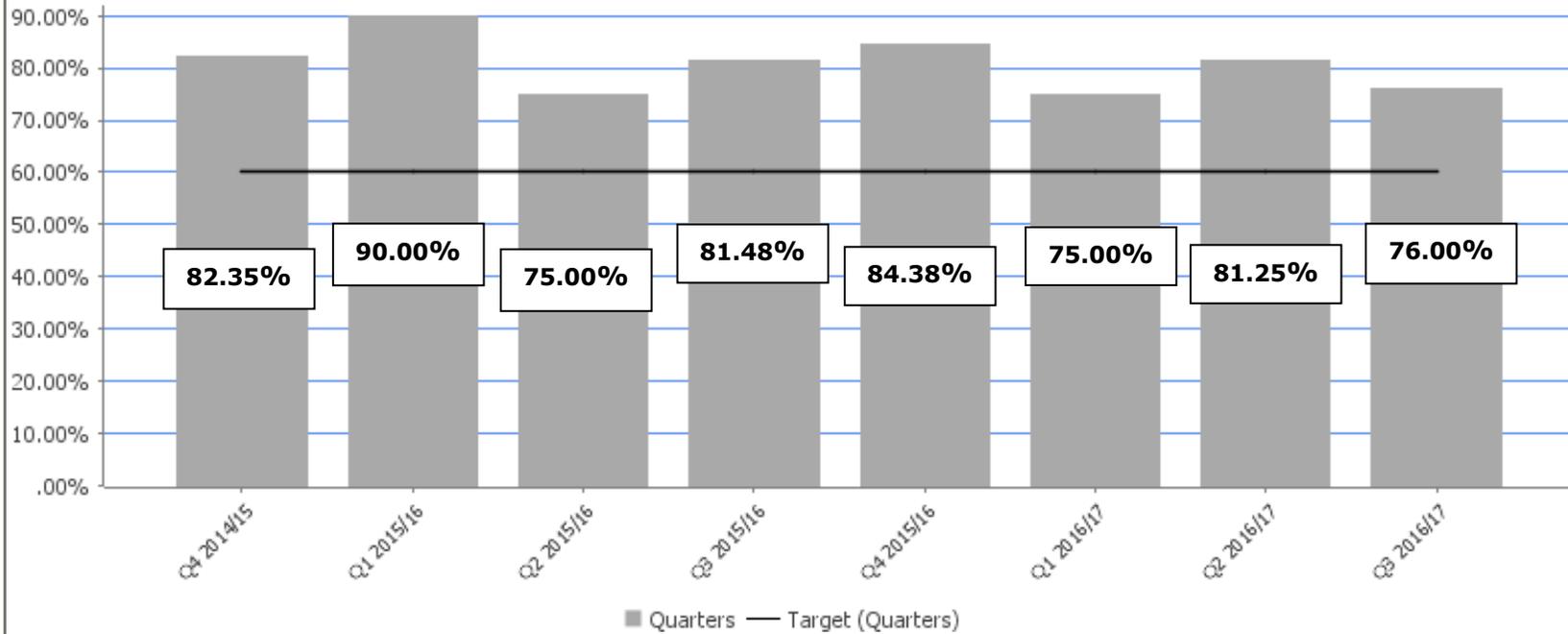
Action	Responsible Officer	Progress Bar	RAG	Latest Update
Introduce a new waste collection service	Rachel Capon			The new service went Live on 1 August 2016 as planned. A leaflet, calendar and blue bag for cardboard and paper was delivered to all households in June/July to inform residents of the change and advertising appeared in local press to support the launch of the service. Kerbside recycling is now collected weekly with the addition of cardboard, plastic bottles and textiles. Small electricals (WEEE) are collected fortnightly. A new fleet of recycling vehicles was procured which enables the additional materials to be collected and recycling and food waste to be collected on the same vehicle minimising vehicle movements.
Update and refresh the drugs talks to schools	Tess Tremlett			CGL, the new Commissioned service for drugs and alcohol will be delivering the drugs talks to schools.
Support community clean up events to reduce littering across the district	Tess Tremlett			A total of 6 community litterpicks took place in quarter 3.
Facilitate a multi-use track from Parkend to Lydney	Paula Burrows			A dedicated Project Administrator has been recruited by Lydney Town Council, supported by West Dean Parish Council and Forest of Dean District Council. Two routes are being investigated within a feasibility report by Amey, funded via Gloucestershire County Council. Next stakeholder group meeting 2nd February 2017.

Action	Responsible Officer	Progress Bar	RAG	Latest Update
Implement flood protection measures in Lydney and Newent	Laurence King			<p>We have been working with the developers in Lydney, one "in channel" flood bund has been installed and the second is at the design stage with groundworks due to be complete by the end of March 2017. Discussions have recently progressed on installing a replacement trash screen on the watercourse behind Lakeside Avenue. This is also anticipated to be installed by the end of March 2017.</p> <p>In Newent a design has been produced for a flood relief culvert in the area of the Lake but the local preference is for the work to create upstream attenuation to be completed first. Discussions on construction phase access are due to commence with a construction completion date of summer 2017. Gloucestershire County Council (GCC) has granted a further 20K to FoDDC for work at Newent, which brings the total allocation to 60K (although this is held by GCC until work commences).</p>
Complete the process of getting the Allocations Plan adopted	Nigel Gibbons			<p>Following further dialogue with the Inspector, a set of potential further modifications are now out for consultation, with a closing date of 13th February 2017. From these it is hoped that final modifications that enable the Plan to be adopted can be drafted under the Inspector's guidance.</p>

Action	Responsible Officer	Progress Bar	RAG	Latest Update
Work with parish councils to support production of community emergency plans	Tess Tremlett			Ongoing support to Parishes for Community Emergency plans is being given. Communication sent out to all Parishes reminding them of the importance community emergency plans and the available community defibrillator grant which is still being offered by FODDC.

Processing of planning applications: Major applications determined within 13 weeks.

NI 157a

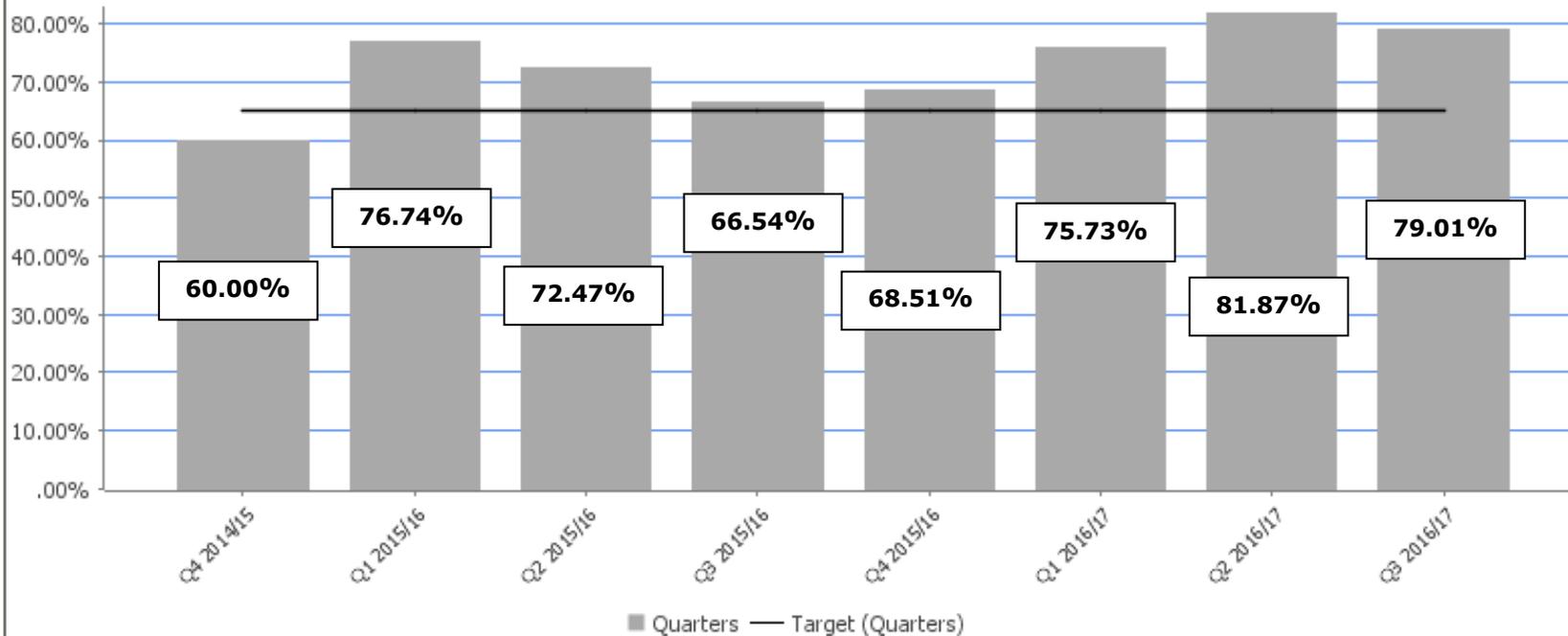


Aim to Maximise

Performance for the last quarter of 66.67% remains above the target of 60% but slightly below performance compared with the two earlier quarters. We use extensions of time effectively to manage performance in this category where the most complex planning applications appear. Council's can be placed in special measures if they do not meet government targets. It is necessary to ensure that the right resources are available to ensure performance remains at an appropriate level. Two recent attempts to recruit a Senior Planning Officer, whose role it is to deal with major application proposals, have been unsuccessful. The section has made a bid in the current budget to seek additional resources to enable recruitment of such an officer.

Processing of planning applications: Minor applications (determined in 8 weeks)

NI 157b

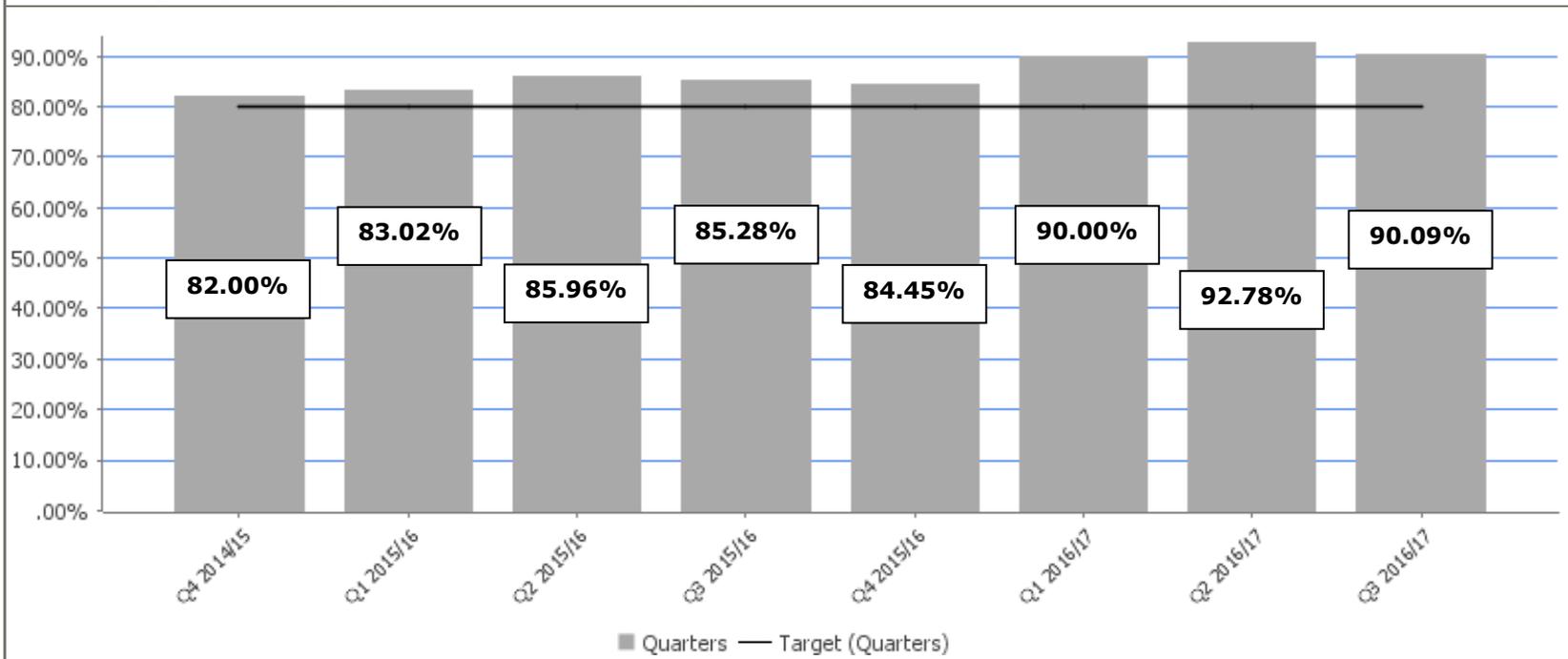


Aim to Maximise

Performance in this category remains high and for both the quarter and previous two quarters is above the set target of 65% (72.5% for the quarter and cumulatively 79.01% for the three quarters). Extensions of time are again used to manage performance. This has become even more important as the government has amended their requirements for placing councils in special measures. Previously only the major category was assessed in terms of whether the council was performing to an acceptable standard. Now the other two categories of applications, minors and others both count. Failure to deliver in these categories can also lead to the council losing its powers to determine applications. Due to a number of staff vacancies and the long term sickness absence of a planning officer the current performance has been achieved by outsourcing a significant volume of work. The section has bid in the budget for additional resources to seek to secure a longer term solution to the current staffing issues.

Processing of planning applications: Other applications (determined in 8 weeks)

NI 157c



Aim to Maximise

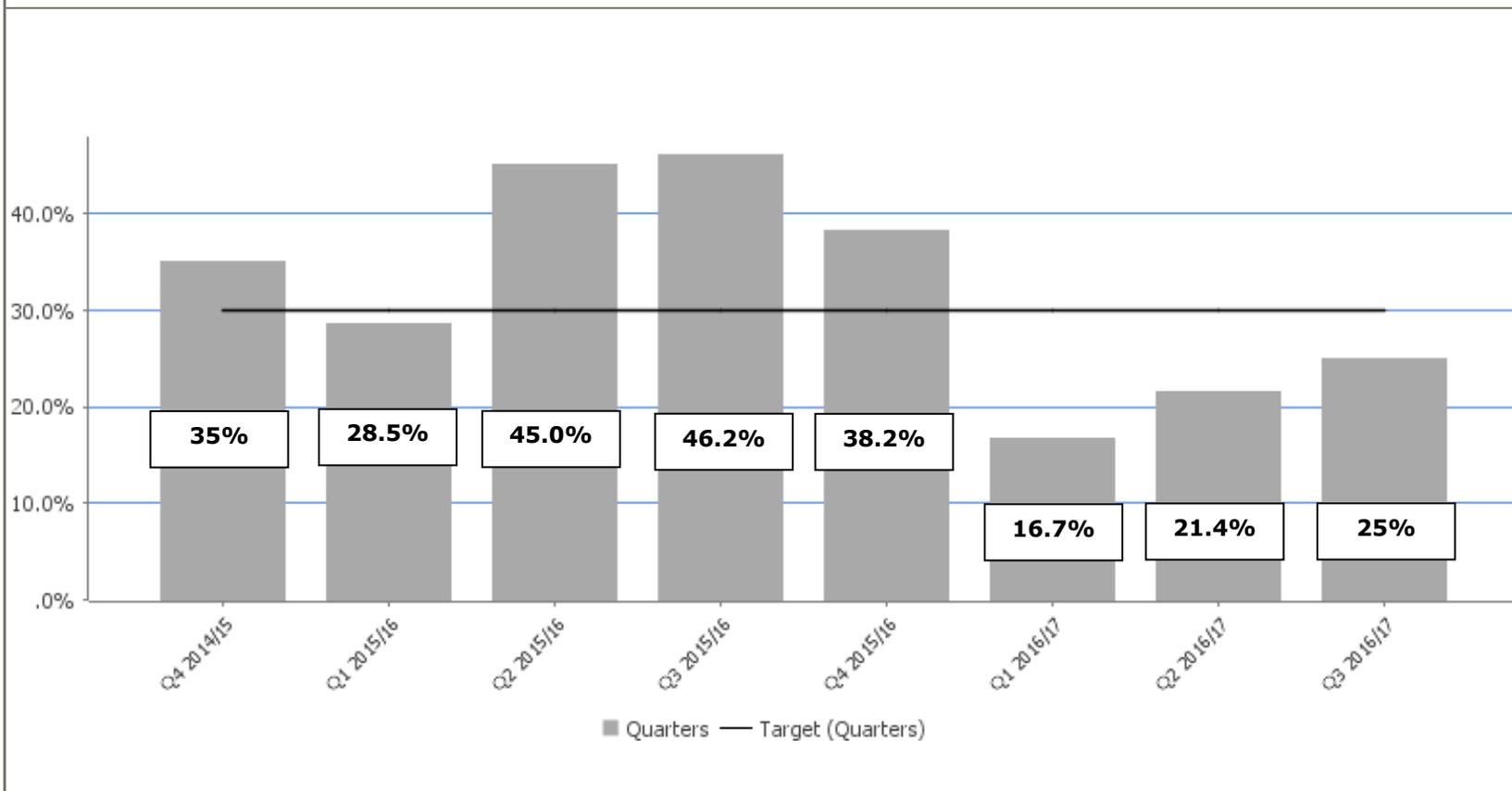
Performance in this category also remains high and covers the largest area of work undertaken by the section. For the quarter and previous two quarters performance is above the set target of 80% (84.62% for the quarter and cumulatively 90.09% for the three quarters). The comments in relation to government measures and staffing issues in respect of minor applications are equally relevant for this category of application.

The table below reflects the quarterly figures (not cumulative) showing the planning applications and appeals that were decided within the relevant timescale for each quarter.

	Q1 14/15	Q1 15/16	Q2 15/16	Q3 15/16	Q4 15/16	Q1 16/17	Q2 16/17	Q3 16/17
157a Processing of planning applications: Major applications determined within 13 weeks.	8 out of 9 (88.89%)	9 out of 10 (90%)	6 out of 10 (60%)	7 out of 7 (100%)	5 out of 5 (100%)	6 out of 8 (75%)	7 out of 8 (87.5%)	6 out of 9 (66.67%)
157b Processing of planning applications: Minor applications	48 out of 74 (64.86%)	66 out of 86 (76.74%)	63 out of 92 (68.48%)	48 out of 88 (54.55%)	71 out of 96 (73.96%)	78 out of 103 (75.73%)	71 out of 79 (89.87%)	58 out of 80 (72.5%)
157c Processing of planning applications: Other applications	87 out of 106 (82.08%)	88 out of 106 (83.02%)	114 out of 129 (88.37%)	105 out of 125 (84%)	95 out of 116 (81.90%)	144 out of 160 (90%)	126 out of 131 (96.18%)	121 out of 143 (84.62%)
LIPH02 Percentage of planning appeals allowed	2 out of 6 (33%)	2 out of 9 (22.2%)	8 out of 14 (57.14%)	4 out of 7 (57.14%)	1 out of 8 (12.5%)	3 out of 18 (16.67%)	3 out of 7 (21.43%)	3 out of 8 (37.5%)

Percentage of planning appeals allowed (cumulative)

LI PH 02
(BV204)

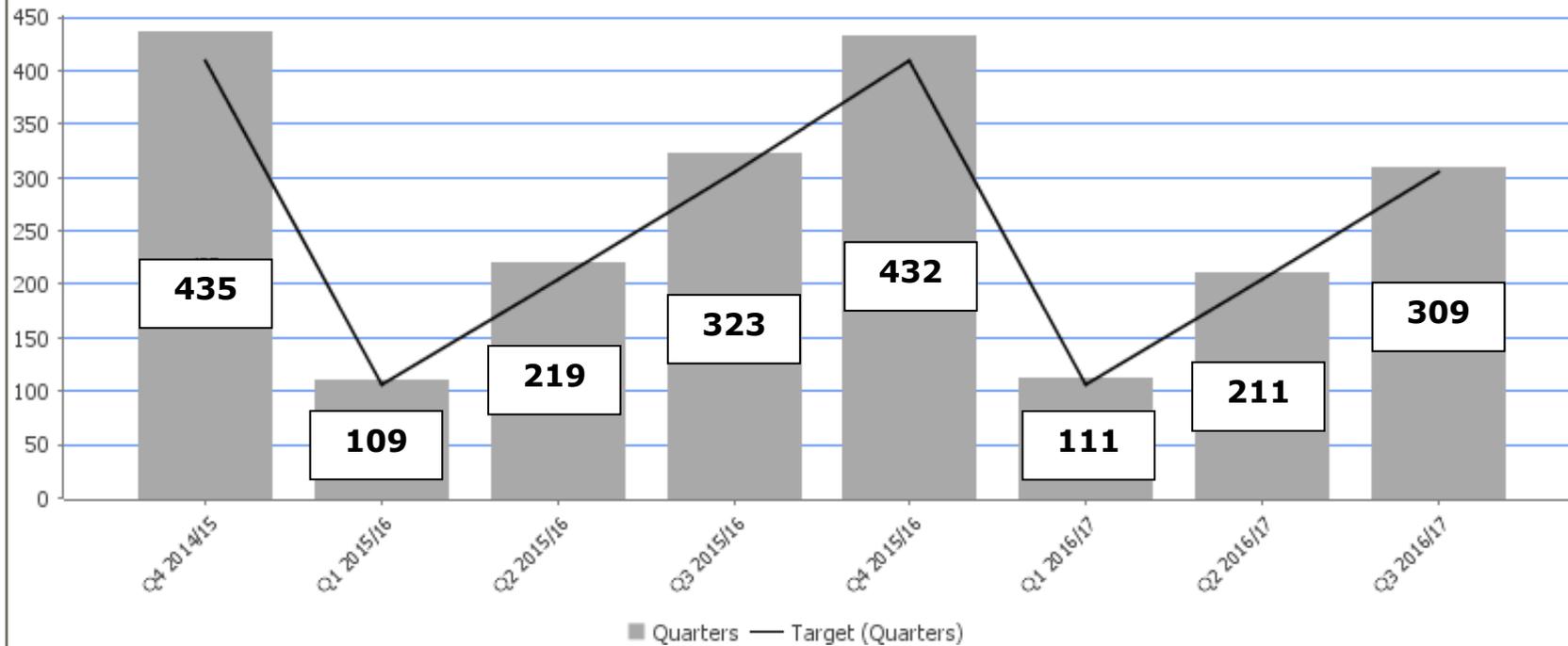


Aim to Minimise

Performance in terms of successfully defending the council’s decisions at a planning appeal remains high and at 25% allowed exceeds the target of 30%. There remains a significant caseload of high profile appeals mainly relating to large-scale housing developments outside the defined settlement boundaries. These cases require substantial time and resources to defend which are a constraint in delivering other services within the section.

Residual household waste per household (Kg per Household) - cumulative

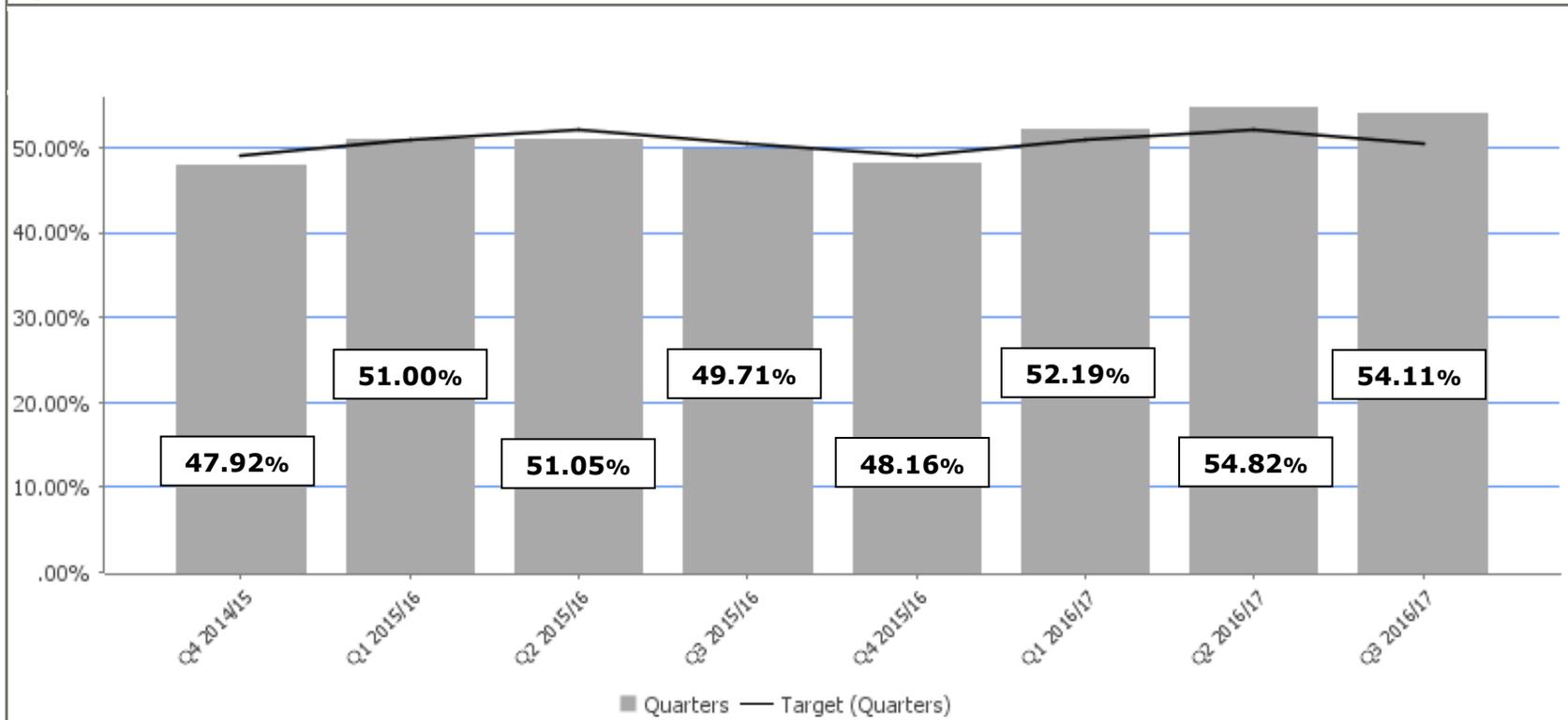
NI 191



Aim to Minimise

Percentage of total tonnage of household waste sent for reuse, recycling and composting – cumulative figures

NI 192



Aim to Maximise

NI192 is the percentage of total Household waste recycled, composted and reused. This indicator is reported as a cumulative figure each quarter. The target was set by Gloucestershire Waste Partnership to try to meet the objectives of the Gloucestershire Joint Municipal Waste Management Strategy. The NI192 target for 2016/17 is 49%. NI192 is calculated on recycled, composted and reused waste. The third quarter figures are very positive due to the additional recycling materials that are now being collected at the kerbside and it is anticipated that the final outturn will be 53%.

ANNEX B

FINANCIAL PERFORMANCE 2016/17 QUARTER 3 SUMMARY TO 31ST DECEMBER 2016

	Original Budget	Current Budget	Profiled Budget	Actual	Year Forecast	(Positive)/Adverse Variance
Community, Client and Commercial Group	6,529,530	6,807,160	5,211,993	3,260,739	6,578,660	(228,500)
Planning, Housing and Regeneration Group	1,258,580	1,463,150	1,027,990	556,025	1,533,150	70,000
Strategic Services	3,452,730	3,544,550	2,524,770	2,743,367	3,550,550	6,000
TOTAL SERVICES	11,240,840	11,814,860	8,764,753	6,560,131	11,662,360	(152,500)
Interest and Investment Income	(70,350)	(150,200)	(112,650)	(68,672)	(138,500)	11,700
Capital Charges	(107,730)	(392,200)	(585,435)	(585,435)	(392,200)	-
Transfers to/from Earmarked Reserves	(659,570)	(869,270)	(869,270)	(869,273)	(869,270)	-
Grants in Lieu of Local Council Tax Support	139,670	139,670	139,670	139,660	139,670	-
Drainage Board Levy	36,440	36,440	36,440	36,435	36,440	-
Parish Council Precepts	-	1,913,181	1,913,181	1,913,181	1,913,181	-
Council Tax Income	(4,794,030)	(6,707,211)	(5,030,408)	(5,030,408)	(6,707,211)	-
Non-domestic rates income and expenditure	(1,793,330)	(1,793,330)	1,778,773	1,778,775	(1,793,330)	-
Revenue Support Grant	(1,247,180)	(1,247,180)	(935,385)	(947,874)	(1,247,180)	-
Other Government Grants	(2,744,760)	(2,744,760)	(2,058,570)	(2,113,086)	(2,744,760)	-
NET BUDGET	-	-	3,041,098	813,434	(140,800)	(140,800)

Strategic Risks

Risks are evaluated in respect of impact on the organisation and likelihood of occurrence. These are assessed as follows:

IMPACT MEASURES

	Low	Medium	High	Very High
Level of Impact (financial and service impact)	Up to £100k Short term service disruption	Up to £500k Noticeable service disruption affecting customers	Up to £1 million Significant service failure but not directly affecting vulnerable groups	Over £1 million Serious service failure directly affecting vulnerable groups

LIKELIHOOD MEASURES

	Unlikely	Possible	Likely	Very Likely
Probability	Less than 10% chance of circumstances arising	10% - 40% chance of circumstances arising	41% - 75% chance of circumstances arising	More than 75% chance of circumstances arising

Full details as to how impact and likelihood is assessed is included in Appendix 2 of the Risk Management Strategy.

RISK MATRIX

The measured scores for impact and likelihood are transposed to a numbered matrix which gives the overall level of risk faced by the organisation.

IMPACT	Very High	13	14	15	16
	High	9	10	11	12
	Medium	5	6	7	8
	Low	1	2	3	4
		Unlikely	Possible	Likely	Very Likely
LIKELIHOOD					

The matrix shows the significance of the risk against the Council's appetite for accepting risk. This is a traffic light approach and determines how each risk will be managed and reported.

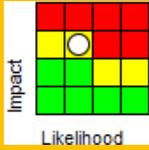
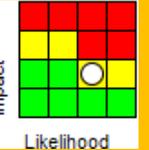
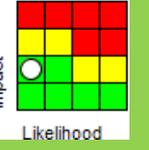
Net Risk Level and Score	Frequency of Risk Reviews
<p style="text-align: center;">High 11-16</p>	<p>There are significant risks, which may have a serious impact on the Council and the achievement of its objectives if not managed. Immediate management action needs to be taken to reduce the level of net risk. Any net red risks at service level will be included in the strategic risk register in the report to the Audit Committee.</p> <p>As a minimum these risks should be reviewed monthly.</p>
<p style="text-align: center;">Medium 7-10</p>	<p>Although usually accepted, these risks may require some additional mitigating to reduce likelihood if this can be done costs effectively.</p> <p>As a minimum these risks should be reviewed quarterly.</p>
<p style="text-align: center;">Low 1-6</p>	<p>These risks are being effectively managed and further action to reduce the risk would be inefficient in terms of time and resource.</p> <p>As a minimum these risks should be reviewed 6 monthly.</p>

The risk assessment process comprises of three stages which are detailed in the risk register.

Gross Risk: The highest level of risk that the Council could face (the worst case scenario). This does not take into account any management controls which were in place when the risk was identified or implemented as part of the managed improvement.

Net Risk: This is the current risk exposure that the Council faces if it were to occur in the near future. This assessment is made after consideration of the controls put in place which have reduced the risk exposure.

Target Risk: This is the level of risk which the Council wishes to accept. Proposed actions to reduce the level of risk will be outlined and monitored to ensure they are implemented and become effective.

Risk Code & Title	SR-1.03 Organisational Capacity to Achieve. (Corporate Priority 1. Objective 1.1).
Gross Risk	
Description	<p>Lack of capacity to achieve growing expectations on the Council.</p> <p>Risk Owner: Head of Paid Service Date Risk Logged: March 2012, updated February 2017</p>
Net Risk	
Controls in place	<p>Mitigation in place includes: Programme of future service options/budget changes.</p> <p>Service plans have prioritised statutory duties and other work to ensure the Council does not set out to undertake what is not achievable.</p> <p>Corporate Project Plan reviewed monthly by CLT, resources or tasks adjusted as needed.</p> <p>New systems, partnerships and ways of working have been implemented to achieve savings through efficient working.</p> <p>Council agreed to form local authority owned companies with 2020 Partner Councils in October 2016. The aim is to reduce management costs and make other efficiencies while increasing resilience and sustaining current services.</p> <p>Senior management restructure complete.</p>
Target Risk	
Proposed Actions	<p>Continue work on 2020 Vision Programme.</p> <p>Target level of risk achieved but risk to remain on register for a further year to check that capacity for projects and corporate governance matters is sufficiently covered.</p> <p>New Target Date: April 2018 (company model operational)</p>

Risk Code & Title SR-1.04 Future Funding (Corporate Priority 1. Objective 1.1).



Description

Future spending plans outlined in the Medium Term Financial Strategy (MTFS) are based on assumptions regarding future funding. If assumptions around government support, new homes bonus, business rates income, impact of changes to council tax discounts and anticipated savings on partnership working prove to be incorrect, there is likely to be volatility around funding streams which will impact on future spending and service delivery.

Risk Owner: Section 151 Officer.
Date Risk Logged: March 2012



Controls in place

Mitigation in place includes:
Gloucestershire Business Rates Pool may provide additional resources and a County-wide strategic development reserve.

2020 Vision partnership for shared services developed with three other authorities.

The Council’s Local Plan (Core Strategy and Allocations Plan) is close to completion. This sets the future land use to enable housing and economic growth in the District.

- Capital Strategy approved by Council in October 2016.
- Multi-year finance settlement request submitted to Government.

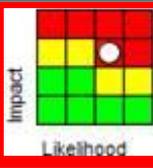
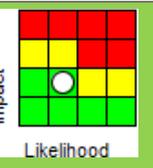
Decision to move to a local authority owned company model was taken by Council October 2016.
Budget for 2016/17 set. Balanced MTFS until 2019/20.

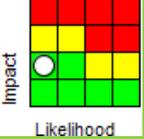


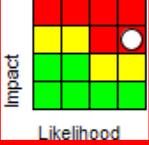
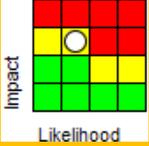
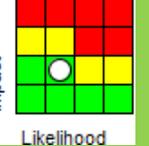
Proposed Actions

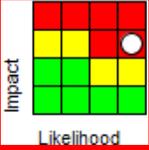
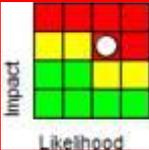
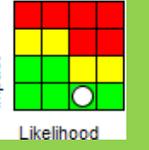
Business rate assumptions and future for New Homes Bonus not yet clear and could impact on MTFS.

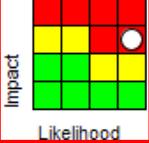
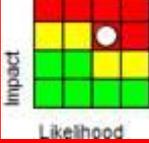
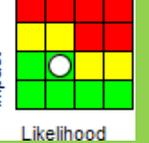
New Target Date: February 2017 (to set budget for 2017/2018).

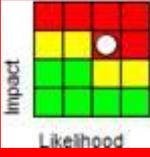
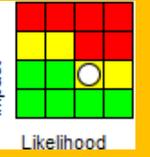
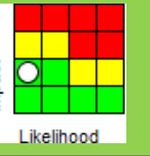
Risk Code & Title	SR-1.05 Shared and Contracted Services Governance Arrangements and Performance (Corporate Priority 1. Objectives 1.3 & 1.4).
Gross Risk	
Description	<p>Increased use of shared and contracted service arrangements creates a risk of losing knowledge and capacity which in turn could weaken the Client role of the Council, which needs to monitor the work of each partnership to ensure proper Governance arrangements are established and expected quality of service is delivered.</p> <p>Risk Owners: Head of Paid Service & Strategic Group Manager responsible for client management Date Risk Logged: April 2013</p>
Net Risk	
Controls in place	<p>Mitigation in place includes: Client Officer groups established for all existing partnerships.</p> <p>S.101 agreements and/or Inter Authority Agreements set out responsibilities of each party.</p> <p>Council agreed to become a full partner in the 2020 Vision Partnership in October 2015. This will give the Council greater resilience in client management through sharing skills and experience across the partnership.</p> <p>Partnership Commissioning Group (Heads of Paid Service and Managing Director) established to give officer leadership.</p> <p>2020 Vision Partnership Joint Committee established in February 2016.</p> <p>Alternative service delivery model options appraisal guidance notes (Commissioning Framework) in place to guide commissioning reviews.</p> <p>Performance of shared services included in quarterly performance reports.</p> <p>New 2020 shared services commenced in April 2016. 2020 Partnership Client Officer Group established to oversee 2020 shared services.</p> <p>Decision to move to a local authority owned company model was taken by Council October 2016.</p>

Target Risk	 <p>5</p>
Proposed Actions	<p>Go Shared Services procurement toolkit being developed, which will provide additional guidance for managing contracts.</p> <p>Original Target Date: December 2015. Revised Target Date: December 2017</p>

Risk Code & Title	SR-1.06 Sustaining business as usual whilst working on the 2020 Vision Programme. (Corporate Priority 1. Objective 1.1).
Gross Risk	 12
Description	<p>The 2020 Vision Programme, including the joint Public Protection Project will provide more efficient working in the long term. There is a risk that in the short term, as resources are taken from day to day service delivery and allocated to transformation Programme, this will impact on operational service delivery.</p> <p>Risk Owner: Head of Paid Service Date Risk Logged: April 2015</p>
Net Risk	 10
Controls in place	<p>Mitigation in place includes: Funding from the Government's Transformation Challenge Award is supporting the transformation programme and reducing the impact on operational service delivery, including 'back-filling' some key posts.</p> <p>Corporate Project Plan reviewed monthly by CLT, resources or tasks adjusted as needed.</p> <p>Service plans have prioritised statutory duties and other work to ensure the Council does not set out to undertake what is not achievable.</p> <p>New 2020 shared services commenced in April 2016.</p>
Target Risk	 6
Proposed Actions	<p>Service Plans for 2020 shared services to be finalised in March 2017.</p> <p>Original Target Date: March 2016. Revised Target Date: March 2017.</p>

Risk Code & Title	SR-1.07 Staff Welfare. (Corporate Priority 1. Objective 1.1).
Gross Risk	 12
Description	<p>The 2020 Vision Programme and other planned partnership working will create uncertainty for staff over their future roles, possibly in a new organisation. This may lead to low motivation of staff and an adverse effect on personal health and circumstances.</p> <p>Risk Owner: Head of Paid Service Date Risk Logged: April 2015</p>
Net Risk	 11
Controls in place	<p>Mitigation in place includes: Staff training in resilience, handling and managing change in place. Regular briefings and open communication with staff. External help line available for all staff and immediate family.</p>
Target Risk	 3
Proposed Actions	<p>Further change management and leadership development projects planned within 2020 Vision Partnership.</p> <p>Target Date: March 2020 (this work will continue throughout the 2020 Vision Programme)</p>

Risk Code & Title	SR-2.01 Community Leisure Provision (Corporate Priority: 1. Objective: 1.1/1.2).
Gross Risk	
Description	<p>Unable to achieve planned revenue savings.</p> <p>The Council's community leisure provision is delivered from educational sites owned by others. The future location of one of our partners and an aspirational spending target for leisure presents a large challenge.</p> <p>All of the leisure facilities operate under a joint use operating model where running costs are shared with the site owner and capital liability for the buildings rests with the educational partner as the asset owner. Any move away from this operating model will have both revenue and capital budget implications.</p> <p>Risk Owner: Strategic Group Manager responsible for client management.</p> <p>Date Risk Logged: March 2012 Date Risk Updated: August 2016</p>
Net Risk	
Controls in place	<p>Mitigation in place includes: Management of the Council's five leisure centres transferred to Freedom Leisure on the 1st October 2015. This partnership sees a commitment to maintain leisure provision over the next ten years, with option to extend this partnership for a further five years. The partnering agreement will also see joint investment by the Council and Freedom Leisure to secure and improve the sites.</p> <p>The proposals from Freedom should meet Medium Term Financial Strategy assumptions and therefore deliver the planned revenue savings.</p>
Target Risk	
Proposed Actions	<p>Continue negotiations with the HCA and GlosCol to secure ten year access to the Coleford leisure facilities.</p> <p>Progress new arrangements at Cinderford leisure centre with South Glos. & Stroud College, Cinderford Town Council and Freedom Leisure.</p> <p>Continue engagement with Sport England to develop an indoor facilities strategy.</p> <p>Original Target Date: March 2016. Revised Target Date: March 2017.</p>

Risk Code & Title	SR-2.02 Legal & Appeal Costs (Corporate Priority 2. Objectives 1.3 & 1.4).
Gross Risk	 11
Description	<p>There will always be a risk of Legal Costs to be incurred when Council decisions are challenged.</p> <p>This is particularly so for approval of Council Decisions which may result in costs exceeding budget. There is an additional risk of future Government policy to withhold New Homes Bonus where applications have been passed on appeal.</p> <p>Risk Owner: Legal Team Manager Date Risk Logged: April 2015</p>
Net Risk	 7
Controls in place	<p>Mitigation in place includes: Induction training for members in planning, licencing and decision making.</p> <p>Additional monitoring of planning cases introduced.</p> <p>All legal costs are recorded in the quarterly performance reports to ensure up to date information is available at all times and to facilitate identification of where an overspend may occur.</p>
Target Risk	 5
Proposed Actions	<p>Target Date: March 2018.</p> <p>Financial impact is reviewed each quarter. Continue training programme for members.</p>

Risk Code & Title SR-3.02 Cinderford Regeneration (Corporate Priority: 3. Objectives: 3.1/3.2).

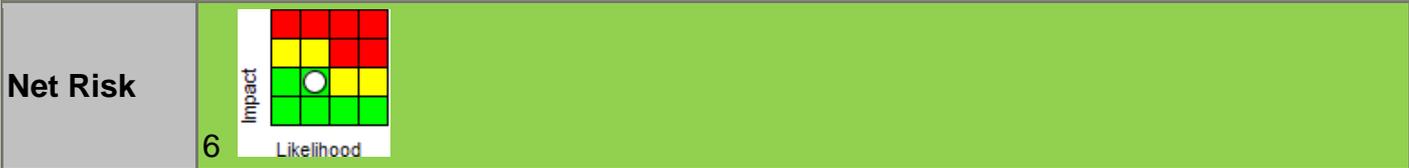


Description

There are financial, legal and reputational risks to the Council and the project. In particular, if there is insufficient external funding from the HCA (Homes and Communities Agency) and the LEP (Local Enterprise Partnership) to cover the cost of the new Spine Road and there are risks of successful legal challenges to HCA planning permissions. In addition, the planned move by GlosCol is subject to the College securing funds for the new build.

Cinderford Regeneration is handled by the Project Board on which this Council has representatives. The Board has its own register of risks which it regularly monitors and manages accordingly. The Council has its own responsibilities for specific elements of the project, such as overseeing the development and marketing opportunities to the business sector, and potentially underwriting any GIIF (Gloucestershire Infrastructure Investment Fund) loan.

Risk Owner: Group Manager for Planning, Housing and Regeneration
Date Risk Logged: August 2013



Controls in place

Mitigation in place includes:
Specialist skills and advice, funded by the HCA have been brought in to the project.

Specialist legal advice and services have been (and continue to be) obtained in respect of the particular legal challenges to the project.

Programme of legal work on the Cinderford Regeneration Project is regularly monitored and any impact on the project timeline arising from legal action is addressed by the project board.

FoDDC secured £3.8M from Growth Fund Round for road construction. GCC is now the Scheme Promoter with responsibility for construction of new road (Phase 1). Contract with Buckingham Construction has been let. Work to begin on June 2016.

The Council has accepted the offer of a loan of £3.5m through GIIF to fund phase 2 of the Spine Road. Council has agreed to underwrite 80% of this loan with the County Council underwriting the remaining 20%.

GlosCol is working closely with the LEP and GCC to secure the necessary funding.

Budgetary provision set aside to cover any future loan repayments.

Application made to LEP for Growth Fund Round 3 funding of £1.93M to effect site prep work and mitigation measures thus making investment sites more viable to developers. Outcome expected as part of Autumn Statement 2016

Additional £4.1m growth fund grant pipeline bid submitted for phase 3 of the Spine Road.

Planning approval and S106 agreement completed 26 February 2015.

All legal challenge activity concluded in favour of the District Council.

Monthly progress monitored by Corporate Leadership Team.

Target Risk

6

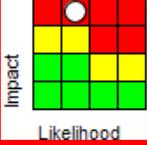
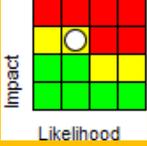
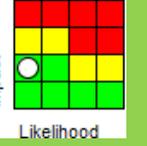
Proposed Actions

FoDDC resources are needed to conclude the FoDDC/Forestry Commission land exchange and to prepare a CNQ Asset Management Strategy to market the development plots and guide delivery of the Area Action Plan, to secure the £100M investment and 1000 new jobs for the area.

Land exchange sites split into two phases with the first phase completed on 24th October. Phase 2 (Northern United) to be completed pending vacant possession of site.

Continue to work with LEP and Gloucestershire County Council to secure funding for the project.

Original Target Date: January 2016 (GCC appointed Scheme Promoter). Target level of risk achieved but needs to remain on the risk register.
 Revised Target Dates: Phase 1 Road completion (36 week build) May 2017
 College Relocation: Oct 18

Risk Code & Title	SR-3.03 Major Civil Emergency (Corporate Priority: 3. Objectives: 3.1/3.2).
Gross Risk	 14
Description	<p>The Council has been able to call on its existing workforce to volunteer for training and provide support in the event of a major civil emergency , which might require a sustained response.</p> <p>There is a continuing risk that, as the Council directly employs a reducing number of people it will become unable to provide a sustained response to a major civil emergency.</p> <p>Risk Owner: Head of Paid Service Date Risk Logged: April 2015</p>
Net Risk	 10
Controls in place	<p>Mitigation in place includes:</p> <p>As we enter into shared service partnerships, agreements include wording to ensure contingency arrangements are in place.</p> <p>Mutual aid in place across Gloucestershire authorities and other bordering authorities.</p> <p>This risk is also captured on the 2020 Vision Programme risk register to ensure emergency planning arrangements are addressed as part of the programme.</p> <p>2020 Partnership Commissioning Group reviewed work undertaken as part of the 2020 vision programme and agreed to fund an Emergency Planning Manager post to coordinate emergency planning across the partnership.</p> <p>Regular meetings of Local Resilience Forum partners in Gloucestershire take place.</p> <p>Emergency Planning Manager covering the three Gloucestershire 2020 Partners has been appointed and progress will be kept under review.</p>
Target Risk	 5
Proposed Actions	<p>Ensure the matter is kept under review by the County-wide emergency planning officers' group.</p> <p>Target Date: 30 April 2016 (phase 1 project work completed)</p> <p>Phase 2 work commenced</p> <p>Target Date: 30 April 2018</p>

Complaints – Quarter 3 2016-2017

Responsible Group Planning, Housing & Regeneration Group							
Service Area	Reference ID	Opened Date	Closed Date	Description	Current Stage	Action Taken	Outcome Description
Development Control Enforcement	CPL2011_1105	12-Oct-2016	04-Jan-2017	Complainant dissatisfied with how development on neighbouring property has been carried out. Feels that the Council should be taking enforcement action to rectify the issue.	Stage 4	<p>Initially dealt with as a Stage 1, escalated to a Stage 2 as dissatisfied with action taken so far.</p> <p>Strategic Group Manager responded to the Stage 2 complaint on 6/5/16 confirming that enforcement action should only be taken where it is expedient in the public interest. Whilst there has been a breach of planning control it is considered to be a minor breach which does not merit further action. He apologised that this conclusion had not been reached earlier. He also confirmed that whilst the complainant may feel that the developer has not fulfilled an obligation to him, this would be a private matter between the two parties and not something the Council can arbitrate on.</p> <p>Complaint escalated to Stage 3 and Complaints Panel held 26/5/2016. They decided that the decision not to take enforcement action was entirely appropriate and any concerns that the complainant had about the adjoining wall is a private matter that he would need to resolve with the developer.</p>	Not Upheld

Service Area	Reference ID	Opened Date	Closed Date	Description	Current Stage	Action Taken	Outcome Description
						Complaint escalated to the Ombudsman who concluded that the Council did not act with fault in the way it decided whether to take enforcement action in relation to a breach of planning permission on the neighbouring plot to the complainant's home and the complaint is not upheld.	
Development Management	CPL2011_1124	19-Oct-2016	17-Nov-2016	Failure to issue Planning Permission document.	Stage 3	Permission was granted at Planning Committee on the 9 August 2016, at that meeting members accepted the advice that a legal agreement was necessary. Following the resolution of the Committee, instructions were sent to the Council's Legal Team Manager on the 12 August to draw up the necessary legal agreement. A draft agreement was drawn up by the legal team and provided to the case officer for comment. Confirmation to the legal team of the acceptability from a planning team perspective was provided on 6 September. A formal draft for consideration was provided to the complainant's agent on 11 September and a response from that is yet to be received. It was concluded that allegations against officers are without foundation in this case. There has been no attempt to deprive the complainant of the appropriate planning permission documentation. This cannot be released until the legal agreement has been concluded. The Council's officers have done everything possible to progress this matter and the relevant actions are now with the complainant and his representatives. Complaint escalated to Stage 3. Complaints Panel held 17 November 2016. The Panel was satisfied that the complaint was unfounded and that no further action should be taken.	Not Upheld

Service Area	Reference ID	Opened Date	Closed Date	Description	Current Stage	Action Taken	Outcome Description
Development Management	CPL2011_1139	24-Nov-2016	29-Nov-2016	Council has failed to action a cost claim received in April 2016.	Stage 2	There has been a clear service failure and the Council should have actioned the claim on its first submission in April 2016. This was compounded by a further failure to action it when resubmitted in August 2016. An apology was given for this failure and assurance that the matter is now being actively pursued by the Council's Legal Team.	Upheld
Development Management	CPL2011_1141	15-Dec-2016	21-Dec-2016	Complainant disagrees with the decision taken by the Council to approve an application to vary the condition imposed on a site.	Stage 2	Complaint was not upheld as following investigation in to the issues raised the Council's decisions have been made in accordance with the appropriate prevailing planning policy and guidance. The Council's decisions are relevant to the planning situation relating to the use of the land. Contractual arrangements between the complainant and the site owner in relation to usage of the lodges/units on site are a completely separate matter. The site remains the subject of an enforcement investigation.	Not Upheld