

5 June 2015

<b>Committee</b>	Overview and Scrutiny
<b>Date</b>	Tuesday, 16 June 2015
<b>Time of Meeting</b>	4:30 pm
<b>Venue</b>	Committee Room 1

ALL MEMBERS OF THE COMMITTEE ARE REQUESTED TO ATTEND



**for Sara J Freckleton  
Borough Solicitor**

## Agenda

### 1. ANNOUNCEMENTS

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In the event of a fire any person with a disability should be assisted in leaving the building.

### 2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

To receive apologies for absence and advise of any substitutions.



	<b>Item</b>	<b>Page(s)</b>
<b>3.</b>	<b>DECLARATIONS OF INTEREST</b>	
	Pursuant to the adoption by the Council on 26 June 2012 of the Tewkesbury Borough Council Code of Conduct, effective from 1 July 2012, as set out in Minute No. CL.34, Members are invited to declare any interest they may have in the business set out on the Agenda to which the approved Code applies.	
<b>4.</b>	<b>MINUTES</b>	1 - 10
	To approve the Minutes of the meetings held on 7 April and 26 May 2015.	
<b>5.</b>	<b>CONSIDERATION OF THE EXECUTIVE COMMITTEE FORWARD PLAN</b>	11 - 15
	To determine whether there are any questions for the relevant Lead Members and what support the Overview and Scrutiny Committee can give to work contained within the Plan.	
<b>6.</b>	<b>OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2015/16</b>	16 - 18
	To consider the forthcoming work of the Overview and Scrutiny Committee.	
<b>7.</b>	<b>PERFORMANCE MANAGEMENT - QUARTER 4</b>	19 - 72
	To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.	
<b>8.</b>	<b>CORPORATE POLICIES AND STRATEGIES</b>	73 - 84
	To consider the list of policies and strategies and identify those for inclusion within the Committee's 2015/16 Work Programme.	
<b>9.</b>	<b>COMMUNICATION STRATEGY ANNUAL REVIEW</b>	85 - 116
	To consider the progress made in relation to the Communications Strategy actions.	
<b>10.</b>	<b>REVIEW OF ECONOMIC DEVELOPMENT AND TOURISM STRATEGY</b>	117 - 123
	To establish an Overview and Scrutiny Committee to develop a new Economic Development and Tourism Strategy for Tewkesbury Borough and to approve the proposed Terms of Reference for the Working Group.	

**DATE OF NEXT MEETING****TUESDAY, 21 JULY 2015****COUNCILLORS CONSTITUTING COMMITTEE**

Councillors: P W Awford (Chairman), Mrs G F Blackwell (Vice-Chairman), G J Bocking, K J Cromwell, Mrs J E Day, R D East, D T Foyle, Mrs R M Hatton, Mrs H C McLain, T A Spencer, Mrs P E Stokes, P D Surman, M G Sztymiak, H A E Turbyfield and M J Williams

The Council has a substitution procedure and any substitutions will be announced at the beginning of the meeting.

## TEWKESBURY BOROUGH COUNCIL

**Minutes of a Meeting of the Overview and Scrutiny Committee held at the Council Offices, Gloucester Road, Tewkesbury on Tuesday, 7 April 2015 commencing at 4:30 pm**

**Present:**

Vice Chairman in the chair                      Councillor R E Allen

**and Councillors:**

R A Bird, Mrs G F Blackwell, Mrs J E Day, B C J Hesketh, B A Jones, A L Mackinnon, Mrs F M Ogden, V A Perez, Mrs P E Stokes and H A E Turbyfield

**OS.87      ANNOUNCEMENTS**

87.1            The evacuation procedure, as noted on the Agenda, was advised to those present.

**OS.88      APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

88.1            Apologies for absence had been received from Councillors B C Calway (Chairman), P D Surman, M J Williams and P N Workman. There were no substitutions for the meeting.

**OS.89      DECLARATIONS OF INTEREST**

89.1            The Committee's attention was drawn to the Tewkesbury Borough Council Code of Conduct which was adopted by the Council on 26 June 2012 and took effect from 1 July 2012.

89.2            There were no declarations made on this occasion.

**OS.90      MINUTES**

90.1            The Minutes of the meeting held on 24 February 2015, copies of which had been circulated, were approved as a correct record and signed by the Vice-Chairman in the chair.

**OS.91      CONSIDERATION OF THE EXECUTIVE COMMITTEE FORWARD PLAN**

91.1            Attention was drawn to the Executive Committee Forward Plan, circulated at Pages No. 17-20. Members were asked to determine whether there were any questions for the relevant Lead Members and what support the Overview and Scrutiny Committee could give to the work contained within the Plan.

91.2            It was

**RESOLVED**            That the Executive Committee Forward Plan be **NOTED**.

**OS.92 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2015/16**

- 92.1 Attention was drawn to the report of the Policy and Performance Group Manager, circulated at Pages No. 21-26, which set out the draft Overview and Scrutiny Committee Work Programme for 2015/16. Members were asked to approve the Work Programme.
- 92.2 The draft Overview and Scrutiny Committee Work Programme 2015/16, attached at Appendix 1 to the report, contained a combination of standing Agenda items such as performance management information, complaints, policy and strategy updates and areas of review that had emerged and had been built into the programme. Agenda items highlighted in bold were new items which had been added to the programme following work carried out by the Committee during 2014/15, or as a result of decisions taken by Council or the Executive Committee, for example, Council had agreed that the Overview and Scrutiny Committee should monitor delivery of the Peer Review Challenge Action Plan. A schedule of policies and strategies would be brought to the next meeting of the Committee and would be used to further inform the Work Programme. The Programme remained flexible to allow new areas of activity to be included throughout the year.
- 92.3 It was noted that the Health and Care Overview and Scrutiny Committee Update which was due to be considered at the meeting on 8 September 2015 would need to be moved to the meeting on 20 October 2015 as the meeting of the Health and Care Overview and Scrutiny Committee was not due to take place until 15 September 2015. A Member indicated that she was pleased to see that the Community Grants Scheme would be reviewed during 2015/16 as this was long overdue. A Member raised concern that the Work Programme did not include any items which would ensure that the Committee was kept informed of proposals for reserves and investments e.g. the sale of land etc. The Chief Executive advised that the Transform Working Group would deal with that particular issue. He would take the comment on board and would ensure that an update was provided at a future meeting of the Committee.
- 92.4 It was
- RESOLVED** That the draft Overview and Scrutiny Committee Work Programme 2015/16 be **APPROVED**.

**OS.93 REVENUES AND BENEFITS IMPROVEMENT PROJECT PRESENTATION**

- 93.1 The Chairman welcomed Richard Horton, Revenues and Benefits Group Manager, and Jo Baker, Revenues and Benefits Operational Manager, to the meeting and indicated that they would be providing a presentation on the Revenues and Benefits Transformation Project.
- 93.2 The following key points were raised during the presentation:
- Revenues and Benefits Transformation Project – The transformation project began in the summer of 2014; site visits were organised to Rushcliffe and North Warwickshire Councils; ‘Ice Creates’ consultants appointed to facilitate the transformation project; it was hoped that the project would result in increased efficiency and cost savings and would change the service to focus on outcomes by promoting financial inclusion and poverty reduction.

- The Old Reality – Slow processing times in benefits: as at 31 March 2015 new claims were processed in 27.24 days and change in circumstances were processed in 13.42 days; Council Tax collection was at 97.90% which was below the 98% target; staff and managers were anxious over workloads and did not feel in control; the Council was not able to maximise the available housing benefit subsidy.
- Our Response – A series of regular meetings of the transformation group engaging with staff; mapping the process to strip out bureaucracy; engaging with other organisations, e.g. Severn Vale Housing Society and Citizens' Advice Bureau, and customers; regular daily meetings with staff to discuss workloads and processing – the daily “huddle”; streamlining processes and creating efficiencies; improved customer service.
- Our New Reality (1) – Total estimated cost savings for financial years 2014/15 and 2015/16 amounting to £227,906, the majority of which was due to better performance in housing benefit subsidy as well as removing unnecessary software; freed up a post to work on some of the important areas of financial inclusion; improved staff engagement – more positive and less anxious over workloads; staff and managers in control of workloads, less stress; non-cashable savings of £135,503 of staff time to focus on the outcomes of the financial inclusion work and to spend on more difficult cases in order to achieve a better outcome.
- Our New Reality (2) – Staff focused on achieving better outcomes from housing benefit subsidy to fund the financial inclusion work; the improvement in processing and collection times in Revenues – Council Tax was now being collected at a higher rate than the previous year, currently at 97.50% and on target to achieve 98% by the end of the financial year.
- Our New Reality (3) – Business Rates collection was at 97.65% as at 12 March 2015 and on target to achieve 98%; housing benefit new claims processing for the year was at 18.39 days, the Council's lowest ever processing time, the team had already beaten the new claim processing target for 2014/15 of 26 days; changes in circumstances processing was falling and was currently at 6.9 days, this was a first quartile performance, the team had beaten the 2014/15 target of 12 days by year end.
- Conclusion – The outcomes had exceeded expectations; it had been a highly successful transformation project which had seen a marked change in service delivery.

93.3

A Member questioned how much of the improvement was due to the new way of working and how much could be attributed to simplifications at a national level. The Revenues and Benefits Operational Manager explained that it was processing of claims which had changed significantly, for example, previously there had often been delays after the claim had been logged whilst staff waited for the relevant information to be provided whereas, under the new system, a claim would not be accepted unless it was accompanied by all of the documentation required for processing. Staff provided help and guidance but the onus was on the customer to ensure that they had provided all of the necessary information. In addition there had been a huge cultural change which had seen a vast improvement to staff morale and there was generally a more positive outlook amongst the team. In response to a query regarding the site visits to other local authorities, Members were informed that there had been some good ideas but they could not necessarily be replicated at Tewkesbury Borough Council, for instance, Rushcliffe Council was very high-tech and it could be expensive to bring in the IT required to implement a similar system. The Revenues and Benefits Group Manager indicated that a lot of changes had been made without the need for high-tech solutions; the Department of Work and Pensions was fully automated which had made a difference to the

processing times for changes in circumstance claims. The move towards Universal Credit seemed to be more focused on engaging with people and it was important that customers were able to speak to an adviser if they were in real financial difficulty; the new way of working meant that customers were able to meet with staff who could deal with their Housing Benefit and Council Tax claims and refer them on to other organisations and agencies for further support.

- 93.4 A Member questioned whether performance would continue to be monitored against other authorities and confirmation was provided that this was the case. It was interesting to note that Tewkesbury Borough Council was currently outperforming some local authorities which were run by private organisations. Further site visits were planned and it was intended to go back to North Warwickshire Council to see what was being done in relation to financial inclusion. The Revenues and Benefits Operational Manager reiterated that performance monitoring would be continuous and she would always be looking for ways to make further improvements. The Chief Executive explained that the statistics were brought to the Overview and Scrutiny Committee as part of the quarterly performance management report and he indicated that the Revenues and Benefits team would be happy to produce a report in 12 months' time to update the Committee on what had been achieved within the service. It should be borne in mind that a decision could have been taken to outsource the service which would undoubtedly have resulted in transactional improvements, however, it would not have provided the opportunity to work in partnership with other organisations to make significant changes in respect of financial inclusion which involved some of the most vulnerable people in the Borough.
- 93.5 A Member queried whether the new ways of working were conducive to Universal Credit. The Revenues and Benefits Group Manager explained that Universal Credit was still very much a project and there could still be many changes. In theory, housing benefit would be taken over by the Department of Work and Pensions and Universal Credit, however, in his opinion the Council would still have a role to play in terms of financial inclusion and helping customers to access services. The Chief Executive clarified that, although Universal Credit was coming forward in June/July 2015, this was only one element of the system in relation to young, single people, not a roll out of the whole system. An update would be provided to all Members following the elections, once the new arrangements were in place. A Member went on to question whether a timetable was in place for the implementation of the other elements of Universal Credit and was advised that it was a moving feast; it had originally been planned to have full roll out by 2017 but there was now no clear end date. Members were reminded that Universal Credit was for working age people only and those of pensionable age would continue to receive housing benefit from the local authority.
- 93.6 The Vice-Chairman in the chair felt that it had been a most interesting presentation and he thanked the staff, on behalf of the Committee, for their hard work and their positive approach throughout the review. It was

**RESOLVED** That the Revenues and Benefits Improvement Project Presentation be **NOTED** and that an update report be brought to the Committee in 12 months' time.

**OS.94 GLOUCESTERSHIRE FAMILIES FIRST UPDATE**

94.1 Attention was drawn to the report of the Environmental and Housing Services Group Manager, circulated at Pages No. 27-31, which provided Members with an update on the Gloucestershire Families First Programme. Members were asked to consider the progress made in delivering the programme.

94.2 The Community Development Officer reminded Members that Families First was the local name for the national Troubled Families programme. It was initially a three year programme aimed at turning around the lives of the estimated 120,000 troubled families in the country. The Government had announced an expansion of the programme, reaching out to a further 400,000 families over a five year period from April 2015. The programme was overseen by the Department of Communities and Local Government (DCLG) which had an agreement from the County Council that an estimated 900 families could be worked with in Gloucestershire; 10%, i.e. 90 families, were within Tewkesbury Borough. The aims of the programme were to get children back into education; reduce youth crime and anti-social behaviour; put adults on a path back to work; and to scale down the amount of public service spending required to assist those families. The Families First Programme in Tewkesbury Borough was overseen by the Locality Partnership Group and it was proving to be a great success with the target to engage with 90 families already achieved. Due to this success, Gloucestershire had been chosen as an early adopter for the next phase of the programme which started nationally in April 2015. The original criteria for the programme had been quite narrow, however, it had been revised for the next phase and now included: parents and children involved in crime or anti-social behaviour; children who had not been attending school regularly; children who needed help; adults out of work or at risk of financial exclusion and young people at risk of 'worklessness'; families affected by domestic violence and abuse; and parents and children with a range of health issues. The current Targeted Support Team had joined with the Tewkesbury Families First Team to be collectively named the Families First Plus Team. Families First Plus would build on the existing multi-agency partnerships in Tewkesbury Borough in order to improve the way they worked together to provide early help and support for families, children and young people. The team would provide a focus for: building community capacity by working with partners to support families to help themselves and identify community resources to meet need early on; building capacity in universal services by acting as an enabler and supporting links across services and teams; and targeted support by providing a coordinated response to need where a specific intervention was required.

94.3 The Families First Plus Team was based at the Borough Council Offices and was managed by Emma Trigwell. Emma went on to provide Members with some case studies on families within the Borough who had been supported by the Families First Programme to demonstrate the level of work involved and the type of issues which the team had to deal with. She advised that some of the main issues being faced currently related to teenagers who were outgrowing their parents. The 'Triple P' Positive Parenting Program was a resource which was used at group sessions, for those able to engage, and also on a one to one basis in the home. There was a high level of domestic abuse within Tewkesbury Borough and there had been a spike in incidents within teenage relationships. Families First Plus had been working with the Holly Gazzard Trust to create a programme which would initially be used by Tewkesbury School and rolled out more widely, if successful. There had also been an increase in child sexual exploitation and work was being done with the Youth Support Service to identify and put support in place. She explained that the majority of referrals to the programme had initially come from schools, however, they were now being made by a range of sources including the Police, Housing Officers, GPs and children's centres. The engagement of partners was key to making Families First Plus a success and ensuring that people were



able to access the right services at the right time. The Community Development Officer clarified that it was not a case of the agency making a referral and handing the case over, the organisation stayed involved with the family and was supported by other partners as necessary.

- 94.4 A Member indicated that she had become aware of a child who had an eating disorder and she questioned whether the Families First Plus Team would have any advice in that regard. The Gloucestershire County Council Families First Plus Team Manager indicated that there had been a significant rise in eating disorders and self-harm amongst teenage girls. GPs should be able to make referrals for children and young people and many schools offered counselling services. A Member questioned whether the team had made any links with churches and was informed that Officers had met with the community church in Prior's Park to discuss how to rebuild relationships. A Member noted that the report had stated that there were no resource implications and she questioned who would be paying for the second phase of the scheme. In response, confirmation was provided that Families First was financed by DCLG which had set aside funding for five years. Although only the first year had been agreed, the Troubled Families programme had cross-party support so Officers were hopeful that the funding would be available for the whole five years. In Gloucestershire the programme was being integrated as 'business as usual' in order to make it more sustainable for the future. In response to a query as to whether the revised criteria for the second phase of the programme had increased pressure on the team, the Gloucestershire County Council Families First Plus Team Manager indicated that demand had increased, although this was being tackled by working with partners. A Member questioned how the success of the programme was measured and was informed that it was a payment by results programme and there were very clear stipulations in terms of meeting the criteria; if a family was referred to the programme on the basis of meeting four of the criteria, all four had to be addressed e.g. if a child had not been attending school regularly, they needed to achieve 85% attendance for an academic year.
- 94.5 The Community Development Officer explained that Families First Plus was working hard to build in resilience by working alongside families to educate and train them to be better able to deal with situations in the future. Key workers could be with families for up to one year, family support workers helped to ensure that the families remained 'forward facing' and early help co-ordinators co-ordinated services in the community to protect families when they went back out into the community. This helped to ensure that families would know where to turn for help if they were struggling. A Member raised concern that the number of families on the programme had increased significantly, however, assurance was provided that a lot of the families were already being worked with; although there had been an upscale, it was not as significant as expected.
- 94.6 Having considered the information provided and views expressed it was
- RESOLVED** That the progress made in delivering the Families First Programme be **NOTED**.

**OS.95 ANNUAL OVERVIEW AND SCRUTINY REPORT 2014/15**

- 95.1 The report of the Policy and Performance Group Manager, circulated at Pages No. 32-54, attached, at Appendix 1, the draft Overview and Scrutiny Committee Annual Report 2014/15. Members were asked to approve the contents of the report.
- 95.2 Members were advised that it was a requirement of the Council's Constitution to report the activities of the Overview and Scrutiny Committee on an annual basis. The report demonstrated the broad coverage of activities that the Committee had scrutinised and reviewed during the year. This had been achieved through progress reports from Officers on the delivery of key strategies and policies; quarterly performance management reporting; Working Groups to review specific areas of interest; presentations from Officers and external organisations; scrutiny reviews of new strategies and policies; and a call-in of an Executive Committee decision. A Member noted that the Flood Risk Management Group had only been mentioned in terms of monitoring and he felt that some additional detail should be included given the significant work which had been carried out by the Group over the course of the year, and which would continue over the next 12 months. In addition, he pointed out two typographical errors in the last Paragraph of the first column on Page No. 40 which related to the Review of Social Media Policy and Guidelines; the workshop had been held on 17 December 2014 as opposed to March 2014 and the policy had subsequently been approved by the Executive Committee in February 2015, rather than 2014. The Chief Executive undertook to make those changes and it was subsequently

**RESOLVED** That the Overview and Scrutiny Committee Report 2014/15 be **APPROVED**, subject to the inclusion of additional detail about the work of the Flood Risk Management Group and the following typographical amendments:

- Page No. 40 – Review of Social Media Guidelines – ‘All members of the Committee were invited to attend a workshop held on 17 ~~March~~ **December** 2014, following discussion, the policy was endorsed by the group. The policy was subsequently approved by Executive Committee on 11 February ~~2014~~ **2015**’.

**OS.96 COMPLAINTS REPORT**

- 96.1 The report of the Policy and Performance Group Manager, circulated at Pages No. 55-60, provided a six monthly update on the Tewkesbury Borough Council complaints recorded and managed through corporate feedback management procedures and the Local Government Ombudsman complaints received about the Borough Council. Members were asked to consider the information provided and determine whether any further action was required.
- 96.2 The Chief Executive explained that Tewkesbury Borough Council was very fortunate in that it did not tend to receive a large amount of formal complaints. It was noted that 20 formal complaints had been recorded between July and December 2014, nine of which had been resolved within the target time. Only one of the complaints had been upheld. 99 complaints had been received via the Council's website and 12 compliments had also been received. A full breakdown of complaints by type, remedy, Parish and channel was attached at Appendix 1 to the report. It was pleasing to note that, although the Ombudsman had received four complaints as at December 2014, none had progressed beyond the initial

investigation. It was proposed to review the complaints procedure to see how it could be further improved and to ensure that the information was being reported to Members in a meaningful way. A report would be brought to a future meeting of the Committee.

96.3 A Member expressed the view that, as well as the number of complaints, it was important to also consider customer satisfaction. The Chief Executive indicated that he was disappointed that over half of the formal complaints had been dealt with outside of the target date and this was something which would be covered in the review report. A Member sought further information as to how the complaints received online were dealt with and assurance was provided that Officers always went back to the customers to resolve these complaints which tended to be issues with particular services. A Member queried whether complaints were received about enforcement and was informed that a number of planning complaints would be in relation to enforcement. Whilst all of those complaints would be recorded, they were not necessarily included in the report if they were resolved within the service.

96.4 It was

**RESOLVED** That the Complaints Report be **NOTED**.

#### **OS.97 FEEDBACK FROM THE GLOUCESTERSHIRE HEALTH AND CARE OVERVIEW AND SCRUTINY COMMITTEE**

97.1 Members were invited to discuss any issues arising from the last meeting of the Gloucestershire Health and Care Overview and Scrutiny Committee following the circulation of a Member Update on 20 March 2015.

97.2 The Council's representative on the Gloucestershire Health and Care Overview and Scrutiny Committee indicated that she was very grateful that the Council had been supportive in allowing continued membership of the Committee. She felt that it had been helpful in many ways, particularly in terms of the local hospitals and services for Tewkesbury and the surrounding communities, and she hoped that this would continue in the future.

97.3 On behalf of the Committee, the Vice-Chairman in the chair thanked the representative for her valuable contributions over the years. It was

**RESOLVED** That the feedback from the Gloucestershire Health and Care Overview and Scrutiny Committee be **NOTED**.

The meeting closed at 6:00 pm

# TEWKESBURY BOROUGH COUNCIL

**Minutes of a Meeting of the Overview and Scrutiny Committee held at the Council Offices, Gloucester Road, Tewkesbury on Tuesday, 26 May 2015 commencing at 6:15 pm**

## **Present:**

Chairman  
Vice Chairman

Councillor P W Awford  
Councillor Mrs G F Blackwell

## **and Councillors:**

G J Bocking, K J Cromwell, Mrs J E Day, R D East, D T Foyle, Mrs R M Hatton, Mrs H C McLain, T A Spencer, Mrs P E Stokes, P D Surman, M G Sztymiak, H A E Turbyfield and M J Williams

### **OS.1 ELECTION OF CHAIRMAN**

1.1 The Mayor opened the meeting by seeking nominations for the Chairmanship of the Committee.

1.2 It was proposed and seconded that Councillor P W Awford be nominated as Chairman of the Committee. Upon being put to the vote it was

**RESOLVED** That Councillor P W Awford be elected as Chairman of the Overview and Scrutiny Committee for the ensuing Municipal Year.

### **OS.2 APPOINTMENT OF VICE-CHAIRMAN**

2.1 Councillor P W Awford took the chair and invited nominations for Vice-Chairman of the Committee.

2.2 It was proposed and seconded that Councillor Mrs G F Blackwell be nominated as Vice-Chairman of the Committee. Upon being put to the vote it was

**RESOLVED** That Councillor Mrs G F Blackwell be appointed as Vice-Chairman of the Overview and Scrutiny Committee for the ensuing Municipal Year.

### **OS.3 NOMINATION TO COUNTY COUNCIL HEALTH AND CARE OVERVIEW AND SCRUTINY COMMITTEE**

3.1 The Chairman invited nominations for a representative and a reserve representative to sit on the County Council's Health and Care Overview and Scrutiny Committee for the ensuing Municipal Year. It was proposed and seconded that Councillor Mrs J E Day be the representative. There was no proposal for a reserve representative. Accordingly it was

**RESOLVED** That Councillor Mrs J E Day be appointed as the Council's representative on the County Council's Health and Care Overview and Scrutiny Committee for the ensuing Municipal Year.

**OS.4 NOMINATION TO GLOUCESTERSHIRE ECONOMIC GROWTH SCRUTINY COMMITTEE**

4.1 The Chairman invited nominations for a representative and a reserve representative to sit on the Gloucestershire Economic Growth Scrutiny Committee for the ensuing Municipal Year. It was proposed and seconded that Councillor P W Awford be the representative and Councillor K J Cromwell be the reserve representative. Accordingly it was

**RESOLVED** That Councillor P W Awford be appointed as the Council's representative on the Gloucestershire Economic Growth Scrutiny Committee for the ensuing Municipal Year and Councillor K J Cromwell be the reserve.

The meeting closed at 6:20 pm

**EXECUTIVE COMMITTEE FORWARD PLAN**

**JUNE 2015 TO NOVEMBER 2015 (No Meeting in August)**

**REGULAR ITEM:**

- **Forward Plan – to note the Plan for the forthcoming six months.**

**Addition to 10 June 2015**

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**Deletion from 10 June 2015**

- Action for Affordable Warmth – Strategy runs until 2016 so no need for review in 2015.
- Economic Development and Tourism Strategy – New one is being commissioned.
- Approval of Reserves and Capital Financing Reports – To be considered as part of the Financial Outturn Report in July.

**Committee Date: 15 July 2015**

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Performance Management Report – Quarter Four 2014/15 (Annual).	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the Council Plan Performance Tracker, Local Performance Indicators and Financial Summary.	Graeme Simpson, Corporate Services Group Manager.	No.
Discretionary Housing Payments Policy.	To consider the guidelines for the determination of Discretionary Housing Payment claims.	Richard Horton, Revenues and Benefits Group Manager.	No.
Review of Fraud Prosecution Policy.	Following the implementation of a new Single Fraud Investigation Service the Council needs to review its Fraud Prosecution Policy as it is no longer required to carry out fraud investigations in Housing Benefit cases as well as prosecute them.	Richard Horton, Revenues and Benefits Group Manager.	No.

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Agenda Item 5

Committee Date: 15 July 2015

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Gold Standard and Housing Options.	The Gold Standard is a target set by the DCLG for local authority homeless services. In achieving that standard the Council needs to make some changes to its present working practices.	Val Garside, Environmental and Housing Services Group Manager.	No.
Surplus Assets Report.	To declare the number of assets surplus to service requirements and seek authority for their disposal.	Simon Dix, Finance and Asset Management Group Manager.	No.
Community Grants.	To review the criteria and operation of community grants.	Simon Dix, Finance and Asset Management Group Manager.	No.
Financial Outturn Report.	To highlight the council's financial performance for the last financial year within a detailed report.	Simon Dix, Finance and Asset Management Group Manager.	No.
Corporate Enforcement Policy.	The Policy sets out the guiding principles by which legislation will be enforced by the Council to protect public health, safety, amenity and the environment within the Borough.	Val Garside, Environmental and Housing Services Group Manager.	Deferred from June meeting.

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**Committee Date: 2 September 2015**

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Policy for the Localism Agenda on Revenues and Benefits.	To consider a new discretionary relief for Business Rates under the Localism Agenda.	Richard Horton, Revenues and Benefits Manager.	No.



<b>Committee Date: 14 October 2015</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Performance Management Report – Quarter One 2015/16.	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter one performance management information.	Graeme Simpson, Corporate Services Group Manager.	No.
Medium Term Financial Strategy (MTFS).	To recommend to Council the adoption of the five year MTFS which describes the financial environment the Council is operating in and the pressures it will face in delivering its services and a balanced budget over the period.	Simon Dix, Finance and Asset Management Group Manager.	No.
Asset Strategy.	To recommend to Council the adoption of an updated and comprehensive Asset Strategy covering the next 4 years and the Council's entire asset portfolio.	Simon Dix, Finance and Asset Management Group Manager.	No.
Customer Services Strategy.	To approve a Strategy that will set out how the Council will provide a high quality customer service so we serve our customers in an open, inclusive and efficient manner.	Graeme Simpson, Corporate Services Group Manager.	No.

**Committee Date: 25 November 2015**

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Housing Benefit and Council Tax Benefit Take-Up Strategy.		Richard Horton, Revenues and Benefits Group Manager.	No.
<del>Climate Change Strategy.</del>		<del>Val Garside, Environmental and Housing Services Group Manager.</del>	No.
Waste Management Strategy.		Val Garside, Environmental and Housing Services Group Manager.	No.

## Overview and Scrutiny Committee

Work Programme 2015/16

### Regular Agenda Items –

- Consideration of the Overview and Scrutiny Committee Work Programme
- Consideration of the Executive Committee Forward Plan

Task Description	Lead Officer
<b>16 June 2015</b>	
<ul style="list-style-type: none"> <li>• Performance Management – Quarter 4 and full year 2014/15 – To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.</li> </ul>	Graeme Simpson
<ul style="list-style-type: none"> <li>• Corporate Policies and Strategies - For potential review by the Overview and Scrutiny Committee during 2015/16.</li> </ul>	Graeme Simpson
<ul style="list-style-type: none"> <li>• Review of Communications Strategy 2014-16 (<i>annually</i>).</li> </ul>	Graeme Simpson
<ul style="list-style-type: none"> <li>• Review of Business Grant Scheme and Community Grants Scheme – to agree scope and Terms of Reference of Working Group.</li> </ul>	Julie Wood
<ul style="list-style-type: none"> <li>• Health and Care Overview and Scrutiny Committee Update – to discuss any issues arising from the last meeting (12 May 2015)</li> </ul>	O&S Member Rep
<b>21 July 2015</b>	
<ul style="list-style-type: none"> <li>• Review of Discretionary Housing Payments</li> </ul>	Richard Horton
<ul style="list-style-type: none"> <li>• Gold Standards and Housing Options (linked to Review of Discretionary Housing Payments)</li> </ul>	Val Garside
<ul style="list-style-type: none"> <li>• Annual Waste and Recycling Action Plan 2015/16.</li> </ul>	Val Garside
<ul style="list-style-type: none"> <li>• Health and Wellbeing Strategy Monitoring Report (<i>six monthly</i>).</li> </ul>	Julie Wood
<ul style="list-style-type: none"> <li>• Flood Risk Management Group Monitoring Report (<i>quarterly</i>).</li> </ul>	Val Garside
<ul style="list-style-type: none"> <li>• Enviro-Crimes Review Monitoring Report (<i>six monthly</i>).</li> </ul>	Val Garside
<ul style="list-style-type: none"> <li>• Review of Disabled Facility Grants – to agree scope and Terms of Reference of Working Group.</li> </ul>	Val Garside
<ul style="list-style-type: none"> <li>• Health and Care Overview and Scrutiny Committee Update – to discuss any issues arising from the last meeting (14 July 2015).</li> </ul>	O&S Member Rep
<ul style="list-style-type: none"> <li>• Police and Crime Panel Update – to discuss any issues arising from the last meeting (16 July 2015).</li> </ul>	O&S Member Rep

<b>Task Description</b>	<b>Lead Officer</b>
<b>8 September 2015</b>	
<ul style="list-style-type: none"> <li>Performance Management – Quarter 1 2015/16 – To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.</li> </ul>	Graeme Simpson
<ul style="list-style-type: none"> <li>Scrutiny of the Community Safety Partnership (<i>six monthly</i>).</li> </ul>	Val Garside
<ul style="list-style-type: none"> <li>Police and Crime Panel Update – to discuss any issues arising from the last meeting (1 September 2015).</li> </ul>	O&S Member Rep
<b>20 October 2015</b>	
<ul style="list-style-type: none"> <li>Flood Risk Management Group Monitoring Report (<i>quarterly</i>).</li> </ul>	Val Garside
<ul style="list-style-type: none"> <li>Complaints Report (<i>six monthly</i>).</li> </ul>	Graeme Simpson
<ul style="list-style-type: none"> <li>Gloucestershire Families First Update (<i>six monthly</i>).</li> </ul>	Val Garside
<ul style="list-style-type: none"> <li>Health and Care Overview and Scrutiny Committee Update – to discuss any issues arising from the last meeting (15 September 2015).</li> </ul>	O&S Member Rep
<b>1 December 2015</b>	
<ul style="list-style-type: none"> <li>Performance Management – Quarter 2 2015/16 – To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.</li> </ul>	Graeme Simpson
<ul style="list-style-type: none"> <li>Housing, Renewal and Homeless Strategy Review Monitoring Report (<i>annually</i>).</li> </ul>	Val Garside
<ul style="list-style-type: none"> <li>Peer Review Action Plan Monitoring Report (<i>six monthly</i>).</li> </ul>	Graeme Simpson
<ul style="list-style-type: none"> <li>Health and Care Overview and Scrutiny Committee Update – to discuss any issues arising from the last meeting (3 November 2015).</li> </ul>	O&S Member Rep
<ul style="list-style-type: none"> <li>Police and Crime Panel Update – to discuss any issues arising from the last meeting (5 November 2015).</li> </ul>	O&S Member Rep
<b>19 January 2016</b>	
<ul style="list-style-type: none"> <li>Flood Risk Management Group Monitoring Report (<i>quarterly</i>).</li> </ul>	Val Garside
<ul style="list-style-type: none"> <li>Enviro-Crimes Review Monitoring Report (<i>six monthly</i>).</li> </ul>	Val Garside
<ul style="list-style-type: none"> <li>Health and Wellbeing Strategy Monitoring Report (<i>six monthly</i>).</li> </ul>	Julie Wood
<b>23 February 2016</b>	
<ul style="list-style-type: none"> <li>Citizens' Advice Bureau Presentation – to ensure that the work carried out within the Borough provides value for money (<i>annually</i>).</li> </ul>	Julie Wood
<ul style="list-style-type: none"> <li>Performance Management – Quarter 3 2015/16 – To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.</li> </ul>	Graeme Simpson
<ul style="list-style-type: none"> <li>Review of the Effectiveness of the Overview and Scrutiny Committee.</li> </ul>	Graeme Simpson

<b>Task Description</b>	<b>Lead Officer</b>
<b>23 February 2016 continued.../</b>	
<ul style="list-style-type: none"> <li>Annual review of the effectiveness of the Council's involvement in the Gloucestershire Health, Community and Care Overview and Scrutiny Committee in order to authorise payment of the Council's contribution to the running costs for the forthcoming year.</li> </ul>	Graeme Simpson
<b>12 April 2016</b>	
<ul style="list-style-type: none"> <li>Revenues and Benefits Improvement Project – 12 month update report.</li> </ul>	Richard Horton
<ul style="list-style-type: none"> <li>Scrutiny of the Community Safety Partnership (<i>six monthly</i>).</li> </ul>	Val Garside
<ul style="list-style-type: none"> <li>Overview and Scrutiny Committee Work Programme 2016/17.</li> </ul>	Graeme Simpson
<ul style="list-style-type: none"> <li>Annual Overview and Scrutiny Report 2015/16.</li> </ul>	Graeme Simpson
<ul style="list-style-type: none"> <li>Gloucestershire Families First Update (<i>six monthly</i>).</li> </ul>	Val Garside
<ul style="list-style-type: none"> <li>Flood Risk Management Group Monitoring Report (<i>quarterly</i>).</li> </ul>	Val Garside
<ul style="list-style-type: none"> <li>Complaints Report (<i>six monthly</i>).</li> </ul>	Graeme Simpson

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	16 June 2015
<b>Subject:</b>	Performance Management – Quarter 4 2014-15
<b>Report of:</b>	Graeme Simpson, Corporate Services Group Manager
<b>Corporate Lead:</b>	Mike Dawson, Chief Executive
<b>Lead Member:</b>	Lead Member for Organisational Development
<b>Number of Appendices:</b>	4

<p><b>Executive Summary:</b></p> <p>Members are asked to consider the Council Plan Performance Tracker (Appendix 1), the Key Performance Indicator set (Appendix 2), the Financial Budget Summary Statement (Appendix 3) and the Capital Monitoring Statement (Appendix 4). These items form the core of the Council's performance management framework.</p>
<p><b>Recommendation:</b></p> <p><b>To scrutinise the performance management information, and where appropriate require action or response from the Executive Committee.</b></p>
<p><b>Reasons for Recommendation:</b></p> <p>The Overview and Scrutiny Committee's Terms of Reference requires it to review and scrutinise the decisions and performance of the Council's Committees.</p>

<p><b>Resource Implications:</b></p> <p>None directly associated with this report.</p>
<p><b>Legal Implications:</b></p> <p>None directly associated with this report.</p>
<p><b>Risk Management Implications:</b></p> <p>If delivery of the Council's priorities is not effectively monitored then the Council cannot identify where it is performing strongly or where improvement in performance is necessary.</p>
<p><b>Performance Management Follow-up:</b></p> <p>Performance management information is reported to Overview and Scrutiny Committee on a quarterly basis. The outcome of each quarterly review is then reported to Executive Committee.</p>

### **Environmental Implications:**

None directly associated with this report though elements of the Council Plan actions relate to environmental themes, for example, waste and recycling.

## **1.0 INTRODUCTION/BACKGROUND**

**1.1** The Council Plan Performance Tracker was introduced in 2012 and has proven to be an excellent tool to monitor the delivery of actions within the Council Plan. Supporting the tracker is a key set of Local Performance Indicators (LPI). The tracker and LPIs is reported on a quarterly basis to Overview and Scrutiny Committee. The outcome of the review, including any concerns or issues raised, are then reported to Executive Committee.

**1.2** Members are asked to review and scrutinise the following; Council Plan Performance Tracker (Appendix 1), the Key Performance Indicator set (Appendix 2), the Financial Budget Summary Statement (Appendix 3) and the Capital Monitoring Statement (Appendix 4). The majority of information within the Performance Tracker reflects the progress of Council Plan actions as at the time of writing the report. The remaining information, including local performance indicators, is of a financial and statistical type nature so represents the position as at the end of March 2015 (quarter 4).

## **2.0 COUNCIL PLAN PERFORMANCE TRACKER**

**2.1** The Council Plan has five priorities on which action is focussed to deliver the Council's vision:

- Use resources effectively and efficiently
- Promote economic development
- Improve recycling and care for the environment
- Provide customer focussed community support
- Develop housing relevant to local needs

Each of the five 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 support delivery of each Council Plan action.

**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 by 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

White – project has not yet commenced

✓ – action complete or annual target achieved

**2.3** Performance for the year confirms the completion of a number of key actions and ongoing progress of longer term actions. Since reporting the quarter 3 information items of interest include:



- The good progress of the build of the new leisure centre.
- The transfer of Operational Services to Ubico.
- The Revenues and Benefits improvement programme is complete with the identification of significant savings and processing performance now in the top quartile nationally. The methodology for this can be replicated across other service areas. A review of Customer Services has commenced and the scope for the review of Development and Environmental Health agreed.
- The governance arrangements to support the £1.4 million LEADER European rural funding are now being implemented.
- Delivery of nearly £400k of Repair and Renew Grants to provide flood protection to premises.
- In partnership with Gloucestershire County Council the successful delivery of the Families First programme has resulted in the County being chosen as an early adopter of the new programme.
- ICT improvements such as a new test environment and hardware.
- Establishment of a Community Funding Officer post.
- Examination of the JCS is currently underway.

Overall, the tracker reflects a positive outlook on the delivery of the Council Plan actions.

**3.0 KEY PERFORMANCE INDICATORS (KPIs)**

**3.1** The set of Key Performance Indicators (KPIs) can be found in Appendix 2 and 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 the end of quarter 4.

**3.2** Of the 20 indicators with targets, their end of year status is (quarter 3 status in brackets) :

 (target not achieved)	 (target achieved)
8 (6)	12 (14)

In terms of the direction of travel i.e. performance compared to last year, the status for the 20 indicators are (quarter 3 status in brackets);

↑ (better performance than last year)	↓ (not as good as last year)
(12)	(8)

Note: the direction of travel for KPI 4, 5 - antisocial behaviour and crime incidents. These are both positive as both show a decrease. There are no targets for these indicators.



### 3.3 The eight KPIs which have not met target are:

KPI 11 – average number of sick days. Outturn of 8.67 days against target of 7 days.

KPI 12 – major planning applications. Outturn of 53.85% against target of 60%.

KPI 14 – minor planning applications. Outturn of 59.19% against target of 65%.

KPI 16 – other planning applications. Outturn of 74.37% against target of 80%.

KPI 26 – visitors to Winchcombe TIC. Outturn of 9,131 against target of 11,200.

KPI 27 - % of waste recycled. Outturn of 51.08% against target of 52%.

KPI 29 – number of reported enviro crimes. Outturn of 1012 against target of 850.

KPI 32 – broadly compliant food establishments. Outturn of 90.44% against target of 94%.

The indicators not performing as strongly as last year are KPI 11, 26, 29, 32 mentioned above plus KPI 28 – residual waste collected.

Of the indicators showing improved performance or above target, particular reference should be given to the following:

- KPI 12-17 – planning processing times. All 6 indicators are reporting improved performance on the previous year, albeit 3 are not currently achieving target.
- KPI 18-19 - processing new benefit claims and change of circumstances. Taking purely quarter 4 outturn, new claims were processed on an average of 13.02 days, compared to 27.17 days for the previous year and change of circumstances processed on an average of 4.36 days compared to 13.41 days previously.
- KPI 33 – affordable housing. 159 houses delivered in the year. For the third year running, the target of 100 new homes has been achieved.

## 4.0 FINANCIAL POSITION STATEMENT

4.1 The Financial Budget Summary statement shows a £207,442 saving against the annual budget (£37,906 in qtr3) which equates to 2.42% of the budget (0.18% in qtr3). This represents an increase of the surplus by £169,536 from the quarter 3 position. This positive position is due to income targets being exceeded in areas such as planning, land charges and garden waste.

4.2 Alongside the positive position on income there has been less expenditure on benefit payments than budgeted. Given the size of the figures involved, what is a small percentage underspend translates to a significant surplus on the budget position statement. This is however netted off against a reduced housing subsidy claim to Central Government.

4.3 The position for employee cost since quarter 3 has seen a continuing deficit against budget. The trend over the second half of the financial year has been increases in payments on agency staff to cover staff vacancies and sickness. Also from January onwards we have seen more recruitment which has reduced savings from holding vacancies.

- 4.4** Other areas which have seen a deficit against budget include increased expenditure on premises costs which is mostly a result of a one off creditor in respect of the release of the rent for the Cheltenham Depot as part of the move to Ubico, although the Council is negotiation this with the Borough Council. Also income being realised from Treasury Management activity is below target as interest rates have continued to stay very low and funds available to invest have reduced. Finally, unbudgeted costs associated with various investigations are also putting pressure on the budget position in relation to Third Party payments.
- 4.5** Whilst we have a saving against budget, there are a number of significant pressures on the Council's financing streams. The financing of the Council's net revenue position has been impacted following the revaluation of a major business within the retained Business Rates scheme. The Council has incurred a safety net payment of £3.95m from the Gloucestershire Business rates Pool to Tewkesbury Borough Council, with the individual Council's contributing to fund this loss. This has led to total losses for this Council, as previously reported of over £600,000 within this scheme.
- 4.6** The Council expended £3.68m on capital projects in 2014/15 utilising £2.88m of capital reserves and £0.80m of capital grants. Over £819,000 of capital was expended during the year on the office refurbishment project which was completed in September 2014. Overall, the project was completed ahead of schedule, included extra works and came in at £28,870 under the total budget allocation. The new leisure facility build project commenced in February 2015 with the initial groundworks and saw expenditure of £1.25m by the 31st March. A total of £275,450 was expended during the year on community grant whilst £778,000 was spent on Disabled Facilities Grants, partly offset by Government grant of £442,000. Monies set aside for investment purposes were held back in the second half of the year resulting in a substantial underspend against the capital investment programme. This was in response to the losses suffered from Virgin Media, in particular the refunds of over £10m to the business. This impact saw treasury balances fall by circa 50% hence the reason to hold back further investment.
- 4.7** A further report, outlining the Councils Financial outturn position for 2014/15, will be presented to Executive Committee in July. In addition, the Council's Statement of Accounts for the financial year will be presented to Audit Committee in September following the external audit by Grant Thornton. The financial performance reporting for the 1st quarter of 2015/16 has been revised to provide greater detail for Members and will be presented in September.

## **5.0 OTHER OPTIONS CONSIDERED**

**5.1** None

## **6.0 CONSULTATION**

**6.1** None

## **7.0 RELEVANT COUNCIL POLICIES/STRATEGIES**

**7.1** The performance information supports delivery of the Council Plan.

## **8.0 RELEVANT GOVERNMENT POLICIES**

**8.1** None directly.

## **9.0 RESOURCE IMPLICATIONS (Human/Property)**

**9.1** None directly.

**10.0 SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)**

**10.1** Linked to individual Council Plan actions.

**11.0 IMPACT UPON (Value For Money/Equalities/E-Government/Human Rights/Health And Safety)**

**11.1** Linked to individual Council Plan actions.

**12.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS**

**12.1** Council Plan 2012-16 (Year 3) approved at Council 13 May 2014

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**Background Papers:** None

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**Appendices:** Appendix 1 – Council Plan Performance Tracker quarter 4 2014/15  
Appendix 2 – Local Performance Indicator Set quarter 4 2014/15  
Appendix 3 – Financial Budget Summary Statement quarter 4 2014/15  
Appendix 4 – Capital Monitoring Statement quarter 4 2014/15

## Council Plan Performance Tracker 2014-15 Progress Report (Quarter 4) – Appendix 1

### Council Plan Actions progress key:

☺	Action progressing well
☹	Action has some issues/delay but not significant slippage
☹	Significant risk to not achieving the action or there has been significant slippage in the timetable, or performance is below target
	Project has not yet commenced
✓	Action complete or annual target achieved

### PRIORITY: USE RESOURCES EFFECTIVELY AND EFFICIENTLY

Actions	Performance tracker	Responsible Officer/Group	Progress to date	Comment	
<b>Objective 1. Maintain low Council tax</b>					
NC a)	Set Council Tax in line with the Medium Term Financial Strategy (MTFS).	1. Band D Council Tax approved within % limits defined in MTFS	Transform Working Group (TWG)	✓	The 2015/16-2019/20 MTFS presented at Executive Committee on 15 October 2014 included a 0% increase for 15/16. The budget approved by Council on 19 Feb 2015 included a 0% increase, which is the fifth successive year of freezing the Council Tax at £99.36. The MTFS outlines future tax increases of 2% per annum.
	b) Deliver the corporate savings programme.	1. £ saved in accordance with programme target	Corporate Leadership Team (CLT)	☺	Business Transformation savings of £171,650 were included in the new budget which was above the targeted figure of £150,000. In addition, further transformational savings of over £300,000 were identified during the year which will help deliver the Council's target for 16/17 and reduce the deficit for the Council. These savings were approved from various areas including the transfer to Ubico (year 2), the new leisure contract and internal restructuring. In addition, a full programme of service reviews exist in 2015 to further support the corporate savings programme.

**PRIORITY: USE RESOURCES EFFECTIVELY AND EFFICIENTLY**

Actions	Performance tracker	Responsible Officer/Group	Progress to date	Comment
c) Ensure the overall budget is delivered in accordance with the MTFS.	1. Budget delivered in accordance with variance parameters	CLT/Group Managers	✓	The MTFS allows for a 5% variance on the Council's net revenue budget being an acceptable tolerance. For 14/15 this stood at £8.746m and therefore an allowance of £437,000. The Council's outturn position is within this variance for the net revenue budget although it should be noted the loss within the financing element of retained business rates which totalled £632,000 for the year.
<b>Objective: 2. Provide value for money service delivery</b>				
a) Rationalise office accommodation through new ways of working and to increase rental income.	1. 2000m2 of floor space to be freed up for rental by September 2014	Group Manager Finance & Asset Management	✓	1065m2 of floor space has been freed up for rental to partner organisations. The office refurbishment project finished ahead of schedule in September 2014. The top floor has now been vacated freeing up an additional 951m2 for rental. Rental of the top floor was put on hold pending the use of the area for elections counting. Discussions are on-going with current and new public sector partners to establish whether there is a desire to let further office space and the best utilisation of current office space.
	2. Generate £235,000 through additional rental income by 2015/16	Group Manager Finance & Asset Management	☺	The Council now benefits from an income stream in the order of £160k per annum from its partners. The top floor has now been cleared with a full year income target of £75,000.

**PRIORITY: USE RESOURCES EFFECTIVELY AND EFFICIENTLY**

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
b) Implement the Procurement Strategy Action Plan.	1. Monitor delivery of action plan	Group Manager Finance & Asset Management	☺	Procurement Working Group has reformed. An analysis of procurement expenditure has been carried out and a 'Selling to the Council' guide has been finalised. In addition, the Group is taking on the additional requirements of the transparency agenda for the coordination and publication of contract registers for the Council. A training programme, email address and webpage are all being put in place and the Government's recent announcement on changes to procurement within the public sector is being reviewed. The Group is currently reviewing the contract procedure rules and procurement toolkit with the aim of updating these and then providing training.
c) To review the asset portfolio and develop a strategy to maximise potential from the portfolio.	1. Outcome of portfolio review and development of strategy	Group Manager Finance & Asset Management	☺	An Asset Management Strategy, to replace the current 2011-2014 strategy, is in development and is targeted to be taken to members in the summer 2015. In the absence of a formal strategy work activities will be focussed on the main assets of the Council. These include the build of a new leisure centre, refurbishment of the Roses Theatre and the requirements of the golf club. In addition, the Council will develop proposals for the future of the MAFF site.
d) Complete a baseline assessment of all services to gain a comprehensive view of the current service being provided.	1. Completion of all baseline assessments	Group Manager Corporate Services	✓	Baseline assessments have been completed and an overview of findings presented at Transform Working Group in January 2015. Each service was asked to identify actions for improvement, efficiency improvements and/or propose recommendations for transforming their service. Improvement actions will be included in Service Plans for 2015/16. The outcome of the review also informs the strategic review programme.

**PRIORITY: USE RESOURCES EFFECTIVELY AND EFFICIENTLY**

Actions	Performance tracker	Reporting Line	Progress to date	Comment
<b>Objective: 3. Provide customer focused services measured by output against customer needs</b>				
a) Agree a revised strategy for customer services which supports our business transformation programme.	1. Development and delivery of the strategy	Group Manager Corporate Services	☺	<p>A customer services review is currently underway to look at demand analysis, work flow and the structure of the team. The outcome of this review will inform the strategic approach to customer services.</p> <p>During the year a Customer Access Model for the Council has been approved. This sets the direction for how customers should contact the Council and access Council services. This will support the Council's approach to channel shift.</p> <p>The findings of the corporate peer challenge recommended an action to develop a systematic approach to gathering and using customer feedback.</p>
No b) Improve complaints handling, including learning from complaints received to improve service delivery.	1. Reduction in overall number of complaints received 2. Evidence of learning from complaints received	Group Manager Corporate Services	☹	<p>28 formal complaints logged between January-June 2014 and 20 formal complaints logged in the six months from July – December 2014. Overview and Scrutiny receive a 6 monthly report on the breakdown of complaints. An internal audit review of the complaints framework is currently underway – initial findings indicate there is limited evidence of learning from complaints.</p>
c) Put in place systems and procedures to enable consistent, high quality customer service.	1. Monitor implementation of high quality customer service systems	Group Manager Corporate Services	☺	<p>A customer services review is currently underway to look at demand analysis and workflow, provide support to develop a work platform for future channel shift and look at new reception/front of house. This will be supported with the introduction of corporate customer standards.</p>

**PRIORITY: USE RESOURCES EFFECTIVELY AND EFFICIENTLY**

Actions	Performance tracker	Reporting Line	Progress to date	Comment
<b>Objective 4. Regularly review the effectiveness of customer focused services</b>				
a) Implement a programme of strategic service reviews and review potential partners for joint service delivery opportunities.	1. Monitor programme and outcomes of reviews	CLT	✓	The completion and scrutiny of baseline assessments has informed the programme of strategic service reviews and these include Customer Services, Development Control and Environmental Health and Human Resources. Prior to this, despite the absence of a formal programme, service reviews have taken place, for example: Depot Services (Ubico) and Revenues & Benefits.
b) Implement the new Behaviours Framework and the Personal and Professional Development procedure for all staff and managers	1. Monitor the rollout of the new procedures and all staff have received an appraisal	Group Manager Corporate Services	✓	The new development framework has been rolled and the majority of staff have received an appraisal. One of the main outcomes of the PPD process is the identification of corporate training needs and these will inform the development of a new training plan for 2015/16. A session on how the new procedure has worked was held with staff and feedback will be used for further improvements.
c) Develop a new communications strategy and action plan to ensure our residents remain well informed of the services and benefits we provide.	1. Monitor development and delivery of the strategy	Group Manager Corporate Services	✓	A new Communications Strategy was approved at Executive Committee on 2 April 2014 and is supported by a three year action plan. Year 1 actions include; provide communication support to the Transform programme, internal communications staff survey, review News4U, redesign key internal posters, support communications of the Strategic Locality Partnership, support the Council's approach to channel shift and digital ways of communicating etc. Annual progress on delivery of the year 1 action plan will be reported to Overview and Scrutiny Committee on 16 June 2015.



**PRIORITY: USE RESOURCES EFFECTIVELY AND EFFICIENTLY**

<b>Actions</b>	<b>Performance Tracker</b>	<b>Reporting Line</b>	<b>Progress to date</b>	<b>Comment</b>
d) To prepare for the planned Corporate Peer Review.	1. Monitor delivery of peer review arrangements resulting in a successful review	Group Manager Corporate Services	✓	A successful peer review took place in November 2014. Headline statements included the Council is driving public sector reform and is 'punching above its weight'. The final report was received in December 2014 and is available to view on our website. An action plan to implement the recommendations was approved at Council on 19 February 2015. Delivery of the action plan will be monitored by Overview and Scrutiny Committee.

**PRIORITY: PROMOTE ECONOMIC DEVELOPMENT**


Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
<b>Objective 1. Promote Tewkesbury Borough to attract large scale businesses</b>				
a) Create a property search database on the Council website for external users.	1. Implementation of database	Group Manager Development Services	☹️	We have worked with the IT department to create a simple, commercial property search database which will be accessible through the Council website. This search facility will enable businesses and members of the public to search for and see available commercial premises in the Borough. Targeted implementation date was 31 March but this will now go live in June.
b) Develop a targeted campaign to attract inward investment.	1. Monitor development of campaign	Group Manager Development Services	😊	<p>Continuing to work with agents to actively promote industrial premises in the Borough and working through Co-Star Property site to promote to potential investors. Proposal agreed with BIS to use some of the Flooded Business Support Funds more flexibly - to promote the area as a location for business and development of a targeted inward investment campaign.</p> <p>A contract has been awarded to local marketing company, Mosaïque, to promote the area as a location for business, including the development of a targeted inward investment campaigns. This contract forms part of the Building Resilience in Flood Affected Areas, as part of the agreed proposal with BIS to use some of the Flooded Business Support Funds more flexibly.</p>

3



**PRIORITY: PROMOTE ECONOMIC DEVELOPMENT**

Actions	Performance Tracker	Reporting Line	Progress to date	Comment
c) Respond to enquiries for employment land using online property search system.	1. Examples of responses particularly successful ones	Group Manager Development Services	☺	Ongoing enquiries which are serviced using the Co-star database and working with local agents. Examples range from 1000 - 2000 sq ft Industrial unit in Tewkesbury area to 10ha employment land in the Borough
<b>Objective 2. Provide support to help new start ups, young and growing businesses</b>				
a) Deliver year three of the Business Support Grant Scheme.	1. Number and value of grants awarded	Group Manager Development Services	☺	Launched in February 2012 the grant scheme has been very successful awarding a total of 150 grants to date. During 2014/15 we have given 27 grants totalling £13,714.48. A review of the scheme is timetabled within the Overview and Scrutiny Committee's 2015/16 work programme.
b) Organise events to strengthen relationships with key employers in the Borough.	1. Number of events held, numbers attending and general effectiveness of events	Group Manager Development Services	☺	<p>Following successful LEADER European Funding bid, a LEADER Local Action Group has now been formed and two successful meetings have taken place, strengthening relationships with rural businesses in the Borough and identifying potential projects that deliver growth in rural areas.</p> <p>A working lunch meeting with the Chief and Deputy Chief Executive and a range of local private sector businesses and networks planned for April. This will help strengthen local business engagement and provide valuable feedback</p>


**PRIORITY: PROMOTE ECONOMIC DEVELOPMENT**

Actions	Performance Tracker	Reporting Line	Progress to date	Comment
c) Work with partners to support business start ups through training, mentoring initiatives and enterprise clubs.	1. Number of training, mentoring initiatives, enterprise clubs and business start- ups supported	Group Manager Development Services		Number of training, mentoring initiatives, enterprise clubs and business start-ups supported since April 2014 as follows: <ul style="list-style-type: none"> <li>• 42 businesses attended enterprise clubs</li> <li>• 25 businesses attended 2 day start-up training courses</li> <li>• 15 businesses attended 1 day ready for business seminar</li> <li>• 4 businesses benefitted from business mentoring (outside of the NEA programme)</li> <li>• 16 businesses are on the New Enterprise Allowance Programme</li> <li>• 24 businesses attended workshops</li> <li>• 156 businesses attended a 1 day training skills course</li> <li>• 189 delegates attended an in-house training skills course</li> <li>• 28 businesses attended a Gloucestershire Enterprise organised networking event.</li> </ul>



**PRIORITY: PROMOTE ECONOMIC DEVELOPMENT**

Actions	Performance Tracker	Reporting Line	Progress to date	Comment
<b>Objective 3. Work with the Local Enterprise Partnership (LEP) to promote economic growth</b>				
a) Work with the LEP to initiate projects identified in the Strategic Economic Plan (SEP) and the Structural and Investment Fund Strategy.	1. Implementation of projects	Group Manager Development Services		<p>Joint Committee update – have appointed a programme manager to support work of the Committee and the implementation of the SEP.</p> <p>Pipeline bids have been submitted for J9 and the Tewkesbury Masterplan.</p> <p>In partnership with GCC, the Council has secured Capacity Funding to assist with strategic sites.</p> <p>Working in Partnership with the Forest of Dean District Council we have made a successful bid to LEADER European Rural Funding Programme which will focus on projects supporting jobs and growth. This project was also supported by the LEP and is aligned to the Gloucestershire Strategic Economic Plan. £1.4million funding awarded. Programme starts in June 15.</p> <p>Initial feedback has been provided to the LEP with regards to the potential for ‘spoke’ of the Growth Hub to be located in the Borough.</p> <p>Working with Cotswold Tourism, a number of projects are being scoped to apply for EUSIF funding.</p>
b) Work with the Retail Sector Group to develop retail tool kit.	1. Implementaton of tool kit	Group Manager Development Services		<p>A presentation has been given to the LEP Retail Sector Group on the delivery of the Retail Toolkit. This was received very positively by the group and other towns in Gloucestershire have since requested the presentation to replicate the work in their area. The toolkit is available through the GFIRST website and in hardcopy format.</p> <p>Continued attendance and work with Retail Sector Group, preparing paper to government requesting more support for rural retail centres.</p> <p>Support secured from GRCC to assist in retail centre work, including organisation of retailer meetings and survey.</p>

**PRIORITY: PROMOTE ECONOMIC DEVELOPMENT**

Actions	Performance Tracker	Reporting Line	Progress to date	Comment
c) Deliver key marketing campaigns for tourism through our partnership with Cotswold Tourism.	1. Monitor delivery of key marketing campaign	Group Manager Development Services		<p>Cotswold Tourism campaigns continue to be promoted including Vintage and Modern Campaign and the Great Outdoors Campaign. National and international media interest for these campaigns remains strong and they continue to be a key focus for Cotswold Tourism.</p> <p>TBC leads on social media work for Cotswold Tourism, increasing the amount of Facebook, Twitter and Pinterest followers. Facebook has 3,500 followers and Twitter 12,300 followers. Joint marketing work is also being carried out through the production of the Visitor Guide for 2016 and a completely revised website is being currently developed. TBC also recently led on the production of the Cotswolds official phone app for both android and I phones. This led to a large amount of media coverage following the app's launch in March.</p> <p>We are currently reviewing our partnership with Cotswolds Tourism with the intention of continued partnership in order to benefit from the Cotswolds wider brand.</p> <p>We will also be carrying out major local campaign development for Tewkesbury via the Flood Support Scheme and linking to the Tewkesbury Regeneration.</p>

**PRIORITY: PROMOTE ECONOMIC DEVELOPMENT**

Actions	Performance Tracker	Reporting Line	Progress to date	Comment
d) To develop initiatives with partners to enhance the vitality of the retail centres in the Borough.	1. Monitor development of partnership initiatives.	Group Manager Development Services		<p>Agreement to continue Farmers and Craft Markets in 2015 which started in February. Three successful Farmer's Markets have taken place in 2015 and these will continue throughout the year.</p> <p>Three High Street Markets planned for 2015 (May, July &amp; October) plus Tewkesbury Food and Drink Festival will take place on the 27 and 28 June in the grounds of Tewkesbury Abbey. All operated by Cotswolds Markets Ltd and supported by the Council.</p> <p>BIS approved a proposal to use some of the Flood Business Support Funding more flexibly and build resilience in the flood impacted areas of the Borough. This proposal will focus on the two areas of the Borough where businesses are still facing great hardship and difficulties trading. These two areas are: The rural communities along the River Severn and Avon and Tewkesbury Town and surrounding business park areas. The plans – which were developed together with local business organisations – include:</p> <ul style="list-style-type: none"> <li>• A promotional campaign to support riverside pubs and tourism businesses along the River Severn.</li> <li>• Increased promotion of Tewkesbury as open for business and as a destination to visit.</li> <li>• Business resilience training including mentors to work directly with affected businesses on a one to one basis.</li> </ul> <p>A contract has been awarded to local marketing company, Mosaïque Ltd and work has commenced.</p>
e) Progress the work streams of the Tewkesbury Town Masterplan.	1. Monitor delivery of the Masterplan.	Group Manager Development Services		<p>The Tewkesbury Town Regeneration Partnership has been formed with three Members each from the Borough and Town Council along with six community representatives.</p> <p>Various Officer groups have been established to focus on particular areas of the regeneration, to encourage their progression. Updates are reported to the Partnership which communicates to stakeholders, through the website and newsletters. DTZ commissioned to produce study of town centre and potential opportunities.</p>

**PRIORITY: PROMOTE ECONOMIC DEVELOPMENT**

Actions	Performance Tracker	Reporting Line	Progress to date	Comment
<b>Objective 4. Ensure the core strategy makes provision for sufficient employment land</b>				
a) Ensure policies in the Core Strategy encourage business development.	1. Monitor development of policies.	Group Manager Development Services	☺	Joint Core Strategy (JCS) Submission November 2014 includes the following: Ambition 1 – A Thriving Economy The ambition is underpinned by the following strategic objectives: - 1- Building a strong and competitive urban economy 2- Ensuring vitality of town centres 3- Supporting a prosperous rural economy
b) Ensure employment provision that meets the needs of growth sectors and addresses gaps in provision.	1. Monitor development of core strategy	Group Manager Development Services	☺	Employment provision in Joint Core Strategy (JCS) Pre Submission supports about 28,000 new jobs up to 2031 and 84 ha of employment land across the JCS area.



**PRIORITY: IMPROVE RECYCLING AND CARE FOR THE ENVIRONMENT**

Actions	Performance Tracker	Reporting Line	Progress to date	Comment
<b>Objective 1. Focus on continuous improvement in recycling and waste collection</b>				
a) Work with partners to ensure the optimum delivery of our waste and recycling services, street care and green spaces.	1. Monitor progress and implementation of project milestones	Group Manager Environmental and Housing Services	✓	The Council is now formally a member of the Gloucestershire Joint Waste Committee and, with effect from, 1 April 2015 transferred the management of its operational services to Ubico. Monitoring arrangements for the Ubico contract will be in place for 2015/16.
b) Promote and encourage use of the new customer focussed computer system for garden waste customers.	1. Implementation of new database and monitor its effectiveness	Group Manager Environmental and Housing Services	✓	Migration to the new garden waste system has been completed. The new self-service portal has been launched for garden waste renewals with new subscriptions to follow by the end of the year. To date 10,986 customers have renewed using the new system, of those, 41% were completed through the self-service portal. Direct debit payment is being investigated as a new method of payment as a strategy to reduce the number of cheque and cash payments made. In light of the new system and Ubico transition, the business processes in garden waste will be reviewed.

**PRIORITY: IMPROVE RECYCLING AND CARE FOR THE ENVIRONMENT**

Actions	Performance Tracker	Reporting Line	Progress to date	Comment
<b>Objective 2. Work towards achieving the 60% recycling target</b>				
a) Promote waste minimisation and aspire to increase our recycling rate through the working with our residents and communities on promotional campaigns.	1. Reduction in total tonnage of household waste arising which has been sent to landfill	Group Manager Environmental Health and Housing Services	☺	This is monitored by one of our performance indicators. Please see the quarter 4 report relating to LPI outturn figures (Appendix 2).
	2. Increase in % of household waste recycled		☺	This is monitored by one of our performance indicators. Please see the quarter 4 report relating to LPI outturn figures (Appendix 2).
	3. Number of promotional campaigns		☺	No negative press was received regarding the Christmas waste and recycling collection. The Treecycle campaign was also a success. The Council's dog fouling campaign was launched in January; this included two new posters presenting powerful messages to show the dangers of dog fouling for young children. The campaign was also aimed at encouraging residents of the Borough and Town and Parish Council's to report dog fouling hotspots.
<b>Objective 3. Focus on continuous improvement in street cleansing</b>				
a) Raising awareness of enviro-crimes issues such as dog fouling.	1. Monitor delivery of awareness campaign	Group Manager Environmental Health and Housing Services	☺	Recommendations made by the Overview and Scrutiny Committee included education and prevention including clearer and more prominent signage, the launch of Paws on Patrol (100 members across 3 parishes) and more partnership working with the Police and school campaigns. The dog fouling poster campaign caught press and parish Council attention, with posters now being displayed in a number of hot spot areas. Harder enforcement has begun with fly tippers and owners of abandoned vehicles, with fixed penalty notices being used where appropriate. Progress is reported to Overview and Scrutiny Committee.

**PRIORITY: IMPROVE RECYCLING AND CARE FOR THE ENVIRONMENT**



Actions	Performance Tracker	Reporting Line	Progress to date	Comment
b) Ensure we are responsive to customer complaints.	1. Reduction in number of complaints and subsequent learning from complaints received	Group Manager Environmental Health and Housing Services	☺	For the year, there were five complaints recorded regarding dog fouling. From previous Committee debates it was evident this did not reflect the true picture. A recommendation from the Enviro-crimes Working Group was to contact town and parish Councils on a quarterly basis to obtain their figures. This commenced in Q2 with a baseline outturn of 95 dog fouling complaints received. The total number of complaints received in Q4 was 29.
<b>Objective 4. Promote activities to reduce litter and fly tipping</b>				
a) Undertake promotional campaigns and raise awareness to reduce the level of litter and fly-tipping.	1. Deliver successful promotional campaign	Group Manager Environmental Health and Housing Services	☺	A review undertaken by an Overview and Scrutiny Working Group considered the approach in tackling environmental crimes. Recommendations from the review centred around prevention, education and awareness. An update on work undertaken for the Enviro-Crime Review Monitoring Report was reported to O&S Committee on 13 January 2015. For example, the use of portable signage in hot spot areas.
	2. Reduction in the number of enviro crimes		See LPI Table	This is measured through a performance indicator – see attached LPI report (Appendix 2).
b) Continue to support the Volunteer Litter Picking Scheme.	1. Develop action plan and support scheme	Group Manager Environmental Health and Housing Services	✓	We have successfully supported the scheme since its refresh. Activities undertaken include the re-induction of volunteers, issue of new equipment, six monthly newsletter and for the second year running a successful ‘thank you event’ was held on 10 December 2014. Feedback from this event will be used to support the scheme further in 2015/16.

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**PRIORITY: IMPROVE RECYCLING AND CARE FOR THE ENVIRONMENT**

Actions	Performance Tracker	Reporting Line	Progress to date	Comment
c) Work with community groups to assist in reducing litter at community events.	1. Promote awareness within communities	Group Manager Environmental Health and Housing Services	☺	<p>Details of how we can assist community events with supporting guidance notes are available to download on the Council's website.</p> <p>The Volunteer Litter Pickers bi-annual newsletter is sent to all Town and Parish Councils, this will continue to include articles on community litter picks and encourage volunteers to let us know of any community litter picks they are involved with.</p>
<p><b>Objective 5. Continued work with partners to provide flood resilience measures</b></p>				
<p>41 a) Work with partners to deliver flood alleviation projects.</p>	1. Monitor delivery of flood alleviation projects	Group Manager Environmental Health and Housing Services	☺	<p>In April, the Council started delivering the Repair and Renew Grant, a government funded scheme to provide property protection works of up to £5k per premises. The scheme has proved a great success with nearly £400k awarded.</p> <p>In June 2014, the Council was again successful in being awarded over £150k from the County Council in relation to the delivery of 3 projects; Chaceley, Tirley, and a Borough-wide project. Work on these projects has either started or in advanced state of preparation.</p> <p>The Tewkesbury Flood Project is jointly funded by Tewkesbury Borough Council and GRCC. This commenced in 2014 and has delivered support to a number of high risk communities to help deliver flood alleviation and resilience should flooding happen again.</p> <p>Delivery of all of the above is monitored by the Flood Risk Management Group and reported to the O&amp;S Committee on a quarterly basis.</p>
b) Adopt the Flood and Water Management Supplementary Planning Document	1. Adoption of document	Group Manager Development Services	✓	The SPD was approved by Council at its meeting on 16 December 2014 and is now approved as a supplementary planning policy.

**PRIORITY: IMPROVE RECYCLING AND CARE FOR THE ENVIRONMENT**

Actions	Performance Tracker	Reporting Line	Progress to date	Comment
c) Advise and signpost local communities when applying for external funding for flood resilience measures.	1. Monitor number advised and funding gained.	Group Manager Environmental Health and Housing Services		<p>Officers continue to assist six community project projects who collectively have received £205,000 grant funding. The Repair and Renew Grant (see 5 a. above) includes two proposals for small community schemes in Deerhurst Walton and Coombe Hill which have now been delivered.</p> <p>Surface Water Management Plans in Bishop's Cleeve and Woodmancote have identified a range of measures including diversion, storage and property protection. The Council is supporting Gloucestershire County Council in flood defence grant fund bids estimated at £1m in total, with the initial package of works being approved in association with the Parish Council. These options will be worked up, with detailed design to follow. These are long term plans with an estimated completion date of 2020.</p> <p>The Tewkesbury Flood Project has helped both individuals applying for the Repair and Renew flood grant and communities to put together larger grant application bids.</p>
d) Undertake a review of the Council's response to the February flooding including a review of the Council's Sandbag Policy.	1. O&S to consider outcome of Flood Risk Management Group review	Group Manager Environmental Health and Housing Services		The Flood Risk Management Group has undertaken a review including a review of the Sandbag Policy. The findings of the Group were reported to Overview and Scrutiny Committee on 2 December 2014.

**PRIORITY: IMPROVE RECYCLING AND CARE FOR THE ENVIRONMENT**

<b>Actions</b>	<b>Performance Tracker</b>	<b>Reporting Line</b>	<b>Progress to date</b>	<b>Comment</b>
e) Work with areas prone to flooding to build community resilience.	1. Monitor development of resilience initiatives	Group Manager Environmental Health and Housing Services	😊	The Tewkesbury Flood Project is jointly funded between this Council and GRCC for a support worker to assist with improving community resilience. The project has been successful in providing support to a number of local communities to increase resilience to flooding and preparations have begun on a workshop for all flood wardens in the Borough.

**PRIORITY: PROVIDE CUSTOMER FOCUSED COMMUNITY SUPPORT**

Actions	Performance Tracker	Reporting Line	Progress to date	Comment
<p><b>Objective 1. Support and promote joint working arrangements with Gloucestershire County Council's Child and Family Support Services, the Police and other agencies to achieve better outcomes for residents</b></p>				
<p>a) Progress the Families First Programme to deliver a multi-agency response to the issues faced by families in challenging circumstances.</p>	<p>1. Monitor progress of the locality based approach, outcomes generated and target delivery</p>	<p>Group Manager Environmental Health and Housing Services</p>	<p>✓</p>	<p>The programme is proving to be a great success with the target to engage with 90 families by March 2015 already achieved. The six monthly monitoring report to O&amp;S on 2 December 2014 confirms that 106 families have been worked with. Of this total, 60 families have been 'turned around'. The next phase of the programme starts nationally in April 2015. Due to the success of the current scheme, the County has been chosen as an 'early adopter'. Details of the new programme were reported to Overview and Scrutiny Committee on 7 April 2015.</p>
<p>44 b) Seek additional partners to increase the number of organisations operating from the public service centre at the Council offices.</p>	<p>1. Number of additional partners located in the public services centre</p>	<p>Group Manager Finance and Asset Management</p>	<p>✓</p>	<p>The Council has successfully integrated several additional partners into the public service centre in 2014/15 including Severn Vale Housing and Gloucestershire Fire and Rescue. Bromford Housing is the latest partner to take up office space at the Borough Council.</p>

**PRIORITY: PROVIDE CUSTOMER FOCUSED COMMUNITY SUPPORT**

Actions	Performance Tracker	Reporting Line	Progress to date	Comment
c) Work in partnership with Citizens Advice Bureau to provide better outcomes for our residents.	1. Monitor effectiveness of outcomes	Group Manager Development Services	☺	The relationship with the CAB continues to develop. They are contributing to a newly formed Financial Inclusion Partnership. A presentation on the role and performance of CAB was given to the O&S committee on 24 February 2015.
<b>Objective 2. Simplify and standardise business processes for the benefit of customers</b>				
a) Use our public services centre to adopt a one- stop-shop approach to customer service.	1. Monitor development of the one-stop-shop approach	Group Manager Corporate Services	☺	Work is planned for further improvement to the reception area. Proposals are being shaped for a more integrated 'front of house' / reception service, staffed by generic customer contact staff using improved web information and enhanced customer contact systems. A scoping meeting took place in January 2015 so that all partners could contribute to the design and specification for the reception. A costed scheme and implementation plan will be developed for further consideration.
b) Use ICT to provide improved customer focus and improved experience when contacting the Council.	1. Monitor delivery of ICT projects	Group Manager Corporate Services	☺	<p>Development of the customer contact computer system (CRM) and customer self-service options through the Council website is continuing. A review of the website will take place during 2015/16 (peer review recommendation) to ensure it continues to meet customer needs. It is has recently been given an independent 3* rating (out of 4) by SOCITM. Most popular self-serve activities are garden waste renewal including payment, paying Council Tax and reporting a missed bin.</p> <p>A review of ICT has recently been undertaken and identified improvements to the ICT infrastructure which will enable the ICT service to support further transformation using technology and to better support internal users. For example, implementing a new test environment, deploying a modern back up facility, replace old desktops with modern, energy efficient devices, more effective help desk.</p>



**PRIORITY: PROVIDE CUSTOMER FOCUSED COMMUNITY SUPPORT**

Actions	Performance Tracker	Reporting Line	Progress to date	Comment
<b>Objective 3. Work with Town and Parish Councils to deliver the localism agenda</b>				
a) Agree approach and programme of work for Community Infrastructure Levy.	1. Monitor work programme	Group Manager Development Services	☹	The preliminary draft charging schedule was approved for public consultation at Council on 14 April 2015. There were concerns about the proposed charges being too variable and too high. Following the delay of the preparation of the PCDS; due to the need for further viability work, this has had an effect on the project timescales therefore milestones have been amended. Governance arrangements with JCS partners are being reviewed.
b) Develop a place programme of area working across the Councils services.	1. Monitor delivery of programme.	Group Manager Development Services	☺	Place approach working well within community development team where three Officers work across the Borough in a three way split. Parish and Town Council appreciate the investment in resource and time in the community and having a key contact within the authority.  The Pilot in the East Area has started with officers meeting with the CDO to review key live projects in this locality. Familiarisation visits into the area are being arranged and the first Member meeting has taken place and was well received.
c) Provide appropriate support for neighbourhood planning and community led planning.	1. Monitor requests from Town & Parish Councils	Group Manager Development Services	☺	11 neighbourhood plans have been designated across 15 parishes.


**PRIORITY: PROVIDE CUSTOMER FOCUSED COMMUNITY SUPPORT**

Actions	Performance Tracker	Reporting Line	Progress to date	Comment
<p>d) Enable the effective delivery of community led projects across the Borough.</p>	<p>1. Type and diversity of projects delivered</p>	<p>Group Manager Development Services</p>	<p>☺</p>	<p>A lot of the work which involves the community development team cuts across other actions within the Council plan and involves collaboration across other departments, for example; anti-social behaviour, neighbourhood planning, health and well-being, supporting parishes, local groups and partners on identifying planning obligations, providing funding advice and support to local communities and land transfers.</p> <p>Other types of community led work undertaken during the period includes:</p> <ul style="list-style-type: none"> <li>• Ongoing work with Tewkesbury Nature Reserve</li> <li>• Community Right to Bid nominations</li> <li>• Support to town centre regeneration groups as part of a partnership framework</li> <li>• The Place Programme has been piloted in the East of the Borough, with positive feedback on this approach by internal and external officers, parish Councils and members. Following elections, this way of working will be officially applied to all three areas, setting up quarterly meetings.</li> <li>• Continued support for Youth Providers (network meetings, guest speakers, funding opportunities, working closer with partners)</li> <li>• Year 4 - Partnership project with The Everyman Theatre (giving residents from BME and Families First programme the opportunity to engage in a workshop, tour of the theatre, see a pantomime and meet the cast).</li> <li>• Support with funding, engagement and consultation for the following projects, Woodmancote Village Hall, Southam Village Hall, Snowhill Village Hall, Witcombe VH, Minsterworth VH, IMJIN station community centre, Winchcombe Stake Park proposals and Community Orchard in Bishops Cleeve, letting space at Brockworth Community Project.</li> <li>• Parish tours</li> <li>• Support with Borough Plan consultation events</li> </ul>

**PRIORITY: PROVIDE CUSTOMER FOCUSED COMMUNITY SUPPORT**

Actions	Performance Tracker	Reporting Line	Progress to date	Comment
<b>Objective 4. Work with partners to reduce the level and perception of crime.</b>				
a) Support the delivery of projects agreed by the Community Safety Partnership.	1. Monitor delivery of projects	Group Manager Environmental and Housing Services	☺	<p>Community Safety is an integral part of the work of the Community Development Team – in supporting communities, parish and town Councils and organisations develop projects that address areas such as community cohesion and anti-social behaviour. This involves listening to concerns, making connections with other partners and giving residents reassurance. This tends to be around neighbourhood nuisance.</p> <p>In addition, funding from the Police and Crime Commissioner of £20k is targeting current issues such as;</p> <ul style="list-style-type: none"> <li>• Fly tipping, abandoned vehicles and dog fouling – the use of covert cameras</li> </ul>
	2. Overall reduction in level of crime	Group Manager Environmental and Housing Services	See LPI Table	This is measured through a performance indicator – see attached LPI report (Appendix 2)

**PRIORITY: PROVIDE CUSTOMER FOCUSED COMMUNITY SUPPORT**

Actions	Performance Tracker	Reporting Line	Progress to date	Comment
b) Work with statutory and voluntary agencies to address the issues of anti-social behaviour and environmental crime in our communities.	1. Monitor outcomes of ASB and environmental crime partnership working	Group Manager Environmental and Housing Services		26 young people have been helped with the assistance of the ASB Youth Diversion Worker. With one group of young people involved in an arson case, the intervention has succeeded in no further issues of anti-social behaviour being reported.
	2. Reduction in reported anti-social behaviour incidents	Group Manager Environmental and Housing Services	See LPI table	This is measured through a performance indicator – see attached LPI report (Appendix 2)
49	3. Reduction in reported environmental crime incidents.	Group Manager Environmental and Housing Services	See LPI table	This is measured through a performance indicator – see attached LPI report (Appendix 2)

**PRIORITY: PROVIDE CUSTOMER FOCUSED COMMUNITY SUPPORT**

**Objective 5. Help support the health and well-being of our residents**

Actions	Performance Tracker	Reporting Line	Progress to date	Comment
<p>a) Work with partners to promote sports and leisure activities.</p>	<p>1. Monitor activities being delivered</p>	<p>Group Manager Development Services</p>	<p>☺</p>	<p>Sports development Facebook page has over 400 users. New brochure produced and distributed to promote community sport and leisure organisations. 10,000 copies produced at no cost to the Council.</p> <p>Regular promotion through the media and on local radio.</p> <p>Based with Active Gloucestershire once monthly (County Sports Partnership) to build relations and share learning.</p> <p>Women's Sports Participation - sourced funding and trained new running leaders to enable them to establish groups of their own. The groups in Tewkesbury, Bishops Cleeve, Winchcombe and Churchdown are massively popular with over a hundred strong in the Tewkesbury group alone. There are beginners, intermediate and advanced groups with a new starter group beginning every few weeks.</p> <p>Walking for Health - free to participate health walk sponsored by The Ramblers and Macmillan. TBC secured its future by gaining a new accreditation set out by the sponsors. The walks in Tewkesbury and Winchcombe are well attended by trained leaders and numbers are increasing.</p> <p>Parkrun - to target participation levels for all ages a Tewkesbury Parkrun to be launched on the Vineyards in July. It is part of a national scheme that has over 300 other runs and thousands of participants that take part every Saturday morning. Thirty local volunteers recruited to help with the event on a weekly basis.</p> <p>Rugby World Cup - two top international teams will be based at Newlands Park in Bishop's Cleeve during the initial stages of the Rugby World Cup - worked in partnership with the Club and the Schools Sports Network to put on several events linked to developing the game and increasing participation at all levels.</p>

**PRIORITY: PROVIDE CUSTOMER FOCUSED COMMUNITY SUPPORT**

Actions	Performance Tracker	Reporting Line	Progress to date	Comment
b) Progress the work streams for a new leisure facility.	1. Monitor progress of the leisure facility project	Group Manager Development Services	☺	On site work commenced early February with an expected opening date of July 2016. Places for People appointed as operator for the new facility.
a) Work with Public Health to deliver year two of the Health and Well-Being Strategy (2013-15).	1. Monitor progress in delivering Year 2 actions	Group Manager Development Services	☺	<p>Key actions achieved:</p> <ul style="list-style-type: none"> <li>• Progress on new leisure facility – build started and operator contracted.</li> <li>• Families First Plus programme launched – national early adopter pilot.</li> <li>• Appointment of Social Prescribing Co-ordinator for Tewkesbury Clinical Commissioning Group</li> <li>• Developing framework to work more closely with Active Gloucestershire</li> <li>• Community Funding Officer role established. To be appointed next quarter.</li> <li>• Tewkesbury Athletics Academy commenced with support from TBC.</li> <li>• Discussion with MAIDeN to address health inequalities.</li> <li>• Council awarded £15k by GCC for Health Inequalities work</li> <li>• Council awarded £50k by GCC for distributing amongst providers for youth activities</li> <li>• New facilities opened / transferred as result of s106 e.g. Stoke Orchard Village Hall / play area.</li> </ul> <p>Updates provide to Overview and Scrutiny Committee on annual basis.</p>

**PRIORITY: DEVELOP HOUSING RELEVANT TO LOCAL HOUSING NEEDS**

Actions	Performance Tracker	Reporting Line	Progress to date	
<b>Objective 1. Develop a core strategy to meet current and future housing needs</b>				
a) Continue to deliver a core strategy in accordance with the key milestones.	1. Monitor progress towards achieving the key milestones	Group Manager Development Services	☺	<p>There has been an extensive programme of events to brief members supported by further progress on a joint evidence base. This supports both the preparation of the Joint Core Strategy (JCS) and the Tewkesbury Borough Plan (TBP).</p> <p>JCS: A key milestone was reached in November 2014 when the Submission plan was submitted to the Secretary of State. An independent examiner, Elizabeth Ord, has been appointed to conduct the Examination in Public. The examination is scheduled to commence on 19 May 2015 and expected to last until 24 July 2015.</p> <p>TBP: approved by Council on 10 February 2015 - consultation ran from 27 February to 13 April 2015. Consultation responses are currently being analysed.</p>
b) Refresh the Infrastructure Delivery Plan to inform the pre submission of the Joint Core Strategy.	1. Refresh of the plan	Group Manager Development Services	✓	<p>The methodology for the Infrastructure Delivery Plan has been agreed by all Gloucestershire Districts and external consultants were appointed to carry out this piece of work. A draft report was published alongside the consultation on the draft JCS in October 2013. A refresh of the Infrastructure Delivery Plan has been prepared to inform the pre-submission of the JCS and has been published alongside the consultation on the Pre Submission JCS.</p>
c) Ensure policies in the core strategy allow delivery of affordable housing for local needs.	1. Monitor delivery and outcomes of the policies	Group Manager Development Services	☺	<p>The development of the JCS will provide strategic development plan policies which will be used to deliver affordable housing. The policies within the draft JCS were heavily reliant on the outcomes of the Strategic Housing Market Assessment, which has now been finalised and agreed. A set of more comprehensive, evidence based policies are contained within the submission version of the JCS.</p>

**PRIORITY: DEVELOP HOUSING RELEVANT TO LOCAL HOUSING NEEDS**

Actions	Performance Tracker	Reporting Line	Progress to date	Comment
<b>Objective 2. Promote initiatives to make quality housing more affordable and accessible</b>				
a) Work in partnership with developers and registered providers to deliver a variety of affordable homes in all areas of the Borough.	1. Number and type of affordable homes delivered.	Group Manager Environmental & Housing Services	See LPI table	This is measured through a performance indicator – see attached LPI report (Appendix 2).
b) To deliver a programme of affordable homes in partnership with parish Councils, developers and registered providers to meet the needs of clients in rural communities.	1. Monitor development of a programme that meets client's needs	Group Manager Environmental & Housing Services	☺	<p>2014/15 has seen a vast amount of activity in our rural communities. Rural exception site delivery has achieved 13 affordable rented homes in Badgeworth and Winchcombe for local people.</p> <p>A planning application for 14 new homes in Minsterworth has come in with Rooftop Group as the provider which is in receipt of grant from the HCA Affordable Homes Programme 2015-18. This opportunity was driven by the Parish Council keen to see families returning to the village and to promote bungalows for older people wishing to downsize.</p> <p>New opportunities have arisen in many parishes for general rural exception development: Twigworth, Sandhurst and Ashleworth. Also we are working with Severn Vale Housing to address the re-development of Council-owned garage land in Shurdington and Staverton and others across the Borough. These opportunities will be worked on in partnership with the Gloucestershire Rural Community Council, Parish Council and residents, and private and public sector developers of affordable housing over the next 12 months to bring about homes for local people.</p>
c) Review and refresh the Housing Strategy Action Plan.	1. Annual update of action plan	Group Manager Environmental & Housing Services	✓	The refreshed action plan for year 2 of the strategy was presented at O&S Committee in July. Monitoring of the action plan is reviewed by O&S on a six monthly basis – the first review of the year 2 action plan was undertaken at O&S on 2 December 2014.

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**PRIORITY: DEVELOP HOUSING RELEVANT TO LOCAL HOUSING NEEDS**

Actions	Performance Tracker	Reporting Line	Progress to date	Comment
<b>Objective 3. Work with all stakeholders to promote specific housing types to meet defined shortages</b>				
a) Identify an interim housing requirement to monitor the five year supply of housing land.	1. Monitor progress of identifying the housing requirement	Group Manager Development Services	☺	All housing and land monitoring has been completed. The housing requirement to meet objectively assessed need has been set out within the Submission JCS. The weight to be afforded to the approach taken will be subject of further discussions with the Planning Advisory Service and the Planning Inspectorate.
2. Work with social housing tenants with specific housing needs to move to appropriate accommodation.	1. Number of housing tenants moved to appropriate accommodation	Group Manager Environmental & Housing Services	☺	<p>Housing Services is currently working with those who have requested discretionary housing benefit because they are unable to afford their rent as a result of under occupation. It is anticipated this financial hardship will affect about 40 households over the year. We have offered in depth housing advice on the options available to all those in social housing under occupying by two bedrooms and finding their accommodation unaffordable. This has included contacting their current housing providers, ensuring they are on both Glos Homeseeker and the provider's internal transfer list + housing options in the private rented sector. We will contact all those who request additional financial help through discretionary housing benefit (dhp) on an ongoing basis before they complete the claim form to both give housing advice and assist them to make their dhp claim with an emphasis that the award is to prevent financial hardship whilst they seek alternative suitable accommodation. Further work next quarter will incorporate all those underoccupying by one bedroom in social housing and all those in the private rented sector. It is anticipated that this will relieve financial hardship for those affected, and reduce the impact on the Discretionary Housing Payments fund which has been reduced this year.</p> <hr/>

**PRIORITY: DEVELOP HOUSING RELEVANT TO LOCAL HOUSING NEEDS**

Actions	Performance Tracker	Reporting Line	Progress to date	Comment
<b>Objective 4. Improve the quality of the housing stock</b>				
a) Deliver private sector home improvements through the Warm and Well Scheme and through promotion of the governments Green Deal.	1. Number of Warm and Well grants delivered	Group Manager Environmental & Housing Services	☺	98 properties in the Borough have received energy efficiency improvements in 2014/15.
	2. Monitor promotion of the Green Deal	Group Manager Environmental & Housing Services	☺	Between 1 April 2014 and 31 December 2014, 5% of the total referrals made to the Warm and Well scheme were made by TBC i.e. 132 of 2773 referrals. 12 community events in the Borough were attended by the Warm and Well team to give advice and information on the scheme.
b) Work with Public Health to develop new approached to enablement and adaption for disabled people.	1. Number & value of grants delivered	Group Manager Environmental & Housing Services	☺	To Q4, a total of 132 (105) have been approved to a value of £772,409.65 (£593,946.88) – Q3 figures are in brackets.
	2. Monitor development of new approach	Group Manager Environmental & Housing Services	☺	Officers continue to participate in the Gloucestershire Disabled Facilities Grant Forum who are inputting to how the government's new Better Care Fund will be spent locally. Through the Council's involvement with the Safe at Home, home improvement agency contract officers are currently involved in discussions regarding the possible shape of any future contract.  A review of Disabled Facilities Grants is in the Overview and Scrutiny Committee Work Programme 2015/16.

# Key Performance Indicators 2014-15 – Appendix 2

## Quarter 4 Progress Report

### Key:

Traffic light icons:

- ☺ PI on or above target
- ☹ PI below target but likely to achieve end of year target
- ⊗ PI significantly below target and unlikely to achieve target

■ Data not available or required to report

**Direction of Travel** - comparing current performance with previous years outturn

KPI no.	KPI description	Outturn 2013-14	Target 2014-15	Outturn Q1 2014-15	Outturn Q2 2014-15	Outturn Q3 2014-15	Outturn Q4 2014-15	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
<b>State of the borough indicators</b>											
56 1	Employment rate 16-64 year olds	79.4%	■	78%	■	■	■	■	■	This figure is for April 2013-March 2014. This is slightly higher than the rate for the South West region (74.7%) and the national rate (71.7%).  Source ONS June 2014	Leader Member Economic Development / Julie Wood
2	Claimant unemployment rate	1.8%	■	1.4%	1.1%	1.1%	1%	■	■	1% equates to 536 people. The rate is lower than the county rate which is 1.2% and the UK rate of 2%. Source ONS Dec 2014.	Lead Member Economic Development / Julie Wood

# Key Performance Indicators 2014-15 – Appendix 2

## Quarter 4 Progress Report

KPI no.	KPI description	Outturn 2013-14	Target 2014-15	Outturn Q1 2014-15	Outturn Q2 2014-15	Outturn Q3 2014-15	Outturn Q4 2014-15	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
3	Benefits caseload: a) Housing Benefit b) Council Tax Support	4090 4943		4153 4899	4146 4871	4089 4829	4056 4785			The fourth quarter has seen a continued small decline in both types of caseload.	Lead Member Finance and Asset Management / Richard Horton
57 4	Number of anti-social behaviour incidents	2712		676	1451	2027	2508	↑		There were 478 reported incidents in Q4. This number compares favourably with the number of incidents reported at the same time last year (565). The 12 month rolling total confirms a -7.52% decrease in ASB incidents.	Lead Member Community/ Val Garside
5	Number of overall crime incidents	2848		622	1374	2039	2673	↑		There were 670 reported incidents in Q4. This number is more than the number reported at the same time last year (617) but the 12 month rolling total is positive with a 6.14% decrease in incidents.	Lead Member Community/ Val Garside

# Key Performance Indicators 2014-15 – Appendix 2

## Quarter 4 Progress Report

KPI no.	KPI description	Outturn 2013-14	Target 2014-15	Outturn Q1 2014-15	Outturn Q2 2014-15	Outturn Q3 2014-15	Outturn Q4 2014-15	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
6	Total number of homeless applications presented	135		31	32	30	31			The number of homeless applications per quarter have been consistent throughout the year. The Housing Advice Team continue to find preventative measures for all applications rather than accept a duty.	Lead Member Health and Wellbeing/ Val Garside
50	Total number of homeless applications accepted	71		22	26	20	20			The number of applications which have resulted in in a homeless duty have remained fairly consistent during the year. The Housing Advice Team continue to find preventative measures for all applications rather than accept a duty.	Lead Member Health and Wellbeing/ Val Garside

# Key Performance Indicators 2014-15 – Appendix 2

## Quarter 4 Progress Report

KPI no.	KPI description	Outturn 2013-14	Target 2014-15	Outturn Q1 2014-15	Outturn Q2 2014-15	Outturn Q3 2014-15	Outturn Q4 2014-15	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
59 <sup>o</sup>	Total number of active applications on the housing register	2010		1741	1821	1695	1729			In Q3 the number of active housing applications had fallen following the completion of new developments. In q4 the number of applications has risen slowly. The greatest need continues to be 1 and 2 bed accommodation. figures reported are actual data and not reported cumulatively.	Lead Member Health and Wellbeing/ Val Garside
		1031 -1 bed		901 – 1 bed	963 – 1 bed	901 – 1 bed	928 -1 Bed				
		650 - 2 bed		581 – 2 bed	614 – 2 bed	567 – 2 bed	569 -2 beds				
		230 - 3 bed		178 – 3 bed	171 – 3 bed	160 – 3 bed	160 – 3 beds				
		79 - 4 bed		62 – 4 bed	52 – 4 bed	47 – 4 bed	54 – 4 beds				
		17 - 5 bed		15 – 5 bed	18 - 5 bed	17 – 5 bed	16 -5 beds				
		3 - 6 bed		4 – 6 bed	3 – 6 bed	3 – 6 bed	2 – 6 beds				

# Key Performance Indicators 2014-15 – Appendix 2

## Quarter 4 Progress Report

KPI no.	KPI description	Outturn 2013-14	Target 2014-15	Outturn Q1 2014-15	Outturn Q2 2014-15	Outturn Q3 2014-15	Outturn Q4 2014-15	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
<b>Council Plan Priority: Use resources effectively and efficiently</b>											
9	Percentage of creditor payments paid within 30 days of receipt	90.71%	91.00%	92.18%	92.90%	93.42%	93.71%	↑	☺	Pro-active approach from Finance staff to ensure invoices are passed for payment has resulted in an improved performance level.	Lead Member Finance and Asset Management /Simon Dix
10	Outstanding sundry debt in excess of 12 months old	£68,635	£75,000	£40,298	£39,671	£36,342	£49,735	↑	☺	Many of the outstanding debts are now on payment arrangements and debt management is more proactive at an earlier stage. Despite an increase in the final quarter as a result of one debtor the overall trend is positive with a fall in outstanding debt of nearly £19k in the last 12 months.	Lead Member Finance and Asset Management /Simon Dix
11	Average number of sick days per full time equivalent	5.77	7.00	1.74	4.13	6.11	8.67	↓	☹	The number of sick days during the year totals 1925.41. Q1 (381.78), Q2 (526.5), Qtr 3 (456), Qtr 4 (532). Total days lost in 13/14 was 1316.73 and in 12/13 2228.66.	Lead Member Organisational Development / Graeme Simpson

## Key Performance Indicators 2014-15 – Appendix 2

### Quarter 4 Progress Report

KPI no.	KPI description	Outturn 2013-14	Target 2014-15	Outturn Q1 2014-15	Outturn Q2 2014-15	Outturn Q3 2014-15	Outturn Q4 2014-15	Direction of Travel	Traffic light icon		Portfolio Lead / Group Manager
12	Percentage of major planning applications determined within 13 weeks	33.33%	60%	60.00%	66.67%	50.00%	53.85%	↑	☹	Significant improvement on last year. Excellent all round performance in the context of the amount and scale of application and pre-application work, and capacity issues associated with staff turnover.	Lead Member Built Environment/ Julie Wood
13	Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant	81.48%	80%	83.33%	85.71%	79.41%	82.05%	↑	☺	Continued improvement on last year, exceeding target. Excellent performance having regard to the issues referred to above.	Lead Member Built Environment/ Julie Wood
14	Percentage of minor planning applications determined within 8 weeks	58.47%	65%	54.43%	62.96%	61.08%	59.19%	↑	☹	Improved performance on last year. Overall performance reflects the increase in complex caseloads, capacity and staff turnover.	Lead Member Built Environment/ Julie Wood
15	Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the applicant	72.18%	90%	73.08%	84.44%	81.77%	90%	↑	☺	Significant improvement on last year and throughout the year reflecting the embedding of the extension of time policy.	Lead Member Built Environment/ Julie Wood
16	Percentage of other planning applications determined as measured against targets for other application types	66.69%	80%	76.77%	76.71%	78.21%	74.37%	↑	☹	Significant improvement on last year. See also comments on KPI 14 above.	Lead Member Built Environment/ Julie Wood



## Key Performance Indicators 2014-15 – Appendix 2

### Quarter 4 Progress Report

KPI no.	KPI description	Outturn 2013-14	Target 2014-15	Outturn Q1 2014-15	Outturn Q2 2014-15	Outturn Q3 2014-15	Outturn Q4 2014-15	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
17	Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant	80.38%	90%	88.99%	86.58%	88.89%	90.28%	↑	☺	Significant improvement on last year and throughout the year reflecting the embedding of the extension of time policy.	Lead Member Built Environment/ Julie Wood
18	Average number of days to process new benefit claims	27.17	26.00	26.87	23.97	20.53	18.75	↑	☺	New claims processing is at a very high level of performance. The outturn is the service's best ever performance. In the last quarter processing times were at 13.02 days. This is a direct result of the improvement project.	Lead Member Finance and Asset Management /Richard Horton
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19	Average number of days to process change in circumstances	13.41	12.00	13.39	14.09	14.87	10.51	↑	☺	The outturn is the service's best ever performance. During the last quarter processing times were 4.36 days. Performance has helped achieve the service's best ever return on the housing benefit subsidy – amounting to £60k saving.	Lead Member Finance and Asset Management / Richard Horton

## Key Performance Indicators 2014-15 – Appendix 2

### Quarter 4 Progress Report

KPI no.	KPI description	Outturn 2013-14	Target 2014-15	Outturn Q1 2014-15	Outturn Q2 2014-15	Outturn Q3 2014-15	Outturn Q4 2014-15	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
20	Percentage of council tax collected	97.90%	98.00%	29.60%	57.28%	85.62	98.03%	↑	☺	Target achieved and better performance than last year. An additional £1.114 million has been collected over last year. New processes have been put in place as a result of the improvement project.	Lead Member Finance and Asset Management / Richard Horton
23	Percentage of NNDR collected	98.96%	98.00%	32.56%	64.31%	84.75%	98.72%	↔	☺	This has been a difficult year for collection not helped by the major reduction in rateable values for several large accounts. Considerable effort has been put in over the year to improve on the collection and we have seen a significant turnaround in the last quarter of the year.	Lead Member Finance and Asset Management / Richard Horton
22	Total enquires logged by the Area Information Centres (AIC)	1131		364	694	1000	1539			<p>Enquiries received at the AIC's as follows for Q1-Q4</p> <p>Q1, Q2, Q3, Q4</p> <p>Bishops Cleeve: 56, 57, 75, 107</p> <p>Brockworth: 168, 167, 158, 220</p> <p>Churchdown: 69, 48, 43, 105</p> <p>Winchcombe: 71, 58, 30, 107</p> <p>364 330 306 539</p> <p>Increase in numbers is related to more benefits related enquiries being referred to the AICs.</p>	Lead member Customer Focus / Graeme Simpson

# Key Performance Indicators 2014-15 – Appendix 2

## Quarter 4 Progress Report

Council Plan Priority: Promote economic development											
KPI no.	KPI description	Outturn 2013-14	Target 2014-15	Outturn Q1 2014-15	Outturn Q2 2014-15	Outturn Q3 2014-15	Outturn Q4 2014-15	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
23	Number of business births	370 (2012 figure)				440 (2013 figure)				The 2014 figures should be released in November 2015.	Lead Member Economic Development /Promotion / Julie Wood
24	Number of business deaths	355 (2012 figure)				305 (2013 figure)				Source: ONS Business demography	Lead Member Economic Development /Promotion / Julie Wood
25	Number of visitors to Tewkesbury Tourist Information Centre (TIC)	31,916	31,500	10,330	24,908	30,548	34,077	↑	☺	Numbers increased by over 2,000 compared to the previous year. This is due to an improvement in the weather and marketing campaign work, including social media.	Lead Member Economic Development /Promotion / Julie Wood
26	Number of visitors to Winchcombe Tourist Information Centre (TIC)	11,450	11,200	3,356	7,236	8,493	9,131	↓	☹	Numbers reduced from previous year due to building works at Town Hall where TIC is hosted.	Lead Member Economic Development /Promotion / Julie Wood

# Key Performance Indicators 2014-15 – Appendix 2

## Quarter 4 Progress Report

KPI no.	KPI description	Outturn 2013-14	Target 2014-15	Outturn Q1 2014-15	Outturn Q2 2014-15	Outturn Q3 2014-15	Outturn Q4 2014-15	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
<b>Council Plan Priority: Improve recycling and care for the environment</b>											
27	Percentage of waste recycled or composted	51.19%	52%	54.25%	53.53%	52.26%	51.08%	↔	☹	There is a general downward trend on recycling across the country. A range of publicity campaigns is in progress to endeavour to raise collection rates.	Lead Member Clean and Green Environment/ Val Garside
28	Residual household waste collected per property in kgs	420kg	450kg	108kg	214kg	319kg	428kg	↓	☺		Lead Member Clean and Green Environment/ Val Garside

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# Key Performance Indicators 2014-15 – Appendix 2

## Quarter 4 Progress Report

KPI no.	KPI description	Outturn 2013-14	Target 2014-15	Outturn Q1 2014-15	Outturn Q2 2014-15	Outturn Q3 2014-15	Outturn Q4 2014-15	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
29	Number of reported enviro crimes	862	850	294	677	867	1012	↓	☹	<p>145 reported incidents for the Q4 period broken down as;</p> <ul style="list-style-type: none"> <li>Noise – 45</li> <li>Dog fouling – 5</li> <li>Fly tipping – 79</li> <li>Abandoned vehicles- 16</li> </ul> <p>The final two quarters of the year showed a reduction compared to the first two quarters. However, the annual target was not met due to the first two quarter outturns. In particular noise complaints were higher in Q1 due to the warmer weather and people having windows open. Also numbers of flytips and abandoned vehicles were higher in Q1 and Q2, possibly due to the increase in the costs for tipping waste at that time.</p> <p>A recommendation from the enviro crimes working group was to receive quarterly information from town and parish councils on dog fouling complaints. A total of 29 complaints were received in Q4.</p>	Lead Member Clean and Green Environment/ Val Garside

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# Key Performance Indicators 2014-15 – Appendix 2

## Quarter 4 Progress Report

KPI no.	KPI description	Outturn 2013-14	Target 2014-15	Outturn Q1 2014-15	Outturn Q2 2014-15	Outturn Q3 2014-15	Outturn Q4 2014-15	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
67 30	Total number of people assisted within the borough by Citizens Advice Bureau (CAB)	1420		354	804	1,067	1,457			<p>The CAB provides a generic advisory service on behalf of residents within the borough.</p> <p>Some headlines;</p> <ul style="list-style-type: none"> <li>• 80% receive advice face to face</li> <li>• 32% of clients disabled or suffering long term illness</li> <li>• Heaviest demand – Brockworth (17%), Priors Park (11%), Northway (9%)</li> </ul> <p>Issues raised in the following areas;</p> <ul style="list-style-type: none"> <li>• Benefits 659</li> <li>• Debt 681</li> <li>• Employment 268</li> <li>• Housing 235</li> <li>• Relationships 251</li> </ul>	Lead Member Economic Development /Promotion /  Julie Wood

# Key Performance Indicators 2014-15 – Appendix 2

## Quarter 4 Progress Report

KPI no.	KPI description	Outturn 2013-14	Target 2014-15	Outturn Q1 2014-15	Outturn Q2 2014-15	Outturn Q3 2014-15	Outturn Q4 2014-15	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
31	Financial gain to clients resulting from CAB advice	£475,298		£161,069	£204,393	£265,000	£422,869			TBC grant to the CAB totals £53,620. Of the 53% of financial gains result in rise in disposable income.	Lead Member Economic Development /Promotion /  Julie Wood
32	Food establishments in area broadly compliant with food hygiene regulations (%)	92%	94%	94%	89.5%	90.73%	90.44%	↓	☹	There are around 40 unrated premises. These have yet to be inspected so cant be confirmed as broadly compliant. If 30 were compliant, this would mean the target of 94% would be achieved. Therefore a program of inspections for these premises, in addition to continuing with the program of other food hygiene inspections has been implemented.	Lead Member Clean and Green Environment/ Val Garside

# Key Performance Indicators 2014-15 – Appendix 2

## Quarter 4 Progress Report

KPI no.	KPI description	Outturn 2013-14	Target 2014-15	Outturn Q1 2014-15	Outturn Q2 2014-15	Outturn Q3 2014-15	Outturn Q4 2014-15	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
69 33	Number of affordable homes delivered	155	100	34	51	83	159	↑	☺	<p>The target is an average of 100 homes over the 3 year period 2012/13 to 2014/15). Delivery achieved:</p> <p>2012/13 – 130</p> <p>2013/14 – 155</p> <p>2014/15 – 159</p> <p>2014/15 delivery has seen: -</p> <ul style="list-style-type: none"> <li>• 40 social rent (Brockworth – Coopers Edge and Kennel Lane; Bishops Cleeve – Homelands; Northway Lane)</li> <li>• 95 affordable rent (Brockworth; Winchcombe; Bishops Cleeve garage land; Badgeworth rural exception site)</li> <li>• 20 shared ownership (Stoke Orchard; Winchcombe; Bishops Cleeve; Borckworth)</li> <li>• 4 units for supported housing in Tewkesbury (replacement young people’s supported accommodation)</li> </ul>	Lead Member Health and Wellbeing/ Val Garside



# Key Performance Indicators 2014-15 – Appendix 2

## Quarter 4 Progress Report

Council Plan Priority: Develop housing relevant to local needs											
KPI no.	KPI description	Outturn 2013-14	Target 2014-15	Outturn Q1 2014-15	Outturn Q2 2014-15	Outturn Q3 2014-15	Outturn Q4 2014-15	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
34	Total number of homeless prevention cases	79		22	16	31	25			The majority of recorded prevented homeless cases has fallen this quarter. Preventions this quarter have been achieved through moves into social housing or supported accommodation projects, or enabling households to remain in current accommodation. The housing team will continue to look at all opportunities to prevent homelessness.	Lead Member Health and Wellbeing/ Val Garside

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**TEWKESBURY BOROUGH COUNCIL  
2014 - 2015 Q4 Budget Statement**

Analysis Level	Full Year Budget £	Q4 Actual Position £	Savings / (Deficit) £	Budget Variance %	Q3 positon £	Movement on previous Q (deficit)	Comments
Employees	8,930,852	9,142,563	(211,711)	(2.37)	(128,832)	(82,878)	Employee cost pressures continue to increase as the Agency Staff budget overspend increases to cover staff sickness, with some long term sickness cover being required. There is also demand on limited staff time, as well as vacant posts which has meant that agency staff have been required. One Legal, Development Services and Environmental Services in particular have overspends. Finally there has been increased recruitment and filling of vacant posts over the last quarter so reducing staff savings through holding vacancies.
Premises	766,221	775,597	(9,376)	(1.22)	33,198	(42,574)	Generally there is an underspend across the various premises expenditure budgets, the reported overspend is a result of a single creditor at the year end in relation to a claim for service charges for the rent of the Depot at Swindon Lane going back 5 years. The council is discussing this cost with Cheltenham Borough Council
Transport	854,160	837,322	16,838	1.97	14,297	2,541	The savings are a result of underspends in relation to staff travel expenses and fuel costs, however the surplus has reduced due to an increase in repairs and maintenance costs, which are difficult to predict in the budget, when and how much it will cost
Supplies & Services	2,136,821	2,127,059	9,762	0.46	9,497	264	
Payments to Third Parties	1,002,687	1,048,352	(45,665)	(4.55)	(21,318)	(24,348)	The deficit position has been contributed to by unforeseen costs associated with various investigations, and also the clarification of Council's liability in respect of Land Charges legal claims.
Transfer Payments - Benefits Service	19,176,000	18,898,878	277,122	1.45	337	276,785	Actual benefit payments have been less in year than projected, however this has been matched by a similar reduction in income against budget. Net effect for the Benefits Service for the year was that there was a deficit against the budget of £70k
Capital Charges	984,546	951,939	32,607	3.31	0	32,607	Impact of revaluations as a result of a review of the property portfolio by professional valuers has resulted in surplus against budget. This is only realised at the end of the financial year.
Income	(24,991,632)	(25,160,551)	168,919	(0.68)	139,861	29,058	Income from the Development Service has been significantly higher than budget. Planning income of £160k and Land Charges of £41k above budget were realised in the year. Of this £73k of the planning income, which is nearly 50% of the surplus achieved, was received in the last quarter of the year with several large planning applications made. Also income on Garden waste and trade waste is higher than budget. Car parking income has also performed better than budgeted, although this will come under pressure in future as car parking tariffs have been reduced from the 1st April 2015.
Treasury Mgt Activity	(270,735)	(239,682)	(31,054)	11.47	(9,134)	(21,919)	Treasury Management returns continued to deteriorated towards the end of the financial year in light of changing banking legislation and continuance of a low base rate against forecast budgets from when the budget was set.
<b>TOTAL</b>	<b>8,588,920</b>	<b>8,381,478</b>	<b>207,442</b>	<b>2.42</b>	<b>37,906</b>	<b>169,536</b>	The councils position at the year end has shown a significant increase in the surplus mainly as a result of much higher than expected income.
<b>Reconciliation to Council Agreed Budget (27/02/14)</b>							
Support Services costs		0					
Movement in reserves	-	6,218,222					
New Homes bonus (Ring-fenced budget)		638,655					
		<u>3,009,353</u>					

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### Analysis of Capital Outturn

	<b>Budget profile for 2014/15</b>	<b>Capital Outturn 2014/15</b>	<b>Over/ Under spend</b>	<b>% Slippage</b>
Council Land & Buildings	2,099,136	2,123,604.29	-24,468	-1
Equipment	107,618	108,024.13	-406	0
Capital Investment Fund	2,110,000	74,595.09	2,035,405	96
Community Grants	566,672	275,450.09	291,222	51
Housing & Business Grants	752,446	1,093,629.35	-341,183	-45
	<b>5,635,872</b>	<b>3,675,302.95</b>	<b>1,960,569</b>	<b>35</b>

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	16 June 2015
<b>Subject:</b>	Corporate Policies and Strategies
<b>Report of:</b>	Graeme Simpson, Corporate Services Group Manager
<b>Corporate Lead:</b>	Mike Dawson, Chief Executive
<b>Lead Member:</b>	Lead Member for Organisational Development
<b>Number of Appendices:</b>	1

**Executive Summary:**

At Overview and Scrutiny Committee on 1 May 2012, Members requested that a list of policies and strategies be produced so as to help inform the Work Programme of the Committee and to provide support to the Executive Committee. The list is updated on an annual basis and is attached at Appendix 1. The policies and strategies that are due for review in 2015/16 are highlighted in bold.

**Recommendation:**

**To CONSIDER the list of policies and strategies and identify those for inclusion within the Committee's 2015/16 Work Programme.**

**Reasons for Recommendation:**

To enable the Overview and Scrutiny Committee to fulfil its terms of reference by assisting the Council and Executive Committee in the development of policy.

**Resource Implications:**

None arising directly from this report.

**Legal Implications:**

None arising directly from this report.

**Risk Management Implications:**

Effective overview and scrutiny supports delivery of the Council's vision, values and priorities.

**Performance Management Follow-up:**

The Committee's Work Programme is continually monitored to ensure emerging issues are considered.

**Environmental Implications:**

None arising directly from this report.

**1.0 INTRODUCTION/BACKGROUND**

1.1 The remit of the Overview and Scrutiny Committee includes the monitoring and development of policy which complements the work of the Executive Committee. At Overview and Scrutiny Committee on 1 May 2012, Members requested that a list of policies and strategies be produced so as to help inform the Work Programme of the Committee and to provide support to the Executive Committee. A list was subsequently produced and the Committee selected a number of policies and strategies for review. The list is presented to Committee on an annual basis.

**2.0 LIST OF POLICIES AND STRATEGIES**

2.1 The list is updated on an annual basis and can be found at Appendix 1. The policies and strategies that are due for review in 2015/16 are highlighted in bold. The Committee is asked to consider the list of policies and strategies and whether any could inform the Committee's 2015/16 Work Programme. Members are reminded that, in selecting an area for review, it may be prudent to align with the Council's priority areas.

**3.0 OTHER OPTIONS CONSIDERED**

3.1 None.

**4.0 CONSULTATION**

4.1 None.

**5.0 RELEVANT COUNCIL POLICIES/STRATEGIES**

5.1 Council Plan 2012-16.

**6.0 RELEVANT GOVERNMENT POLICIES**

6.1 None.

**7.0 RESOURCE IMPLICATIONS (Human/Property)**

7.1 Officer time to support the review process and if necessary, possible use of an external consultant to assist with the review process.

**8.0 SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)**

8.1 The Committee will consider sustainability implications when undertaking reviews or challenge, and in making its recommendations.

**9.0 IMPACT UPON (Value For Money/Equalities/E-Government/Human Rights/Health And Safety)**

9.1 The Committee will consider sustainability implications when undertaking reviews or challenge, and in making its recommendations.

**10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS**

**101** None.

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**Background Papers:** None

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**Appendices:** Appendix 1 – List of policies and strategies

Strategies & Policies	Summary	Review date
<b>Corporate Services - Group Manager Graeme Simpson</b>		
<b>Alcohol &amp; Drugs Policy</b>	To provide positive approaches and support to employees who may be misusing illegal and prescribed drugs, alcohol or solvents.	September 2015
<b>Anti-bullying &amp; harassment</b>	To heighten awareness of the need for fair treatment, for individuals to raise their concerns about bullying or harassment and have these concerns dealt with quickly, fairly, sympathetically and confidentially.	December 2015
<b>Wellbeing &amp; Stress Management Policy</b>	Aims to take positive measures to promote job satisfaction, manage stress effectively and to create an environment where stress is managed out of the organisation, as far as is reasonably practicable.	December 2015
<b>Risk Management Strategy</b>	A strategy which sets out how the council identifies, evaluates and mitigates risk.	December 2015
<b>Equalities and Diversity Policy</b>	Sets out our equality objectives, including how we will make equality an integral part of the way in which we support our employees, deliver our services, reach decisions and involve our partners and service users.	March 2016
<b>Customer Services Strategy</b>	A strategy to provide excellent customer service.	March 2016
<b>Workforce Development Strategy</b>	To maximise the performance of the council by defining the goals, objectives and expectations of the workforce.	March 2016
<b>ICT Strategy</b>	A strategy to ensure ICT solutions support our business processes.	March 2016

Strategies & Policies	Summary	Review date
Policy for use of I.T.	Details the acceptable use of the council's e-mail and internet facilities.	May 2016
Training Policy	Training and development policy contributes towards effectiveness of council as a whole. This will be achieved through the council's stated commitment to training and development, by working with national standards and the relevant sections of the national agreement for Local Government Services Staff.	September 2016
Social Media Policy and Guidelines	The objective of these guidelines is to protect the reputation of the borough council by providing a framework for the effective and proper use of social media.	November 2016
Disclosure and Barring Service Policy and Policy Statement on the Recruitment of Ex-Offenders	This policy is designed to ensure that the Council complies with the requirements of the Disclosure and Barring Service (DBS) and protects those groups or individuals in its care who are vulnerable.	November 2016
Absence Management Policy	To manage attendance and absence effectively to ensure the well being of employees and to control and minimise the cost and impact of working days lost.	March 2017
Reserve Forces Training and Mobilisation Policy	This policy intends to define our obligations and our commitment towards all employees who are members of the Reserve Forces.	March 2017
Communications Strategy	Outlines our approach to internal and external communications so as to promote and protect the reputation of the council.	April 2017
Capability Procedure	The purpose of the Capability Procedure is to ensure that staff achieve and maintain the level of work performance expected of them and to provide a fair mechanism for dealing with those employees who are unable to achieve a satisfactory performance.	April 2017



Strategies & Policies	Summary	Review date
The Council's Policy Statement on Local Government Pension Scheme (LGPS) Discretions	The Council is required to prepare, maintain and keep under review a statement of policy concerning a number of discretions made available to them throughout the Pension Regulations.	July 2017
The Council's Pension Banding Policy	The policy describes how the pension contribution band will be allocated to an employee.	July 2017
<b>Revenues and Benefits - Group Manager Richard Horton</b>		
<b>Discretionary Housing Payments Policy</b>	<b>Guidelines for the determination of DHP claims.</b>	<b>July 2015</b>
<b>Fraud Prosecution Policy</b>	<b>Policy on how to deal with fraud related claims within Revenues and Benefits.</b>	<b>July 2015</b>
<b>Discretionary Rate Relief Policy</b>	<b>Guidelines for the granting of business rates relief to charities and non-profit making organisations.</b>	<b>September 2015</b>
<b>Benefit Take-up Strategy</b>	<b>Sets out how we will work to ensure that our customers receive the housing and welfare benefits that they are entitled to.</b>	<b>March 2016</b>
National Non Domestic Rates (NNDR) Hardship Relief Policy	Guidelines on the granting of hardship relief for business rates.	Dec 2017

Strategies & Policies	Summary	Review date
Policy for Relief of Partially Occupied Properties	Guidelines for granting business rate relief to partially occupied properties	Dec 2017
Revenues & Benefits Write-off Policy	Guidelines on the treatment of irrecoverable debts for revenues & benefits.	Dec 2017
Housing Benefit & Council Tax Benefit Backdating Policy	Guidelines on how claims for backdated benefit are dealt with.	Dec 2017
Housing & Council Tax Benefit Anti-Fraud Strategy	Sets out how the Council will combat benefit fraud and prevent fraud from entering the system.	Dec 2017
Housing Benefit & Council Tax Benefit Overpayments Policy	Guidelines on the treatment and collection of benefit overpayments.	Dec 2017
<b>Finance and Asset Management - Group Manager Simon Dix</b>		
<b>Asset Management Strategy</b>	<b>To maximise the potential of the council's asset portfolio</b>	<b>July 2015 (scrutinised through Transform Working Group)</b>
<b>Medium Term Financial Strategy</b>	<b>Establishes current financial situation and future savings/spends. Covers a 5 year period but is re-approved annually.</b>	<b>Dec 2015</b>

Strategies & Policies	Summary	Review date
Treasury Management Strategy	In February 2012 the Council adopted the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2011 Edition (the CIPFA Code) which requires the Council to approve a treasury management strategy before the start of each financial year.	Feb 2016
Procurement Strategy	Describes protocol for purchasing to support the local economy and ensure value for money.	Oct 2016
<b>Environmental and Housing Services - Group Manager Val Garside</b>		
<b>Corporate Enforcement Policy</b>	<b>The policy sets out the guiding principles by which legislation will be enforced by the Council to protect public health, safety, amenity and the environment within Tewkesbury Borough.</b>	<b>July 2015</b>
Safeguarding Children	<b>Council's duty to safeguard and promote the welfare of children and steps to ensure services for children are safe and accessible.</b>	<b>Oct 2015</b>
Hackney Carriage & Private Hire Licensing Policy	<b>Policy and conditions for approving Hackney Carriage driver and vehicle licences, Private Hire driver, vehicle and operator licences, relevance of convictions when granting drivers licences and the suspension, revocation or refusal to renew licences. The new Policy will streamline the council's existing taxi policies.</b>	<b>Oct 2015</b>

Strategies & Policies	Summary	Review date
<p>Joint Municipal Waste Management Strategy 2007-2020</p>	<p>A county-wide strategy outlining the approach to waste collection and recycling.</p>	<p>The review of the JMWMS is due to commence during 2015 as outlined in the Joint Waste Team business plan. The timing of this has up to now been influenced by a number of other key projects including the decision on the Javelin Park energy-from-waste planning process and the introduction of Ubico as service provider in many districts. Preparatory work was undertaken in 2014 in order to identify the main legislative and policy drivers which would inform a future strategy, and consideration of priority areas for development has now commenced with senior officers at both SMG and SMT levels. Both of these considerations will form the basis for the formal review during 2015/16.</p>
<p><b>Gambling Act 2005- Statement of Principles</b></p>	<p><b>The Licensing Authority's approach to applications under the Gambling Act 2005 and the information it expects applicants to provide.</b></p>	<p><b>January 2016</b></p>
<p><b>Sex Establishment Licensing Policy</b></p>	<p><b>Policy on the regulation of sex establishments</b></p>	<p><b>March 2016</b></p>

Strategies & Policies	Summary	Review date
Housing and Homelessness Strategy 2012-2016	Takes into account aims of national strategy and also considers how we will need to work at a local level. The strategy has four main themes: 1. Housing supply and delivery of good quality affordable housing; 2. Homelessness and homelessness prevention; 3. Housing to meet the housing needs to specific groups; 4. Neighbourhoods and housing standards.	April 2016
Action for Affordable Warmth 2013-16	A strategy for Gloucestershire and South Gloucestershire to assist with fuel poverty, improve energy efficiency in houses and provide advice.	Dec 2016
Strategic Tenancy Policy	The policy aims to ensure that we are able to increase provision of affordable homes in the future and make the best use of all new and existing affordable homes located in all areas across Tewkesbury Borough.	Dec 2016
Street Trading Licensing Policy	Policy on approving applications for street trading consents	April 2017
Tree Inspection Policy	The council (as a tree owner), have a direct responsibility to ensure that our trees do not pose a danger to the public or property. The safe and appropriate management of our trees is important to us and we want to ensure that a balance is maintained between public safety and sustaining a healthy tree population with the benefits it provides.	July 2017
Contaminated Land Strategy	Identifies contaminated land, the person responsible for the contamination, and remedial action required.	May 2018
Statement of Licensing Policy under the Licensing Act 2003.	Framework for promoting the licensing objectives. How the council will consider and determine applications for licences in conjunction with the statutory guidance issued by the Secretary of State.	January 2019

Strategies & Policies	Summary	Review date
Sandbag Policy	This policy has been created to set clear priorities for the use of sandbags in relation to a potential flood event.	April 2020
Environmental Policy	The aim of the policy is to outline the parameters within which the council will improve its environmental performance across 5 themes (own house in order; climate change; waste & recycling; biodiversity; sustainable planning & enforcement).	Nov 2020
<b>Development Services - Group Manager Julie Wood</b>		
<b>Economic Development and Tourism Strategy</b>	<b>Describes how the council will support the borough's economy.</b>	<b>June 2015</b>
<b>Joint Core Strategy (JCS)</b>	<b>The JCS strategy &amp; the Tewkesbury Borough Plan will together replace the Tewkesbury Borough Local Plan and provide that function.</b>	<b>In development.</b>
<b>Tewkesbury Borough Plan (TBP)</b>	<b>The Tewkesbury Borough Plan and the JCS will together replace the Tewkesbury Borough Local Plan and provide that function.</b>	<b>In development.</b>
<b>Car Parking Strategy</b>	<b>Council agreed and implemented a new parking strategy in April 2015 of which a new parking order and charges have been implemented.</b>	<b>March 2016</b>
<b>Playing Pitch Strategy</b>	<b>Outlines future playing pitch requirements and standards for the borough.</b>	<b>March 2016</b>
Health and Well Being Strategy	This strategy provides the framework to help deliver health and well-being initiatives to our communities.	April 2017

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Strategies & Policies	Summary	Review date
One Legal - Group Manager Peter Lewis		
Whistle-blowing Policy	The policy provides details on how employees can raise serious concerns within the Council without fear of reprisal.	March 2016
Anti-Fraud and Corruption Strategy	Details the Council's policies and procedures in place to respond to suspected fraudulent activity.	March 2016
Data Protection Policy	The policy sets out our commitment to protecting personal data and how we implement that commitment with regards to the collection and use of personal data.	October 2016

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	16 June 2015
<b>Subject:</b>	Communications Strategy Annual Review
<b>Report of:</b>	Graeme Simpson, Corporate Services Group Manager
<b>Corporate Lead:</b>	Mike Dawson, Chief Executive
<b>Lead Member:</b>	Leader of the Council
<b>Number of Appendices:</b>	Three

<p><b>Executive Summary:</b></p> <p>Communications has a vital role to play in helping Tewkesbury Borough Council deliver its vision, priorities and objectives to local people.</p> <p>Our Communications Strategy and action plan is short and simple – looking at how we can grow our communications from how it is now to our aims for the future.</p> <p>This short report provides an overview of the strategy’s actions for year one, all of which have either been completed or started.</p>
<p><b>Recommendation:</b></p> <p><b>To CONSIDER the progress made in relation to the Communication Strategy actions.</b></p>
<p><b>Reasons for Recommendation:</b></p> <p>Given that we are a Council delivering a wide range of complex services to more than 80,000 residents, we need to ensure we are effectively communicating, and an annual review provides an effective monitoring process.</p>

<p><b>Resource Implications:</b></p> <p>None other than Officer time to implement the action plan.</p>
<p><b>Legal Implications:</b></p> <p>None directly arising from this report.</p>
<p><b>Risk Management Implications:</b></p> <p>If the Council does not have an effective strategy in place then this will adversely affect the reputation of the Council.</p>
<p><b>Performance Management Follow-up:</b></p> <p>Progress in delivering the action plan will be reported to Overview and Scrutiny Committee on an annual basis.</p>



**Environmental Implications:**

None directly arising from this report.

**1.0 INTRODUCTION/BACKGROUND**

- 1.1** The aim of the Council's Communications Strategy, which is attached at Appendix 1, is to develop and improve our communications, as well as making sure it is in line with current best practice. It is important that, as a Council, we recognise that communicating is at the heart of everything we do at all levels of the organisation. Clear communication helps us to strengthen our links with the public, our residents, stakeholders, Councillors and staff.
- 1.2** The strategy was developed with the financial challenges facing local government in mind, and as services develop to be as cost effective as possible, it is vital that we are able to communicate these changes effectively to our target audiences – both internally and externally.
- 1.3** Importantly, the Communications Strategy reflects the importance of supporting our Transform Tewkesbury Borough work programme. Communications will be vital in helping our customers, members, staff and stakeholders know when and how a service is changing, or when it can be accessed in a different way.
- 1.4** The strategy and action plan was presented through a workshop to Members of the Overview and Scrutiny Committee on 17 March 2014, and approved by Executive Committee on 30 April 2014.
- 1.5** It was agreed at Overview and Scrutiny Committee that, to ensure there is effective monitoring of the strategy's actions, an annual review will take place. This report introduces the first review.

**2.0 REVIEW OF YEAR ONE ACTIONS**

- 2.1** A review of the actions for year one of the Communications Strategy can be found at Appendix 2. The table shows you the specific actions, a brief description of what work has been carried out for each action, and their current status.
- 2.2** The majority of actions have been completed or are ongoing into Year 2. Where an action has only partly been completed, an explanation is provided.
- 2.3** Last year was a very busy one for the Communications Team, with a heavy focus on providing support for the Public Services Centre, new leisure centre, elections and the Joint Core Strategy, as well as a big increase in the amount of resource needed for monitoring and responding to social media. In addition, the team has seen a significant increase in the number of media enquiries received over the past year.
- 2.4** Over the past three months, the Communications Team has had a vacant post, which has had an impact on the amount of proactive communications it has been able to issue. It is expected that the implementation of the Chief Executive's Unit restructure will give more resilience and provide more capacity.

**3.0 OTHER OPTIONS CONSIDERED**

- 3.1** None

#### **4.0 CONSULTATION**

**4.1** An Overview and Scrutiny Committee workshop was held to review the new strategy. In addition, the strategy was issued to staff on the draft distribution list, which includes Group and Operational Managers.

#### **5.0 RELEVANT COUNCIL POLICIES/STRATEGIES**

**5.1** Council Plan 2012-16.  
Social Media Policy

#### **6.0 RELEVANT GOVERNMENT POLICIES**

**6.1** None.

#### **7.0 RESOURCE IMPLICATIONS (Human/Property)**

**7.1** Managed within current resources and budget

#### **8.0 SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)**

**8.1** None.

#### **9.0 IMPACT UPON (Value For Money/Equalities/E-Government/Human Rights/Health And Safety)**

**9.1** Good communications will improve stakeholder's knowledge of, and access to, Council services and information.

#### **10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS**

**10.1** None.

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**Background Papers:** None

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**Appendices:** Appendix 1 – Communications Strategy 2014-16  
Appendix 2 – Year One Actions  
Appendix 3 – Internal Communications Survey Results

# Communications strategy

**2014-2016**



*“ communicating is at the heart of everything we do ”*

**March 2014**

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“It is important we recognise that **communicating is at the heart of everything** we do at all levels”.

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## Why do we need a communications strategy?

To communicate effectively means to listen as well as broadcast and it only works when what we are saying is clear and easy to understand. Given that we are a council delivering a wide range of complex services to more than 80,000 residents, we face a significant challenge to communicate well. This strategy explores how we will go about facing that challenge.

It is important we recognise that communicating is at the heart of everything we do at all levels of the organisation. Clear communication helps us to strengthen our links with the public, our residents, partner organisations, councillors and staff.

“ The more informed people are about their council's services, the more satisfied they are with the council overall (MORI 2006). ”

This strategy provides a framework and action plan for how we can drive forward our approach to communications, ensuring we embrace modern digital communication channels (such as social media, the website and email communications) while recognising the need to continue to include the more traditional methods (such as face-to-face and phone).

As the financial challenges facing local government continue and services change to be as cost effective as possible, it is vital that we communicate these changes to our target audiences – both internally and externally. Our customers, members and staff need to know when

and how a service is changing or when it can be accessed in a different way.

This communications strategy is short and simple, looking at how we can grow our communications from how it is now, to our aims for the future. It is backed up by a detailed action plan, which sets out the milestones along the way.

This strategy is underpinned by a recent (2013) restructure of the communications function and will be delivered through a variety of communications programmes and techniques.

## Roles of the team

This section outlines the scope of the Communications and Graphics team:

### Internal communications

The team is responsible for corporate internal communications to keep employees informed about council policies, important events, and service news.

### Corporate communications

The team manages proactive communications to increase public awareness of council policies, initiatives and service updates. The team is also responsible for maintaining a strong corporate identity across the council, and for managing high-quality and consistent communications.

### Media relations

The team is responsible for promoting the council to the public through local, regional, national print and broadcast media. The media relations team issues corporate and service media releases, and builds relationships with editors and journalists to

ensure fair and accurate coverage of council news. The team also produces a daily electronic update of the council’s media coverage for councillors and managers, and manages news sent via social media channels

### **Supporting documents:**

The following plans support the work of the Communications and Graphics team:

- Media Protocol
- Social Media Policy and Guidelines
- Social Media User Tips
- Social Media Response Check
- Written Style and Branding Guide

## **Aims, vision and values**

The introduction of our Council Plan in 2012 means we have an agreed vision with established priorities and objectives until 2016.

As there is a clear relationship between how well informed people are about our services and how satisfied they are with us, then we need people to understand who we are and what we stand for.

## **Our key principles**

To help us achieve that, the following principles will underpin all our communications work:

- We recognise that good quality communication is essential for the effective delivery of our services.
- We will be as transparent, open and accountable as possible.
- We will ensure information is shared, accessible and meets equality standards.

All our communication - spoken, written and electronic - will:

- Be honest, accurate, timely and up-to-date.
- Be clear, in plain English and easily understood.
- Be consistent and suitable for the audience - including hard to reach groups.
- Meet the corporate Written Style and Branding Guide and be clearly identified with Tewkesbury Borough Council.
- Be compliant with relevant legal requirements and conform to the Code of Conduct on local government publicity.

## **What have we done so far?**

Since the introduction of our previous Communications Strategy 2010 to 2013, there has been a number of notable achievements as a result of improved communications, including:

- The introduction of the new Communications and Graphics team to allow for a more integrated approach to communications.
- An increase in proactive communications – more press releases, seminars and media briefings now take place.
- A reduction in the number of negative articles reported in the media. There has been a significant reduction in the number of media articles that have a negative tone.
- Improved media relations – we now have excellent media relations with the local media.
- New ways of communicating – we have introduced seminars and newsletters for our town and parish councils, we now have a number of social media accounts on Facebook, Twitter and Instagram, and we have started a

- monthly online newsletter for staff.
- The adoption of a Written Style and Branding Guide ensures all external communication is written and designed in a consistent and professional manner.
- A new Community News page in Tewkesbury Borough News has opened up the opportunity for town and parish councils across the borough to add their news to our paper.
- A consistent, accurate and controlled approach to our response to emergency situations is now in place.

## What do people think of us now?

To know what people think of us, we need to understand how our reputation really stands in our communities.

In June 2013 we carried out a residents' satisfaction survey to find out what our residents think of how well we run things. The questionnaire included many 2008 Place Survey questions, plus ones developed in the 2010 Residents Survey, with additional questions in relation to, for example, how our customers get in touch with us.

There was a specific section within the survey that focused on how well we keep our residents informed. The feedback from this section of the survey allows us to gauge how well we are communicating with our residents, and what areas need improving.

The survey revealed:

- That nearly 80 per cent of residents feel that we keep them very or fairly well informed about our services and benefits we provide, but 16 per cent still feel not very well informed.

- Encouragingly, the main way residents find out about the council is through our own publication Tewkesbury Borough News (54 per cent) followed by the council website (34 per cent) and via local media (33 per cent).
- 80 per cent of residents read Tewkesbury Borough News either in full or in part, and only six per cent of residents receive it but do not read it.

## What do we want to achieve?

While the feedback from our residents' satisfaction survey is encouraging, it can only be regarded as an indication and the Communication and Graphics team wants to continue pushing communications forward through traditional and digital channels.

To help us achieve this, we have established the following six communications objectives:

- Maintain and improve our local reputation.
- Ensure that all elements of our communications (traditional, digital and graphic design) are integrated, consistent and co-ordinated across all channels to give maximum support to our Council Plan.
- Promote the image of the council as an effective, efficient and listening organisation that is focused on the public and their needs.
- Build and maintain a professional corporate identity for consistent and co-ordinated use throughout the organisation.
- Ensure all staff understand the priorities of the council, and feel valued and able to contribute to major council changes, such as through the Transform Tewkesbury Borough programme.
- Ensure that our communications activities reflect the full diversity of the community and help ensure equality of access to all our services.



## How will we achieve this?

### Embracing digital change

Supporting and promoting digital channels is now a communications priority to reflect the continuing and rapid growth in web and social networking.

Through digital channels, such as our website and apps, we can communicate quickly, target our more hard-to-reach groups (for example, young people) and it tends to be inexpensive.

A channel shift plan will form part of the new customer services strategy, which is currently being developed.

It is also important to recognise that while it is important that we embrace digital channels, our traditional methods of communication are still important. We must not exclude groups or individuals who do not have access to social media or the internet.

### Social media

According to BDO International's Social Media Survey (2012), social media now accounts for nearly a quarter of total time spent on the internet, which far surpasses email. Social media is also shifting significantly to mobile - nearly 40 per cent of social media users access content from their mobile phones. Many disadvantaged groups with no broadband provision have smart phones.

It is now important to any organisation to ensure they have a strong grasp of social media and engage in the conversations that are going on about them online.

We currently have four Twitter accounts, two facebook accounts and an Instagram account:

### Twitter:

Corporate  
Tourism and Out of the Hat  
Economic Development

### Facebook:

Corporate  
Sports Development

The Communications and Graphics team, alongside the council's digital take-up officer, will continue to research the most appropriate and effective use of online communication tools and social media for the council, which will include Instagram (photography) and YouTube (video) among others.

### Supporting Transform Tewkesbury Borough

A key role for the new Communications and Graphics team will be to support and lead on communicating the council's Business Transformation Strategy. Having already developed flexible branding to support the council's change programme, the team will be instrumental in communicating the work programme to staff, members and the public. A separate communications plan has been developed for the Transform Tewkesbury Borough programme, and many actions within this Communication Strategy's action plan will directly relate to the Transform Tewkesbury Borough programme.



"We now have **excellent working relationships** with the local press, our aim is to continue this through regular meetings"



## Twitter case study

Through social media, we have already realised that we are able to engage in two-way conversations with our residents about the issues that concern them. The conversations have helped to reduce contact with customer services as well as increase satisfaction. For example, on Twitter:

@TewkesburyBCgov: Tewkesbury Borough Council is freezing council tax for 2014/15 - that's a freeze for the fourth year running.

@Resident: well done keep it up but could we have a road sweeper around once or twice a year please.

@TewkesburyBCgov: Hi @laurencerowles, we have street sweeping vehicles to help clean our borough. Where do you live? We can pass on to our depot

@Resident: we live at xxxx , we had one cleaner here last year but only came half way down the road.

@Resident: wow , what a really clean road we have tonight , thanks for the prompt response.

We already have a Social Media Policy and Guidelines to ensure we use social media appropriately and consistently. In addition to this, a new Snapshot of Social Media and Responding to Social Media have been developed as a quick reference guide for anyone using social media in a professional capacity on behalf of the council.

### Media and PR

We now have excellent working relationships with the local press, and it is our aim to continue this through regular meetings and briefings. The local media now rely on us to issue regular press releases, and respond quickly, accurately and honestly to enquiries.

In line with our Media Protocol, we will not respond with a 'no comment' and we will always respond to media enquiries within the same day.

Our media coverage is positive for a local authority, with approximately only four per cent of coverage being negative. The Communications and Graphics team will continue this trend.

Currently, the council's communications team leader is the main communications contact for all press relating to the Joint Core Strategy (JCS). This enables the JCS to have a consistent and reliable approach to media relations, and ensures its reputation is protected where possible. It is anticipated this set-up will continue for the timeframe of this strategy.

### Press statements, media releases and features

The Communications and Graphics team runs a busy press office function, producing responses to daily media enquiries and issuing proactive releases to publicise council services, news, decisions and performance.

### **Creative and design service**

We have an experienced, in-house creative team working across all forms of design for digital as well as print media.

The team offers a professional service – managing the whole process from concept to production.

Key to the work of the team is to protect and manage the use of our corporate identity, ensuring the quality of council artwork adheres to the highest standards and the purpose of publications is relevant.

The team will also take a lead in developing innovative design solutions to present council information through digital and social media platforms. This will help us to ensure that our digital presence remains current at all times.

### **Tewkesbury Borough News**

Our residents’ newspaper, which is delivered three times a year, provides timely information and features about the council and its services, as well as details of events in the borough. Our residents’ satisfaction survey revealed that it is the main way in which residents find out about council-related news.

Following a review of its design and delivery, the three editions of the paper costs approximately £18,000 per year to produce and deliver, which works out at less than 50p per household per year.

### **Internal communications**

Where staff understand what is required of them and morale is high, they become ambassadors for the organisation.

Even without a specific programme of change, organisations - particularly councils - are changing constantly and good internal communication is the best way of retaining the support of staff and the key to long-term improvement.

We have a multi-channel approach to our internal communications including:

- Staff Briefings
- Rachel’s Blog
- Intranet
- News4U (internal web-based newsletter)
- E-newsletters on specific topics, such as Refresh
- Brilliant cards – used to thank individual members of staff for going above and beyond their normal call of duty.
- Mythbuster: A service on our intranet, which allows staff to ask anonymous council-related questions.

Our 2012 internal communications survey revealed that 90 per cent of respondents find out corporate news and information from our internal newsletter News4U. We will, therefore, continue to use the newsletter as a key channel for communicating news to staff.

The importance of communicating effectively is recognised in the new Behaviours Framework, which was adopted in February 2014. The framework outlines six behaviours for every member of staff, regardless of their role and grade in the organisation and one of the six behaviours is to communicate effectively.

A detailed action plan for improving internal communications is attached at appendix A.

## Who is responsible for communicating?

Communications is the responsibility of everyone who works at Tewkesbury Borough Council, not just the Communications and Graphics team. If we all continue to take it seriously and work together, we can carry on improving and developing our reputation.

### Management teams

Communication is a priority activity for the council's leadership team. The team will identify external and internal communication issues and opportunities as an integral part of service plans. The team will communicate key corporate decisions to managers and other staff accurately, clearly and timely so they can be shared with all employees as appropriate.

### Communications and Graphics team

Day-to-day management of the corporate communication function is a key responsibility of the Communications and Graphics team. The task of the team is to enhance the reputation of the council by designing and delivering two-way communications that change behaviour or perceptions for the public good.

Media relations are used to protect reputation, internal communications is used to increase understanding of the goals of the management team, and graphic design is used to ensure our campaigns are accessible by all.

### Managers

Group managers and operational managers all have responsibility for creating awareness of and implementing the communications strategy among

their teams. They also have responsibility for establishing two-way channels of communication with all members of their teams. This will ensure employees are aware of key council and service decisions and, importantly, provide opportunities for feedback from employees to the senior management team.

### All employees

All of our employees have some responsibility for communicating with the public. It is important that our key principles for communication are followed so that accurate, honest, appropriate and timely information flows openly from the organisation at all levels. It is also vital that our employees are kept well informed about our key themes, targets and performance.

### Members

Our councillors are a vital channel of communication, and as community leaders they represent and champion Tewkesbury Borough. Councillors should see themselves as guardians of the council's image and reputation, especially as they often have to provide the official response to media enquiries. It is therefore important they have up-to-date information on council projects to allow them to carry out their role effectively. In line with that, it is imperative that officers bear in mind the needs of councillors when communicating information on the council projects they are working on.

### Strategy review

This Communications Strategy and action plan will be reviewed regularly by the team, and progress on the action plan will be reported to Overview and Scrutiny on an annual basis.

This detailed plan pulls out the communication actions that reflect Council Plan actions, and sits alongside the day-to-day work of the Communications and Graphics team, which includes:

- Delivering communications support to the individual Council Plan actions across all services.
- Responding to media enquiries.
- Responding to communication and design requests from all services across the council.
- The production and delivery of proactive communications such as press releases, Tewkesbury Borough News, Staff Briefings, and e-newsletters.
- Social media monitoring and updates.

Internal communications					
Action	Council Plan priority	Audience	What difference will it make?	Responsible Officer(s)	Target year
97 Lead on communications and design to deliver the Transform Tewkesbury Borough work programme.	Value our employees	Staff, Members	Transparent and effective communication will enhance understanding and help to alleviate concerns	Communications team leader, Senior graphics officer	Years 1,2,3
Deliver annual internal communications staff survey every other year.	Value our employees	Staff	A better understanding of staff views of internal communication will help us to improve it.	Communications and policy officer	Year 1
Review News4U	Value our employees	n/a	The internal communications staff survey revealed News4U is read by 90 per cent of staff, so it is important it is reviewed to see where improvements can be made.	Communications team leader	Year 1

Internal communications					
Action	Council Plan priority	Audience	What difference will it make?	Responsible Officer(s)	Target year
Arrange media training for Executive Committee, group and operational managers, and other key staff.	Value our employees	Members, Staff	It will give confidence to those in media-facing roles, and will help to protect the council's reputation.	Communications team leader	Media training provided early 2014. Likely next training in 2015.
Review the current intranet and make recommendations about its replacement, based on what staff want.	Value our employees	Staff, Members	The current intranet is not used effectively and costs the council money. A replacement could be securely web-hosted and free, as well as being easy to navigate and update.	Communications team leader	Year 1
Redesign the council's key internal posters to bring them in line with the council's Written Style and Branding Guide.	Value our employees	Staff, Members	Ensure messages are eye-catching and presented in a consistent and professional way.	Senior graphics officer	Year 2
Review internal communications, including introducing a universal powerpoint template and redesigning key internal posters.	Value our employees	Staff		Communications team leader/ Senior graphics officer	Year 1
Carry out a review with members about internal and corporate communications	Value our employees	Members	Improvements to member communications	Communications team leader	Year 2

External communications					
Action	Council Plan priority	Audience	What difference will it make?	Responsible Officer(s)	Target year
Support the Transform Tewkesbury Borough work programme and deliver its communications and engagement plan	Use resources effectively and efficiently	Staff, Members, Tenants, Media, Residents	Clear, consistent and accurate communication is needed throughout this major council project to ensure all audiences feel engaged and understand what is happening and why.	Communications team leader, Senior graphics officer	Years 1,2, 3
Undertake a baseline assessment of communications and graphics to explore opportunities for shared working.	Use resources effectively and efficiently	N/a	Help us to provide an efficient and effective service.	Group manager policy and performance, Communications team leader	Year 1
Review with a view to reduce corporate spend with external design agencies	Use resources effectively and efficiently	N/a	With two in-house designers, it makes sense to look at where we can stop spending on using external designers. Where it is possible, it will help to reduce the money spent.	Senior graphics officer	Year 1
Explore the possibility of providing an external graphic design service, for example to town and parish councils or local organisations.	Use resources effectively and efficiently	Town and parish councils, Businesses	Other councils have proven this works well. It would help to provide an income stream for the council.	Senior graphics officer, Communications team leader	Year 2
Promote council achievements in the local government arena, such as the Municipal Journal.	Provide customer focused community support	Media, Local government representatives, Councils	Help to improve our reputation within the local government arena.	Communications team leader	Years 1,2, 3

External communications					
Action	Council Plan priority	Audience	What difference will it make?	Responsible Officer(s)	Target year
Investigate the use of info-graphics to help visually communicate complicated messages (such as the budget).	Use resources effectively and efficiently	Residents, Stakeholders, Media, Businesses, Councillors, Staff	Info-graphics are being used by organisations to communicate messages using graphics. This will work well for areas such as the budget and enviro-crimes.	Communications team leader, Senior graphics officer	Year 2
Support the Strategic Locality Partnership to communicate their objectives, messages and events.	Provide customer focused community support	Staff, Members, Stakeholders, Media, Businesses	It will help to promote our public services centre and our joined-up aims.	Communications team leader, Senior graphics officer	Years 1,2, 3
Support the production of a residents' survey every two years from 2013.	Provide customer focused community support	Residents	Regular residents surveys help the council to gauge an indication of satisfaction levels – including how well informed residents feel.	Communications team leader	Year 2
Review Parish Matters.	Provide customer focused community support	Town and parish councils	Ensure we are communicating effectively with our town and parish councils.	Communications and policy officer	Year 2
Provide communications support for the delivery of the new leisure centre.	Provide customer focused community support	Public, Residents, Media, Staff, Members, Stakeholders	Ensure consistent and accurate information is provided to all audiences on this major council project.	Communications team leader	Year 1

External communications					
Action	Council Plan priority	Audience	What difference will it make?	Responsible Officer(s)	Target year
Work with the Community Development team to improve communications with the borough's hard-to-reach groups. For example, look to introduce a regular young people's column in Tewkesbury Borough News.	Provide customer focused community support	Hard-to-reach groups	Improve the reputation of the council will groups that are traditionally harder to reach.	Communications team leader, Communications and policy officer	Years 1,2, 3
Provide communications support for a range of development control and planning policy areas, including the team leader's role as main media contact for the Joint Core Strategy.	Develop housing relevant to local needs	Residents, Public, Media, Stakeholders, Staff, Members	Help to ensure consistent and accurate information in simple language is provided for complex issues, such as the Joint Core Strategy and the Tewkesbury Borough Plan.	Communications team leader	Years 1,2, 3
Digital communications					
Support the council's Customer Services Strategy to promote channel shift and digital ways of communicating.	Use resources effectively and efficiently	Residents, Public, Media, Businesses, Staff, Members, Stakeholders	Clear, consistent and accurate communication is needed throughout this major council project to ensure all audiences feel engaged and understand what is happening and why.	Communications team leader, Senior graphics officer	Years 1,2, 3
Continue to lead on corporate social media accounts and research the best channels for the council to use. This will include: <ul style="list-style-type: none"> <li>- Creating a month-by-month content calendar for social media communications.</li> <li>- Introduce a software monitoring tool to securely manage the council's social media activity</li> </ul>	Use resources effectively and efficiently	Public, Residents, Media, Stakeholders, Members, Staff	Help to increase followers on social media, protect the council's reputation, and keep the council up-to-date with new social media communication channels.	Communications team leader, Digital take-up officer	Years 1,2, 3



Digital communications					
Action	Council Plan priority	Audience	What difference will it make?	Responsible Officer(s)	Target year
Create a database of town and parish council contacts for noticeboards and newsletters.	Provide customer-focused community support	Town and parish councils	Help us to deliver our council messages through local communication channels.	Communications and policy officer	Year 2

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Year one actions	
Action	Progress
<p><b>Lead on communications and design to deliver the Transform Tewkesbury Borough work programme.</b></p>	<p>This is an ongoing action, which is proving to be successful.</p> <p>The Peer Review team concluded that staff fully understand the Transform Tewkesbury Borough work programme, and what it means for the council, and the communications and graphics team has been integral to this.</p> <p>Examples of communications support work include:</p> <ul style="list-style-type: none"> <li>• Designing the Transform Tewkesbury Borough branding</li> <li>• Producing regular Transform Tewkesbury Borough e-newsletters to all staff.</li> <li>• Providing communications support on the individual elements of the programme such as the new leisure centre and the transfer of Ubico.</li> <li>• Securing positive publicity for Transform Tewkesbury Borough projects.</li> <li>• Supporting staff events.</li> </ul>
<p><b>Deliver annual internal communications staff survey every other year: November 2014.</b></p>	<p>A staff survey was completed in November 2014. The results indicate that overall staff are very satisfied with the way the council communicates with them. Nearly 90 per cent of staff read the council's monthly internal newsletter News4U and were complimentary about how it is delivered.</p> <p>Like in 2012, the results showed that some staff still don't have the opportunity to have team meetings with their teams and managers. This has been raised with the Corporate Leadership Team to resolve.</p> <p>Another outcome to note is that there were a large number of comments on the intranet. The current intranet is out of date and difficult to navigate. This has been raised with the IT team, and the ICT manager will work with the communications team leader to pull together a plan to replace the current intranet.</p> <p>A full report of the survey's outcomes is attached at Appendix 3.</p>
<p><b>Review News4U.</b></p>	<p>In 2013, we introduced a new format for News4U, which is the council's internal newsletter for staff. The new format is based online using Wordpress, and it is now much easier for the communications team to upload news stories, and it also introduced a function which allows staff to comment on individual stories.</p>

Appendix 2

Year one actions	
Action	Progress
	<p>The review was carried out and 74 per cent of staff prefer the new format. Comments included:</p> <ul style="list-style-type: none"> <li>• It is just easier to read and more like a newsletter so find it better.</li> <li>• Personally I much prefer the new online web format.</li> </ul> <p>One comment was not supportive:</p> <ul style="list-style-type: none"> <li>• At least with the old pdf version you knew how long the document was, it had a better structure and list of contents. The new version you scroll through and it just seems endless.</li> </ul>
<p>Review the current intranet and make recommendations about its replacement, based on what staff want.</p>	<p>The 2014 internal communications survey asked staff what they would like as part of a new intranet, and 45 suggestions were made.</p> <p>In addition, the communications team leader has asked a pool of councils for examples of their intranets to get an idea of how others use theirs.</p> <p>The staff suggestions and other examples are currently being reviewed by the E-comms group and the intention is to pull together a proposal for a new intranet for the Corporate Leadership Team.</p> <p>Ongoing</p>
<p>Review internal communications, including introducing a universal powerpoint template and redesigning key internal posters.</p>	<p>Following an informal review of our key internal posters and how staff use Powerpoint for presentations, our graphics team has:</p> <ul style="list-style-type: none"> <li>• Redesigned all posters so they are designed in line with the council's branding guidelines and are more effective at conveying messages. Staff also now know to inform the communications team when they need a poster designed.</li> <li>• Introduced a new corporate Powerpoint template, which is now used by staff across the council. This helps to promote the council brand and ensure consistency.</li> </ul> <p>Complete</p>

Year one actions		Progress	Complete
Action			
Undertake a baseline assessment of communications and graphics to explore opportunities for shared working.	A baseline assessment was completed and submitted to the Corporate Leadership Team. The opportunities for shared working have not yet been explored as the team is currently under review as part of the Chief Executive Unit's restructure.	Partly Complete	
Review with a view to reduce corporate spend with external design agencies.	The senior graphics officer contacted managers to ask that all design work comes to the graphics team in the first instance rather than to external designers. Examples of work now carried out by the designers, which previously would have been completed by external agencies include: - Recycling leaflets - Parking signage - Benefits leaflets - One Legal branding Where possible, the corporate spend on external design agencies has therefore been reduced.	Complete and ongoing	
Promote council achievements in the local government arena, such as the Municipal Journal.	The Municipal Journal and other government publicity outlets now receive all council press releases. There now needs to be a focus on following this up and encouraging them to run our stories. The council is also featured in the Local Government Association's CommsNet 'best practice' web-page. Examples include: -Flooding response -Social media In addition, the communications team is, where possible, providing support for award submissions. We recently received a Certificate of Excellence from the Improvement and Efficiency Awards 2015 for our Public Services Centre.	Ongoing	

Appendix 2

Year one actions		Complete
Action	Progress	Complete
Support the Strategic Locality Partnership to communicate their objectives, messages and events.	<p>The communications team has provided a range of support to the Strategic Locality Partnership, including:</p> <ul style="list-style-type: none"> <li>• Creating a Public Services Centre distribution email list so all relevant communications can be emailed to all partners.</li> <li>• Helping to coordinate and design branding for Nibblets sessions.</li> </ul> <p>This support will continue.</p>	Ongoing
Provide communications support for the delivery of the new leisure centre.	<p>The communications team has produced a communications plan and a community engagement plan for the delivery of the new leisure centre.</p> <p>So far, there has been a range of positive coverage in the local media and trade media about the centre. There is also a lot of hype about the new centre on the council's social media accounts.</p> <p>In addition, the team produces a weekly e-newsletter update for Public Services Centre staff and councillors, and our designers put together the Willmott Dixon newsletter for residents.</p>	Ongoing
Work with the Community Development team to improve communications with the borough's hard-to-reach groups. For example, look to introduce a regular young people's column in Tewkesbury Borough News.	<p>This is an action which requires a bit more focus from the communications team.</p> <p>A young people's column has been introduced in Tewkesbury Borough News, and informal feedback has so far been positive.</p> <p>However, this is all that has been achieved for hard-to-reach groups and this action will continue over to Year 2.</p>	Partly complete and ongoing
Provide communications support for a range of development control and planning policy areas, including the team leader's role as main media contact for the Joint Core Strategy.	<p>The communications team leader continues in her role as the main media contact for the Joint Core Strategy.</p> <p>This has included responding putting stories in News4U, Parish Matters, and Tewkesbury Borough News, as well as responding to media enquiries and producing press releases.</p> <p>In addition, the team leader has provided support in helping to ensure the executive summary of the JCS is in plain English.</p>	Ongoing

Appendix 2

Year one actions	
Action	Progress
Support the council's Customer Services Strategy to promote channel shift and digital ways of communicating.	This action has not yet been achieved as we don't have a Customer Services Strategy in place yet. However, in the meantime the communications team has helped to promote those services which are available online, such as garden waste, bulky waste and council tax.
Create a database of town and parish council contacts for noticeboards and newsletters.	This database has been created and all press releases are sent to the contacts.

# Internal Communications survey results



“ communicating is at the heart of everything we do.. ”



## **Q1: Which are the three main ways in which you currently receive information about Tewkesbury Borough Council?**

Top three results:

- 90.32%- 'Internal newsletters such as News4U and Refresh'.
- 74.19% -'Staff briefings'.
- 46.77% - 'Section meetings with line manager'.

Three members of staff selected 'Other' stating they also received news:

- Supporting staff briefings, management team and CLT.
- Supporting staff briefings, management team and CLT.
- As a result of my role.

62/62 members of staff responded to this question.

## **Q2: Which are the three main ways in which you would prefer to receive information about Tewkesbury Borough Council?**

Top three results:

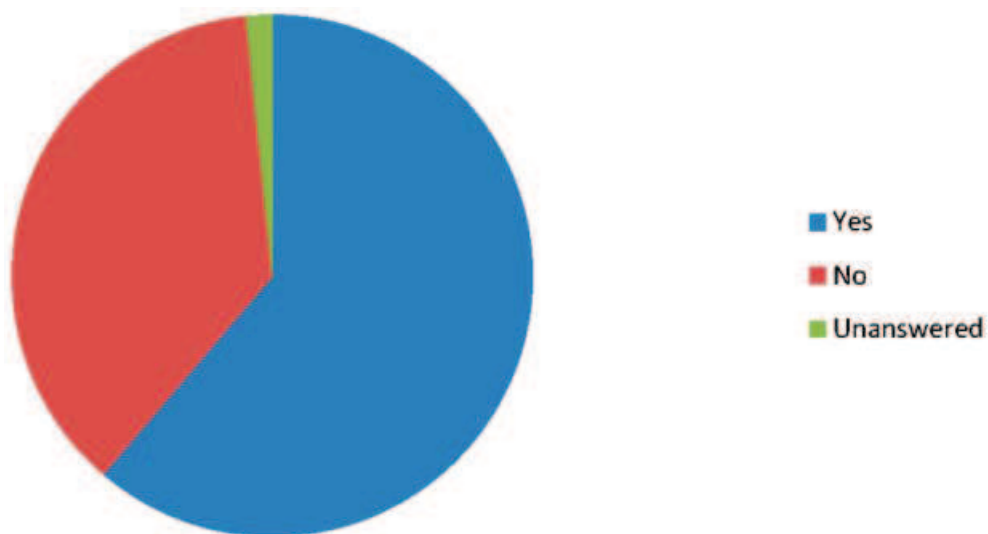
- 77.42% - 'Internal newsletters such as News4U and Refresh'.
- 72.58% - 'Staff Briefings'.
- 67.74% - 'Section meetings with line manager'.

Four members of staff selected 'Other':

- Three suggested 'emails', 'email alerts' or 'regular short informative emails informing of important news'.
- One member of staff stated 'All of the above provided they cover what's happening not just things that can be promoted as good news'.

62/62 members of staff responded to this question.

### Q3: Do you think enough information is communicated to you?



- 61.29% Yes- enough information is communicated.
- 37.10% No- not enough information is communicated.
- 1.613% left the question unanswered.

61/62 members of staff responded to this question.

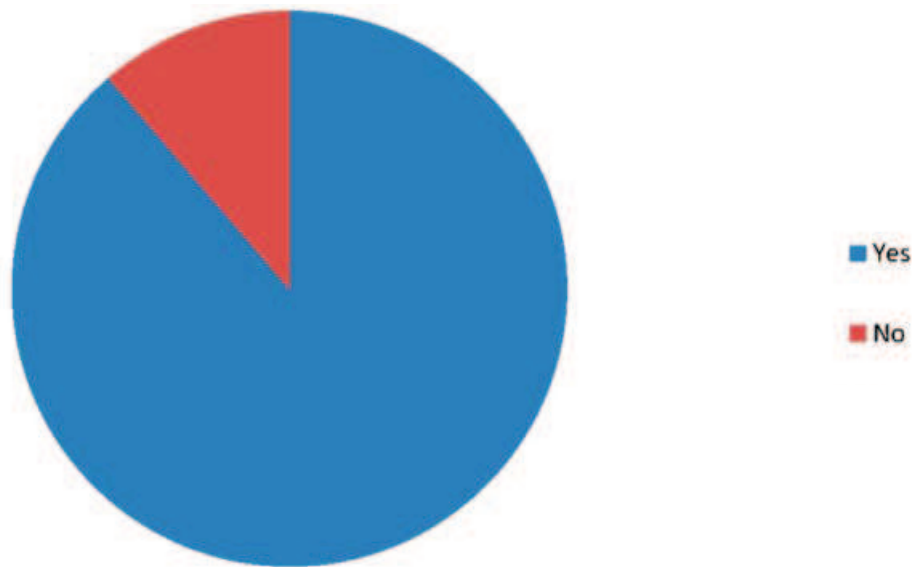
### Q4: If not, what can be done to improve this?

Top responses:

- 6 responders asked for improvements to be made to the intranet, with more regular updates.
- 4 responders asked for more timely and accurate information to be provided.
- 4 responders asked for a more cohesive information system, with fewer information sources.
- 4 responders asked for better and more frequent communication from managers esp. concerning important issues.

21/62 members of staff responded to this question.

## Q5: Do you read News4U?



The survey shows:

- 88.71% Yes – they do read News4U.
- 11.29% No- they do not read News4U.

62/62 members of staff responded to this question.

## Q6: What do you like about News4U?

Top responses:

- 22 responders said they liked how informative it is.
- 12 responders said they liked the staff interviews.
- 11 responders said they liked that News4U gives information in a clear, concise and accessible way.
- 10 responders said they liked the interesting, informal, fun nature of News4U.
- 8 responders said they like the variety and convenience of News4U.

Other comments included:

- Mix of work and non-work related information.
- The nice colours.
- Useful to have the archive section.

45/62 members of staff responded to this question.

## Q7: What don't you like about News4U?

Top responses:

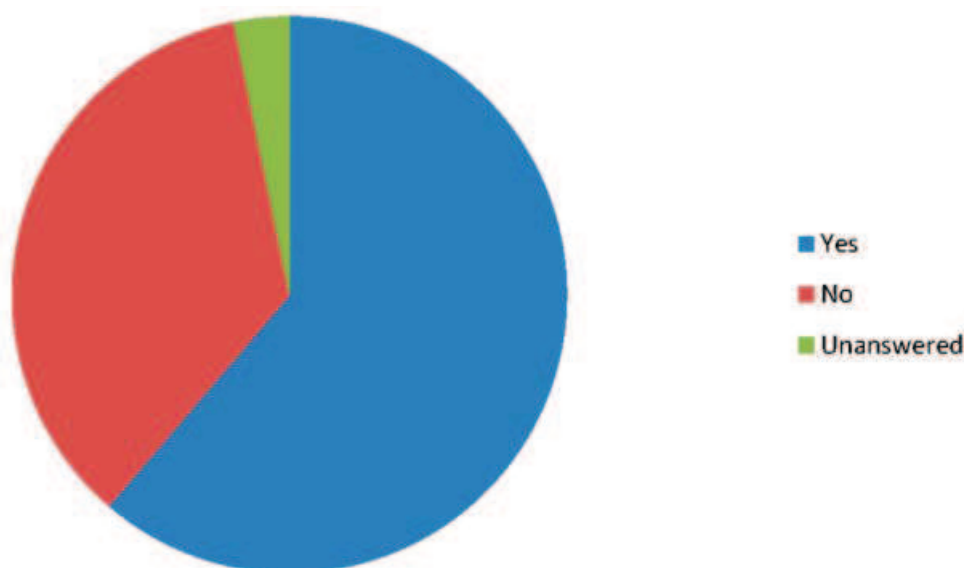
- 7 responders said that there was nothing that they didn't like about News4U.
- 5 responders said that they did not like the new layout- saying specifically that it could be punchier/ more up to date.
- 3 responders said that it was too corporate- needs more humour/ humorous light-hearted articles.

Other notable comments included:

- It is unfair to say that I do not like News4U, but it is purely a "business" document. Staff do not "own" the content of the paper. My view is that it would assist with morale and staff integration if there were a "social" publication where work needn't actually be mentioned at all.
- There is a lot of room for improvement. I would like a little humour it's currently very straight laced and that puts people off. The old borough matters did have a few funny stories and light hearted articles and this helped the general morale, although many senior managers think morale is ok but that depends who they listen to. Let's put a smile back on the face of Tewkesbury Borough Council.

27/62 members of staff responded to this question.

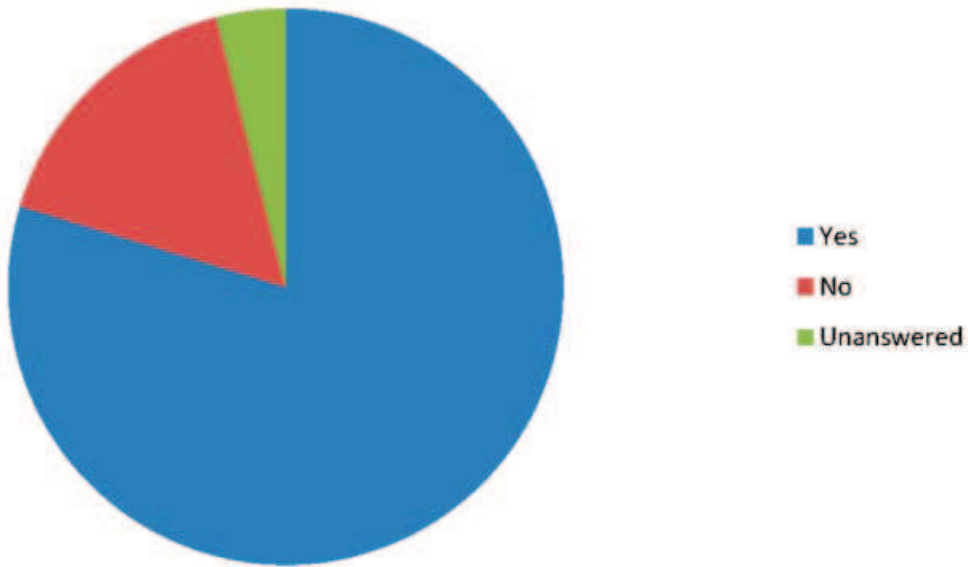
## Q8: Do you have regular section meetings with your line manager?



- 61.29% Yes – they do have regular meetings with their line manager.
- 35.48% No- they don't have regular meetings with their line manager.
- 3.226% left the question unanswered.

60/62 members of staff responded to this question.

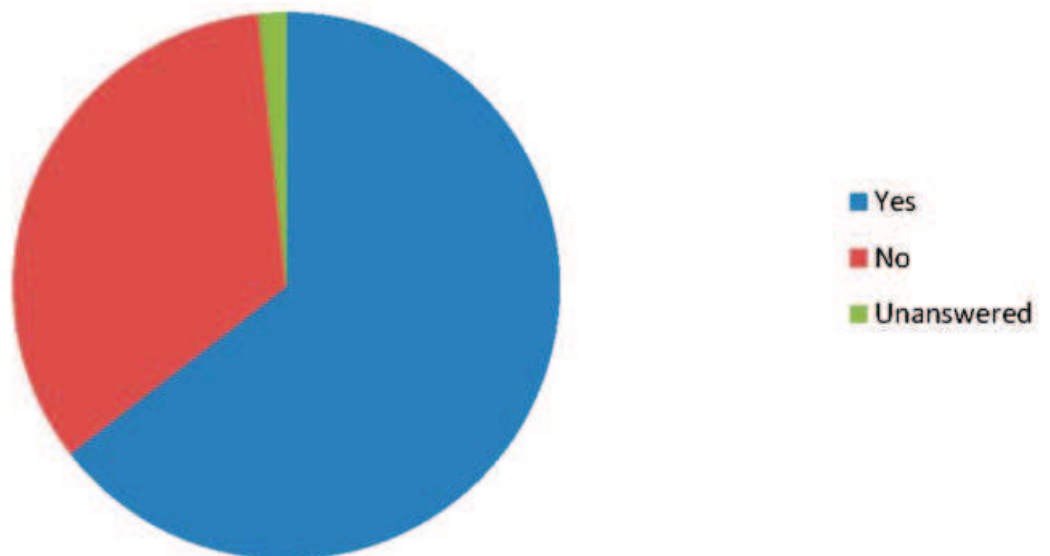
### Q9: Do you read Refresh?



- 79.03% Yes – they do read the council’s weekly Business Transformation newsletter.
- 16.13% No – they do not read the council’s weekly Business Transformation newsletter.
- 4.839% left the question unanswered.

59/62 members of staff responded to this question.

### Q10: Would you like a new weekly newsletter for the new leisure centre?



The survey shows:

- 64.52% Yes.
- 33.87% No.
- 1.613% unanswered.

61/62 members of staff responded to this question.

## **Q11: The current intranet is being reviewed. What would you like to see in a new version of the intranet?**

Top responses:

- 19 responses asked for something easier to use - specifically something more accessible/ easier to find information / easier to navigate/ with a better search facility.
- 10 responses asked for a modern design/more visually attractive.
- 9 responses asked for more up to date information, and out of date information to be removed or archived more promptly.
- 5 responses asked for a place to find staff contact information, including a database of photos to put names to faces, as well as contacts for councillors and local bodies.
- 3 response asked for a space for internal small ads for employees to sell goods i.e. a sale board/ Freecycle.
- 3 responses asked for integrated HR functions/ easier to find HR polices.

45/62 members of staffed responded to this question.

## **Q12: What is one thing that could be done to improve internal communications?'**

Top responses:

- 8 responses asked for consistent team meetings/ Team meetings with CLT members and group managers.
- 6 responses asked for improved managerial to staff communication- managers are not relaying enough information or the information that managers relay (specifically corporate information) is not cohesive.
- 6 responses said that communications was already good/ should carry on the 'excellent work' or expressed no opinion on how to communications could change.
- 3 responses suggests an electronic staff notice board where staff can post more informal, social information- with features like a for sale board, a place to leave restaurant suggestions.
- 4 responses say internal communications do not need to be weekly, often not enough time to read them.

37/62 members of staff responded to this question.

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## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	16 June 2015
<b>Subject:</b>	Review of Economic Development and Tourism Strategy
<b>Report of:</b>	Julie Wood, Development Services Group Manager
<b>Corporate Lead:</b>	Rachel North, Deputy Chief Executive
<b>Lead Member:</b>	Lead Member for Economic Development and Promotion
<b>Number of Appendices:</b>	One

**Executive Summary:**

The current Economic Development and Tourism Strategy 'Regenerating and Growing the Economy' 2012 – 2015, has been successfully delivered and a new strategy needs to be developed.

The Committee is asked to nominate five Members to form a Working Group to work with Officers and the Lead Members for Economic Development and Promotion, and Finance and Asset Management, to develop a new Economic Development and Tourism Strategy for Tewkesbury Borough.

This strategy development will include a review of the various powers, incentives and other measures available to the Council to help support and promote a strong and diverse local economy.

**Recommendation:**

- 1. To establish an Overview and Scrutiny Working Group to develop a new Economic Development and Tourism Strategy for Tewkesbury Borough.**
- 2. To APPROVE the proposed Terms of Reference for the Working Group as set out at Appendix 1.**

**Reasons for Recommendation:**

The Economic Development and Tourism Strategy is an essential component of the Council's delivery, supporting local business growth and economic vitality across the Borough. It will set the context within which the Borough Council will deliver its Economic Development and Tourism Service.



**Resource Implications:**

The work will be supported by Officers as part of their normal roles.

Consultants are to be commissioned to support the technical work required to analyse the local economic drivers and to support 'good practice' in developing the Council's strategic approach. This commission is being funded through the Homes and Communities Agency central government funding as part of the Large Strategic Infrastructure Fund.

Any resource implications arising from the recommendations of the Working Group may be subject to a further report.

**Legal Implications:**

The Working Group would be subject to the Council Procedure Rules contained in Part 4 of the Constitution, Section 1 Part III.

There is no legal requirement for the Council to have an Economic Development and Tourism Strategy but supports delivery of the Council's overall responsibilities and Council Plan priority to promote a strong local economy.

**Risk Management Implications:**

There are no risk management implications associated with the report.

**Performance Management Follow-up:**

The new strategy will include an action plan with clear local indicators by which success will be measured and monitored.

**Environmental Implications:**

None directly associated with this report.

**1.0 INTRODUCTION/BACKGROUND**

- 1.1 Tewkesbury Borough Council is proud of its proactive approach to supporting local business growth which has been a central priority within the Council Plan since 2011.
- 1.2 The current Economic Development and Tourism Strategy 'Regenerating and Growing the Economy', has now come to the end of its life and, in order to reflect the changing nature of the local economy and the impact on businesses, the Council needs to develop a new strategy. This needs to be evidence-based and built on a robust understanding of the local economy, the different sectors, relevant policies and key economic drivers of growth. It also needs to consider the various powers, incentives and resources available to the council to support a vibrant local economy.
- 1.3 Since the strategy was written, a clear focus on economic growth has emerged through the Government's National Growth Policy and Gloucestershire's Strategic Economic Plan (SEP). The Borough has also been identified as a key area for growth in the county, in terms of both housing, employment and associated facilities and it is important that the new strategy reflects and supports this within its priorities.

- 1.4** Significant government funding has been secured through the Gloucestershire Growth Deal, providing key opportunities for the Borough, including: the M5 Growth Zone, a Growth Hub and support of key growth sectors. The EU Structural and Investment Funds Strategy (EUSIF) will also deliver further funding opportunities. The new strategy must reflect and position the Borough for these opportunities, as well as any changes to the delivery of Cotswolds Tourism.
- 1.5** The Council has a relatively small and dedicated Economic Development and Tourism resource but has maximised this capacity by working creatively and in partnership to 'punch above its weight'. A new strategy must consider future partnership development and include input from these organisations, including: GFirst Local Enterprise Partnership and the County's Economic Development Unit.

## **2.0 SMALL BUSINESS GRANT SCHEME REVIEW**

- 2.1** The development of a new strategy will include a review of the Council's Small Business Grant Scheme. Since its establishment there have been many changes to the economy, both locally and nationally, therefore it is sensible to consider whether the scheme can be developed to maximise the benefits it can deliver to our business community.
- 2.2** Through the Localism Act 2011, the government has provided additional 'freedoms and flexibilities' to local authorities to allow Councils to employ a range of initiatives to support growth. Some of these centre round the use of targeted business rate relief to provide economic activity. The Council has not developed a policy to utilise this new power and is keen to consider this along with other proactive measures as part of the delivery of the new Economic Development and Tourism Strategy.
- 2.3** The Council works closely with local business networks and organisations to target help and support in order to maximise the impact of its capacity. It is important that there is private sector input into the development of any new scheme, ensuring it is based on the emerging and future needs of the local business community.

## **3.0 PROPOSAL**

- 3.1** In order to develop an effective new Economic Development and Tourism Strategy, reflecting changes at local and national level, it is important that Officers work closely with Members to deliver the most effective measures to promote economic vitality and growth across the Borough. A small Working Group is thus recommended, drawn from the Overview and Scrutiny Committee, with the two key Portfolio holders for Economic Development and Promotion and Finance and Asset Management. This Group will work closely with relevant Officers to review the local economic data and to develop a new strategy which best meets the needs of our local business community. It is also recommended that representatives from the local business community and business networks be invited to participate, to aid the development of a robust strategy based on local need.
- 3.2** This Working Group will act as the commissioner of the Economic Development and Tourism Strategy which is being supported by an external consultant, using funds secured through the Homes and Communities Agency.
- 3.3** The strategy will be reported back to the Overview and Scrutiny Committee, before consideration by the Executive Committee. The proposed Terms of Reference for the Working Group can be found in Appendix 1.

## **4.0 OTHER OPTIONS CONSIDERED**

- 4.1** No other options considered

## **5.0 CONSULTATION**

**5.1** Consultation will take place with the local business community and relevant partner organisations.

## **6.0 RELEVANT COUNCIL POLICIES/STRATEGIES**

**5.1** Council Plan

Tourism and Economic Development Strategy 2012 – 2015, Regenerating and Growing the Economy.

Community and Economic Development Service Plan

## **6.0 RELEVANT GOVERNMENT POLICIES**

**6.1** Section 69 of the Localism Act 2011 - Additional Business Rate Relief Policy  
Government's National Growth Policy

## **7.0 RESOURCE IMPLICATIONS (Human/Property)**

**7.1** None directly associated with this report.

## **8.0 SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)**

**8.1** None directly associated with this report. The Strategy Review will include sustainability implications.

## **9.0 IMPACT UPON (Value For Money/Equalities/E-Government/Human Rights/Health And Safety)**

**9.1** None directly associated with this report.

## **10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS**

**10.1** None

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**Background Papers:** Previous Strategy 'Regenerating and Growing the Economy' is currently on the website.

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**Appendices:** Appendix 1 – Proposed Terms of Reference for the Working Group.

**Economic Development and Tourism Strategy Review - Terms of Reference**

**Introduction**

An Overview and Scrutiny Working Group will be asked to work with Officers to oversee the development of a new Economic Development and Tourism Strategy for the Borough. This will also include a review of the Council's current Small Business Grant Scheme and explore options to develop a wider 'open for business' support initiative.

**Purpose of the review:**

The Working Group will be asked to consider the following:

- a) The key priorities for the Borough to have a strong and prosperous economy.
- b) What the strategy should cover.
- c) The most appropriate period of time for the strategy to cover.
- d) The Council's Small Business Grant Scheme and how it could be developed into a wider support programme, to deliver benefits to the local business community.
- e) What actions the Borough can undertake to help new-start businesses, support existing enterprises, attract new businesses, improve skills and support residents back to work.
- f) How the Borough can develop as a key centre of employment within the M5 Growth Zone.
- g) How priorities can be aligned with wider growth opportunities emerging through the Gloucestershire Strategic Economic Plan, Growth Deal and EU Structure and Investment Funds Strategy.
- h) The partners or partnerships the Borough Council will need to work with to enable and achieve sustainable economic growth.
- i) How policies and employment allocations in the Joint Core Strategy and Borough Plan can support jobs growth, sector development and inward investment.
- j) An assessment of the Borough economy, including relevant policies and economic drivers.
- k) A review of best practice elsewhere.
- l) The form of the strategy consultation process.

**The process:**

- 1. To provide input to and agree a draft strategy for consultation.
- 2. Receive and discuss any consultation feedback and make any amendments where appropriate.
- 3. Identify any resource implications.
- 4. Recommend the draft strategy for approval by Overview and Scrutiny Committee.

## **Who could we consult?**

Local Businesses and networks, including:

- Federation of Small Businesses
- Tewkesbury Chamber of Commerce and Industry
- Bishops Cleeve Chamber of Commerce
- Winchcombe Business Forum
- Cleeve Hill Business Breakfast Club
- Tewkesbury Business Breakfast Club

Gloucestershire County Council's Economic Development Team

GFirst Local Enterprise Partnership

Growth Hub

Gloucestershire Enterprise Ltd

Private Sector – focus groups, interviews and surveys.

Focus groups could also be facilitated by Gloucestershire Rural Community Council (GRCC) with local business groups to help inform the draft strategy and the development of any business support schemes.

## **Officer support:**

Rachel North, Deputy Chief Executive

Julie Wood, Development Services Group Manager

Katie Power, Economic Development Officer

Andy Sanders, Community and Economic Development Manager

Anna Sanders, Tourism Marketing Officer

Graeme Simpson, Corporate Services Group Manager

Richard Horton, Revenues and Benefits Group Manager

Chris Judge, Business Rates Officer

Holly Jones, Planning Policy Manager

Claire Edwards, Gloucestershire County Council Economic Development and Strategic Planning

## **Timescale:**

Aim to start the process in June 2015 and complete by January 2016, with a new strategy in place.

**Desired outcomes:**

- A new Economic Development and Tourism Strategy which supports business growth and economic vitality across the Borough; setting the context within which the Council will deliver its Economic Development Service.
- Development of a business support scheme, which delivers benefits to the local business community and stimulates economic activity.