

6 June 2016

Committee	Overview and Scrutiny
Date	Tuesday, 14 June 2016
Time of Meeting	4:30 pm
Venue	Committee Room 1

ALL MEMBERS OF THE COMMITTEE ARE REQUESTED TO ATTEND



**for Sara J Freckleton
Borough Solicitor**

Agenda

1. ANNOUNCEMENTS

When the continuous alarm sounds you must evacuate the building by the nearest available fire exit. Members and visitors should proceed to the visitors' car park at the front of the building and await further instructions (staff should proceed to their usual assembly point). Please do not re-enter the building unless instructed to do so.

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.



	Item	Page(s)
3.	DECLARATIONS OF INTEREST	
	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.	
4.	MINUTES	1 - 15
	To approve the Minutes of the meetings held on 12 April and 17 May 2016.	
5.	CONSIDERATION OF THE EXECUTIVE COMMITTEE FORWARD PLAN	16 - 19
	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.	
6.	OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2016/17	20 - 27
	To consider the forthcoming work of the Overview and Scrutiny Committee.	
7.	CITIZENS' ADVICE BUREAU PRESENTATION	
	To receive a presentation on the work carried out by the Citizens' Advice Bureau within the Borough.	
8.	GLOUCESTERSHIRE HEALTH AND CARE OVERVIEW AND SCRUTINY COMMITTEE UPDATE	
	To receive an update from the Council's representative on matters considered at the last meeting.	
9.	PERFORMANCE MANAGEMENT 2015/16 - QUARTER 3 AND FULL YEAR	28 - 76
	To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.	
10.	REVIEW OF COMMUNICATIONS STRATEGY 2014-16	77 - 98
	To consider the annual review on the progress made against the recommendations within the Communications Strategy 2014-16.	
11.	CORPORATE POLICIES AND STRATEGIES	99 - 109
	To consider the list of corporate policies and strategies for potential review by the Overview and Scrutiny Committee during 2016/17.	

	Item	Page(s)
12.	HEALTH AND WELLBEING STRATEGY MONITORING REPORT	110 - 132
	To consider the progress made against the recommendations arising from the review of the Health and Wellbeing Strategy and to agree the framework as the future priorities for health and wellbeing.	
13.	HOUSING, RENEWAL AND HOMELESSNESS STRATEGY REVIEW MONITORING REPORT	133 - 160
	To consider the progress made against recommendations arising from the Housing, Renewal and Homelessness Strategy Review.	

DATE OF NEXT MEETING

TUESDAY, 19 JULY 2016

COUNCILLORS CONSTITUTING COMMITTEE

Councillors: P W Awford (Chair), Mrs G F Blackwell (Vice-Chair), 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

Substitution Arrangements

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

Recording of Meetings

Please be aware that the proceedings of this meeting may be recorded and this may include recording of persons seated in the public gallery or speaking at the meeting. Please notify the Democratic Services Officer if you have any objections to this practice and the Chairman will take reasonable steps to ensure that any request not to be recorded is complied with.

Any recording must take place in such a way as to ensure that the view of Councillors, Officers, the public and press is not obstructed. The use of flash photography and/or additional lighting will not be allowed unless this has been discussed and agreed in advance 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, 12 April 2016 commencing at 4:30 pm

Present:

Chair
Vice Chair

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.88 ANNOUNCEMENTS

88.1 The evacuation procedure, as noted on the Agenda, was taken as read.

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 23 February 2016, copies of which had been circulated, were approved as a correct record and signed by 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. 14-16. 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 A Member questioned why there was nothing included in the plan beyond the meeting on 13 July 2016. In response, Members were informed that each service was required to produce a service plan which had been approved by the Executive Committee the previous week and was likely to generate areas which may need attention. Democratic Services had asked Group Managers to populate the plan so it would be updated by the next meeting. A Member noted that the Financial Inclusion Policy was due to be considered by the Executive Committee at its meeting on 13 July 2016 and he felt that this was something which should be brought to the Overview and Scrutiny Committee in advance of that. The Deputy

Chief Executive agreed that this was possible and the Revenues and Benefits Group Manager confirmed that he would attempt to bring a report to the June meeting of the Committee, however, it may be later depending on the progress that could be made over the next month.

91.3 It was

RESOLVED

1. That the Executive Committee Forward Plan be **NOTED**.
2. That the Financial Inclusion Policy be brought to the Overview and Scrutiny Committee meeting on 14 June 2016, if possible, but, in any event, prior to consideration by the Executive Committee.

OS.92 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2016/17

92.1 Attention was drawn to the report of the Corporate Services Group Manager, circulated at Pages No.17-28, which attached, at Appendix 1, the draft Overview and Scrutiny Committee Work Programme 2016/17. Members were asked to approve the Work Programme.

92.2 The Chair indicated that it was intended to invite Ann Reader from South West Councils to observe the meeting on 14 June 2016 in order to provide some feedback as to how the Committee was performing and highlight any potential areas for improvement. Ann had delivered the Overview and Scrutiny Committee induction training in 2015 and had recently held a session on charring skills. A Member noted that the Committee was due to receive a presentation on the systems review of Planning on 19 July 2016 and she queried whether the Lead Member for Built Environment could be asked to attend. The Democratic Services Group Manager indicated that this would be appropriate and she undertook to ensure that he was invited to the meeting. A Member queried when the Overview and Scrutiny Committee would receive a presentation from Healthwatch Gloucestershire and was informed that this was included in the 'pending items' section along with presentations from Severn Vale and Gloucestershire Fire and Rescue Service. The Corporate Services Group Manager explained that he needed to make contact with the appropriate representatives from those organisations to establish when they could attend and these items would then be built in the Work Programme accordingly.

92.3 A Member suggested that it might be more appropriate for the Overview and Scrutiny Committee to meet the week before the Executive Committee as opposed to a week later under the current arrangements. In response, the Democratic Services Group Manager explained that the main reason for holding the Overview and Scrutiny Committee meetings after the Executive Committee was to facilitate the call-in procedure which gave Members of the Overview and Scrutiny Committee the opportunity to call-in decisions made by the Executive within a certain timescale. She advised that various different arrangements had been trialled in the past but holding Overview and Scrutiny Committee meetings a week after Executive Committee meetings had worked best in her experience. A Member expressed concern that he knew very little about the call-in process. The Democratic Services Group Manager briefly outlined the procedure, which had been touched upon in the Overview and Scrutiny Committee induction training, and indicated that she would be happy to arrange some additional training in relation to that specific element now that Members were more established within the Committee. The Chief Executive provided assurance that the Overview and Scrutiny Committee worked in partnership with the Executive Committee which often requested that reviews be carried out in order to assist with important areas such as car parking, economic development and enviro-crimes. He stressed that

call-in should be the exception rather than the rule; however, it was a tool which was available should Members feel that a particular decision needed to be re-examined. By engaging the Overview and Scrutiny Committee in policy development and working with the Executive Committee and Council it ensured that any issues were kept to a minimum. Members were reminded that the Executive Committee Forward Plan was a standard item on the Overview and Scrutiny Committee Agenda and Members had the opportunity to request that items be considered by the Overview and Scrutiny Committee prior to the Executive Committee.

92.4 The Corporate Services Group Manager indicated that one of the particular strengths of the Overview and Scrutiny Committee was its task and finish working groups which had added real value in the past. The Economic Development and Tourism Strategy Review Working Group was continuing to meet and would report back to the Committee later in the year. Some potential areas of review had been identified from the new Council Plan which would be brought forward at the appropriate time.

92.5 Having considered the information provided, it was

RESOLVED That the Overview and Scrutiny Committee Work Programme 2016/17 be **APPROVED**.

OS.93 GLOUCESTERSHIRE HEALTH AND CARE OVERVIEW AND SCRUTINY COMMITTEE

93.1 Members received an update from Councillor Mrs J E Day, the Council's representative on the Gloucestershire Health and Care Overview and Scrutiny Committee, on matters discussed at the last meeting of the Committee held on 8 March 2016.

93.2 Councillor Day advised that the Committee had welcomed the Lead Inspector for the Care Quality Commission inspection of the NHS Together Trust to the meeting. The Trust had received an overall rating of 'good' and two service areas - acute wards for adults of working age and psychiatric intensive care units and mental health crisis services and health based places of safety – had been rated as 'outstanding'; '2G' was the only mental health trust in the country to have achieved outstanding ratings in these areas. The inspection had also identified areas where work was needed to bring the service up to the required standard and in total there were 15 'must do' actions and 58 'should do' actions. The Committee had congratulated the Trust on the outcome of the inspection and agreed that the ratings indicated that there was a strong leadership and a committed and motivated workforce at the Trust.

93.3 The Committee had received a detailed presentation on sexual health services in Gloucestershire. Going forward within the context of reduced funding it would be important to ensure that the services were identifying the groups of people most at risk, and targeting resources to those groups. In terms of adult social care and public health performance, Members had welcomed the fact that performance against targets relating to employment and settled accommodation for people with learning disabilities continued to improve; however, performance against reassessment targets was still struggling. Performance against drug and alcohol targets remained static. The Committee had been concerned that the adult social care budget continued to be overspent; there was currently a £4.1m overspend. It was explained that there was a possibility that funding previously set aside for the Care Act could be used to mitigate the position but this was not certain. Members were aware that the social care levy would be factored into the budget for 2016/17 but there was a doubt from some Members as to whether the budget set for this area was realistic. A significant area of concern going forward was the national

shortage of domiciliary care workers. Locally, two providers of domiciliary care had recently chosen to step away from providing this service.

- 93.4 Demand on the Gloucestershire Clinical Commissioning Group (GCCG) system continued to be high. The report showed that there was much good performance across the system, but concerns around cancer, strokes and accident and emergency remained, although it was acknowledged that the GCCG and the Hospitals Trust were working hard to address this. The important role played by pharmacies in the delivery of healthcare in the county had been a recurrent theme in the feedback from Healthwatch Gloucestershire. It had been agreed to write to the Secretary of State for Health to question why there was a proposal to cut funding in this area, given the role that pharmacies could play in prevention and delivery.
- 93.5 The Committee had expressed its concern with regard to the potential negative impact of the proposal for a West Oxfordshire Unitary Council on the health and social care of the residents of Gloucestershire. Members had heard from both the Council and the GCCG regarding their own concerns which had validated the Committee's view and a statement had been issued to that effect.
- 93.6 A Member indicated that he shared the concern about the national shortage of domiciliary care workers and suggested that the introduction of a proper working wage may help to attract new recruits. He felt Gloucestershire needed a contingency plan to ensure that people continued to be looked after correctly, particularly as Government advisors were now suggesting that in-house care was preferable to care homes. The Chair indicated that he also sat on the Health and Care Overview and Scrutiny Committee and it was fair to say that recruitment into any stream of care was difficult and this situation was not unique to Gloucestershire.
- 93.7 The Chair thanked the Council's representative for her presentation and indicated that the update would be circulated to Members via email following the meeting. It was

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

OS.94 GLOUCESTERSHIRE FAMILIES FIRST UPDATE

- 94.1 Members were informed that Families First was the local name for the national troubled families programme and Gloucestershire had been one of the first localities to meet its targets and broaden out to become Families First Plus. Unfortunately, the Council's Community Development Officer who had been due to present the report had been called away at short notice so Helen Hayes, Manager for Stroud and Forest of Dean, and Fiona Ching from the County Team who specialised in employment advice, had attended the meeting to provide a six month progress update.
- 94.2 The following key points were raised during the presentation:
- Recap – Families First was originally a three year programme, starting in 2012, aimed at turning around the lives of an estimated 120,000 troubled families in the country, 900 in Gloucestershire and 90 in Tewkesbury Borough; original criteria: adult on out of work benefit, children not attending school, family members involved in crime and anti-social behaviour i.e. high cost to the public purse; local discretion would include other issues such as mental health, drugs and alcohol misuse and domestic abuse.

- Aim of the Programme – To get children back into school, reduce youth crime and anti-social behaviour, put adults on a path back to work and bring down the amount public services currently spent on them; over time, to change the way services were delivered – re-designing them for the longer term.
- Progress to Date – By the end of phase 1, over 900 families were engaged by intensive key workers and had commissioned services of existing agencies; 100% of families had achieved outcomes; 825 families had achieved the crime/education result, 75 families had achieved the employment result and 59 families had achieved the progress to work result; as a high performing area, Gloucestershire had been entered into phase 2 of the expanded programme early.
- Expanded Troubled Families Programme – Five year programme from 2015/16 with funding for the first year; additional 3,000 families for Gloucestershire; getting to a much wider group of families with multiple problems; greater flexibility to decide which families to work with but must prioritise highest need; payment by results based on ‘sustained and significant progress’; local authority to produce a ‘Troubled Families Outcomes Plan’ against which to measure progress.
- Criteria for the Expanded Programme – Parents and children involved in crime or anti-social behaviour; children not attending school, children who needed help e.g. young carers; adults out of work or at risk of financial exclusion and young people at risk of worklessness; families affected by domestic violence and abuse; parents and children with a range of health problems including mental health.
- Becoming ‘Business As Usual’ – Developing early help and targeted support; bringing together Targeted Support teams and Families First to create Families First Plus; development of Early Help partnership - Tewkesbury was the pilot.
- Working in Tewkesbury – Locality Partnership Group: health, education, Police, probation, Council Services, housing, mental health, domestic abuse, substance misuse, Department of Work and Pensions, voluntary and community sector representation; Early Help Hub Allocations – Advice, Information, Support and Targeted Support e.g. family support, community support.
- Tewkesbury Families First Plus Team – Team Manager, Emma Trigwell; Assistant Team Manager, Rachel Shore-Nye; Community Social Worker, Isobel Nelson; Early Help Coordinators, Theresa Brown, Karen James; Family Support Workers, Hannah Oakshott, Lucy Holford, Susan Hatch, Kevan Consterdine; Social Work Student, Stephanie Hunt; Administrator Support, Susan Pope.

94.3 Members were provided with some case studies of families who had successfully used the Families First Plus programme.

94.4 A Member raised concern that he had been a Borough Councillor for Tewkesbury Prior’s Park Ward for almost 12 months but had not had any contact with the Families First Plus team. The representatives from Families First Plus apologised for this oversight but provided assurance that partnership working was ongoing. Members were advised that there were a number of ways that they could contact the Families First Plus team; the wider Locality Partnership Group included Council Officers, and was chaired by the Deputy Chief Executive, who would be happy to direct any issues.

94.5 A Member noted that the programme was based on 'payment by results' and she questioned how this would be impacted by the target number of families in Tewkesbury Borough being increased from 90 in phase 1 to 900 in phase 2. Members were advised that, from the employment advice perspective, it was about training lead professionals to talk about employment and giving them the confidence and knowledge to discuss this with families and individuals. The main thrust of the programme was reducing the number of professionals involved with a family which could be quite a challenge; in one case there had been found to be 36 different professionals involved with one particular family. Moving forward it was critical to ensure that this became a normal way of working as opposed to an add-on to existing services. The Deputy Chief Executive indicated that the way in which the Council Offices building was used was very powerful, and one of the reasons why Families First had been so successful; by having several agencies located under one roof there was easy access to other Officers who were able to work together to fully investigate each case. A Member questioned how mental health was monitored and was informed that successful management included medication or joining a specialist programme. In response to a query, assurance was provided that Families First Plus worked closely with Green Square and Gloucestershire First. A Member questioned whether any work was undertaken with travellers, particularly in terms of school attendance, and he was advised that this was a sensitive issue but the main focus was on ensuring that children received some education and the team often worked with the Prince's Trust in that regard.

94.6 The Chair thanked the representatives from Families First Plus for their informative presentation and congratulated them on the success of the programme to date. It was

RESOLVED That the update on the Gloucestershire Families First Plus programme be **NOTED**.

OS.95 REVIEW OF UBICO

95.1 Attention was drawn to the report of the Environmental Contracts Team Leader from the Joint Waste Team, circulated at Pages No. 29-37, which provided an update on key indicators and trends for the waste and recycling service following the transfer of recycling, refuse, street cleansing, grounds maintenance and ancillary services to Ubico on 1 April 2015. Members were asked to consider the information provided.

95.2 The Chair welcomed the Environmental Contracts Team Leader from the Joint Waste Team, Rachel Capon, to the meeting. She advised that the update would cover the period July 2015 to December 2015 and explained that an annual report was currently being prepared by Ubico and would be available after the next partnership meeting at the end of May. Members were advised that the last 12 months had been about ensuring that the services were operating efficiently and effectively following transfer to Ubico. From a customer perspective, the Achieve system had been put in place so the Customer Services team was able to log all service requests, which were then dealt with by Ubico staff, and this was part of the performance monitoring. The Joint Waste Team carried out monthly contract meetings with Ubico on behalf of the Council to monitor performance indicators, service delivery issues, customer service delivery issues etc. It also carried out health and safety monitoring of Ubico crews on a monthly basis to ensure that they followed the correct procedures. Any issues identified were fed back to the Ubico supervisors and actions recorded to ensure a closed-loop process was in place. Health and safety information was reported quarterly to the Council's 'Keep Safe, Stay Healthy' group. In terms of the ground maintenance element, this was monitored by the Tewkesbury Borough Council Licensing Team Leader within the

Environmental Health service. The Environmental Services Partnership Board met on a quarterly basis and there had been three meetings to date.

- 95.3 With regard to performance indicators, health and safety was critical and attention was drawn to the table at Page No. 31, Paragraph 4.1.1 of the report, which set out the statistics for quarters 2 and 3. There had been two reportable accidents under the Reporting of Incidents, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR) in quarter 2, both involving relatively minor and unrelated slips; one loader had tripped over and fractured his wrist, another had sprained his ankle on uneven ground. There had been one reported “near miss” which related to a car which had mounted the pavement. There had been no work-related incidents in quarter 3 but there had been two “near misses” which had involved intimidation by another vehicle. Although very few near misses were reported, it was good practice to do so in order to prevent future accidents. Work was being done with Ubico to put a system in place to encourage crews to report more so it was likely that there would be an increase in near misses over the next quarter. Members were advised that 20 crew inspections were carried out per month and Ubico regularly communicated with crews on health and safety matters with recent topics including cab access and egress; hand hygiene; risk from used needles in bags; and manual handling.
- 95.4 The Ubico contract set a 99% target for household collections completed on schedule and this had been achieved each month. The type of issues that could impact upon this included adverse weather, vehicle breakdowns and shortage of crews due to sickness. In terms of service requests, there had been 801 missed bin collections during quarter 1 compared to 559 and 564 for quarters 2 and 3 respectively. The high number of missed collections in quarter 1 could be attributed to the Achieve system and the way the collections were monitored which had led to some missed collections being reported more than once. Members were reminded that missed collections need to be considered in context of the 36,000 collections that were made each week. There had been a general growth in residual waste per household which tended to happen when there was an improvement in the economic situation of a country. Notwithstanding this, it was anticipated that the figures would be only slightly higher for 2015/16 than for the previous year which was quite positive. It was noted that one particular issue was with diabetic needles being found amongst recyclate and work was being done to prevent this. The table at Page No. 35, Paragraph 4.5 of the Officer report, set out the percentage of household waste re-used, recycled and composted and the figures up to the end of February 2016 showed that a rate of 51% would be achieved, which was in line with the previous year.
- 95.5 In terms of human resources, the average number of days lost per full time equivalent within business support had reduced from 2.63 days in quarter 1 to 0.46 days in quarter 2 which was largely due to targeted intervention and firmer management by Ubico. The budget monitoring report to 31 December 2015 showed that a net underspend of £40,000 was forecast at year end; this was due to planned savings and a reduction in maintenance work to vehicles and plant pending their replacement. It was noted that Ubico had supported 28 community events from April to December 2015 and had carried out stickering of refuse bins for the Joint Waste Team as part of the food waste campaign as well as playing an integral part in the service review project and the vehicle procurement project in readiness for the expiry of the current contract in April 2017. Members were advised that there had generally been a seamless transition of the Council’s waste services to Ubico and, although there were always challenges and things which could go amiss, it was intended to continue to improve. Going forward, Members were asked to consider how often they wished to receive a report on the performance of Ubico and whether this should be combined with the report on the Joint Waste Action Plan progress or kept separate.

- 95.6 A Member raised concern that grounds maintenance and street cleansing were totally missing from the report. The Deputy Chief Executive clarified that this report was specifically about the waste service, although she recognised the need for more information on grounds maintenance and street cleansing. A number of big decisions had been made over the past year and generally it had been a very successful transition. A lot of work had been undertaken with the Customer Services team and the Achieve system had helped staff considerably. Ubico was working hard to ensure that recycling rates were maintained, despite a national reduction, and there had been a 24% increase on the tonnage of food waste collected as a result of the food waste campaign. The Member questioned whether the human resources figures included grounds maintenance staff and was advised that all the human resources and financial figures included all elements of the service. The Environmental Contracts Team Leader accepted that more work needed to be done on grounds maintenance and how this was reported which would tie in with the new complaints procedure.
- 95.7 A Member noted that fly-tipping figures had reduced during quarter 3, however, this had certainly not been the case in his area and he raised concern that he was not being kept informed as to what was being done to address this. He also indicated that there was a “hardcore” of people who did not recycle any waste at all. Members were advised that addressing the “hardcore” was included in the Joint Waste Team Action Plan. These were often people who were hard to reach, or people who felt that they did not need to recycle, and Ubico intended to help the team to deliver projects arising from the action plan. The Environmental Health Manager advised that there had been a few concerns about specific fly-tipping cases and one of the key messages arising from the Overview and Scrutiny Committee’s Enviro-Crimes Review, which had been conducted 18 months earlier, was the need to increase enforcement. There was a very good way of working now that the Achieve system was in place and Environmental Health was able to get involved if evidence came back which supported action being taken.
- 95.8 A Member drew attention to the table at Page No. 33, Paragraph 4.3.1 of the report, which showed the service requests received during quarter 3. He felt that they were all very specific with the exception of ‘grounds maintenance reports’ and indicated that he would like to see a breakdown of the particular issues within grounds maintenance. In terms of the percentage of household waste being recycled, he hoped to see the figures built up over the next 12 months in order to allow proper comparisons and trend analysis. With regard to missed bin collections, a Member questioned how many had been due to parked cars and inaccessible houses. In response, Members were advised that the reported missed collections were genuine missed collections; sometimes collections were missed due to people not having put their bins out and those incidents were not included in the figures. If the crew could not access a property to collect the bin this was reported to Customer Services who would log this but it was not classed as a missed collection. A Member questioned if the targets which had been set for Ubico could be reviewed; he drew particular attention to the 99% target for household collections completed which allowed for 450 missed collections per week which was ten times the amount of collections currently being missed per week. Members were informed that all targets were reviewable and this point was very relevant. With regard to the reports of dog/litter bins overflowing, which had increased from 0 to 16 between quarter 1 and quarter 3, a Member questioned whether there had been a change in policy which meant that they were being emptied less frequently. In response, the Environmental Contracts Team Leader from the Joint Waste Team advised that, when the system had first been set up dog/litter bins could not be requested as a specific area for reporting so it had not been possible to provide statistics for quarter 1. Despite the increase in reports, she did not believe that this was becoming a bigger issue.

- 95.9 A Member queried whether there was a target in place for residual household waste per household and the Environmental Contracts Team Leader confirmed that there was no specific target for this element. The Joint Waste Strategy which the Gloucestershire local authorities were signed up to included a target of 60% by 2020, however, there would need to be a drastic change across the county for that to be achieved.
- 95.10 A Member questioned how the contamination of recyclate with needles could be attributed to Tewkesbury Borough Council waste. She was advised that the recyclate was taken to the Grundon Materials Recovery Facility (MRF) at Bishop's Cleeve which only accepted waste from Tewkesbury Borough Council; whilst it did accept commercial waste, this was separate and did not include glass. Work was currently ongoing to attempt to identify the rounds where this was a particular problem. Members were informed that diabetic needles were packed in plastic containers so there seemed to be a perception among the public that they could be recycled; work was being done with Turning Point on how best to educate people around this issue.
- 95.11 A Member suggested that it might be beneficial to re-establish the Enviro-Crimes Working Group as they appeared to be on the increase. The Deputy Chief Executive provided assurance that this was not the case and work was ongoing to deliver the approved action plan. The Environmental Services Manager undertook to bring a report back to the Committee to update Members on the current situation regarding enviro-crimes, particularly in respect of fly-tipping, and it was agreed that a separate report should be provided in respect of grounds maintenance. In terms of the frequency of the reporting from Ubico, Members felt that the report should not be combined with the Joint Waste report and that it should be considered on an annual basis in line with the annual report which Ubico was required to produce in accordance with its contract with the Council.
- 95.12 Having considered the information provided and views expressed, it was
- RESOLVED**
1. That the 12 month update following the transfer of the Council's waste services to Ubico be **NOTED** and that reports continue to be taken to the Overview and Scrutiny Committee on an annual basis in line with the Ubico annual report required as part of its contract with the Council.
 2. That separate reports be brought to a future meeting of the Overview and Scrutiny Committee in respect of:
 - i) enviro-crimes, with particular focus on fly-tipping; and
 - ii) grounds maintenance.

OS.96 REVENUES AND BENEFITS IMPROVEMENT PROJECT

- 96.1 The report of the Revenues and Benefits Group Manager, circulated at Pages No. 38-42, provided a 12 month update on improvements made as a result of the systems thinking review of the Revenues and Benefits service. Members were asked to consider the report.
- 96.2 Members were advised that the transformation project had commenced in the summer of 2014 when Ice Creates consultants had been appointed to facilitate a review of the Revenues and Benefits service. The main aim was to increase efficiency and cost savings within the service to free up time to focus on outcomes by promoting financial inclusion and poverty reduction. At its meeting on 7 April 2015, the Overview and Scrutiny Committee had received a presentation on the project and had resolved that a further update be provided to the Committee in 12

months time. The Revenues and Benefits Group Manager was pleased to report that performance was being successfully sustained. New claims were now processed in an average of 12.73 days compared to 19.39 days the previous year and processing changes in circumstances took an average of 6.4 days compared to 13.42 days the previous year. Appendix 1 to the report set out Tewkesbury Borough Council's performance compared to other district councils in the county and showed that only Cheltenham Borough Council had better processing times. The improved accuracy and processing times in Benefits had resulted in a better return within the Council's subsidy claim; Tewkesbury Borough Council was currently eligible for £58,000 in additional subsidy which had never been achieved before. The additional capacity and improvement in data matching arrangements had meant that a high number of unreported change in circumstances and claimant overpayments had been identified. The Council received a 40% subsidy for finding the overpayments and was able to recover and keep 100% of the overpayment on top of the subsidy. Whilst the claims caseload was falling, the numbers were not significant with 4,085 housing benefits claims and 4,650 council tax support claims in December 2015 compared with 4,089 and 4,749 in December 2014. The Council was still receiving the same number of claims on a weekly basis although 'failure' phone calls had dramatically fallen enabling staff to concentrate fully on processing. Having two members of the Benefits team permanently located in the booth in reception ensured that expert information was being given to customers from the first point of contact.

- 96.3 With regard to Revenues, council tax collection was at 96.83% compared to 96.11% in 2015 and £1M more had been collected than at the same point last year. Over the last 12 months there had been significant growth of new properties; the Borough had 38,955 domestic properties as at December 2015 which was an increase of 634 on the previous year, and the Revenues team had been able to absorb the increase and shed half a post. Business rates collection was now at 96.21% compared to 95.05% the previous year and the Council was gradually recovering from the major impact of the large reduction in rateable value and refund made to a major business rates account. An objective of the review had been to create additional capacity within the service to carry out important work on financial inclusion and a detailed analysis of housing benefit data and council tax support was being carried out to identify key areas of need within the borough. The data would help to identify the future impacts of welfare reform and to better assist those households under financial pressure. It was intended to create a framework for the delivery of a joined-up range of services which would build upon the work already achieved through the financial inclusion partnership.
- 96.4 A Member queried whether the introduction of the living wage would have an impact on the service and was advised that it would affect housing benefit and change in circumstances. This had been recognised by Officers who had been looking at a range of claims relating to people on low incomes to see how they would be impacted and it was intended to get on top of the situation as soon as possible. In response to a query regarding overpayments, the Revenues and Benefits Group Manager explained that the Council had to make every effort to recover overpayments, unfortunately, many of the claimants were under financial pressure and arrangements had to be made for them to clear the debt over time.
- 96.5 A Member indicated that he was very impressed with the improvements which had been made to the service, however, he raised concern as to how performance would be sustained over time. The Revenues and Benefits Group Manager indicated that he was mindful not to make too many more changes to the structure of the service and reiterated that the current collection rates being achieved were well above the national average. Staff now met three times per week to discuss performance and how this could be improved and they would endeavour to keep new claims processing times to 13/14 days and change in circumstances to seven days. The Member went on to query how digital inclusion had impacted on the

service and he was informed that the Council had received money from the Department of Work and Pensions to help with this and work was being done with various partners on a project to enable access to services via the computers at the Advice and Information Centres in Churchdown and Brockworth. In response to a Member query as to whether there was anything else which could potentially impact on the service going forward, the Revenues and Benefits Group Manager advised that Universal Credit had the potential to have a major impact on the Council. Although the roll-out which had been planned for the current financial year was on hold, it would effectively incorporate housing benefit into Universal Credit and mean that less resources would be required to administer this element of the service.

- 96.6 The Chair thanked the Revenues and Benefits Group Manager for his report and asked that congratulations be passed on to the team on behalf of the Committee. It was

RESOLVED That the 12 month update on improvements made as a result of the systems thinking review of Revenues and Benefits be **NOTED**.

OS.97 SCHEME FOR PUBLIC PARTICIPATION AT PLANNING COMMITTEE REVIEW REPORT

- 97.1 Attention was drawn to the report of the Public Participation at Planning Committee Review Working Group, circulated at Pages No. 43-73. Members were asked to adopt the report shown at Annex A to the report as the Committee's report to Council proposing the continuation of the Scheme for Public Participation at Planning Committee.

- 97.2 The Chair of the Public Participation at Planning Committee Review Working Group advised that the review had been a very good exercise and had involved consultation with a wide range of people who used and administered the scheme. Everyone who had participated in the review had felt that the scheme should remain in place although suggestions had been made as to how it could be improved. The Democratic Services Group Manager went on to explain that Annex A set out the Working Group's draft report for consideration and adoption by the Overview and Scrutiny Committee; once adopted it would be presented to the Council at its meeting on 17 May 2016. The report would be taken to the Planning Committee for consideration prior to that meeting and any comments would be submitted to the Council alongside the report in order to assist Members in making a final decision on this matter. She reiterated that there had been a lot of positive feedback from the people who had engaged with the review process and it had been a valuable experience. As well as speaking to people about their experience of using the scheme, the Working Group had also considered other schemes operating in the country. One of the main issues which had been identified was the length of time speakers were given with some people suggesting that five minutes per speaker would be more appropriate than the three minutes which was allowed under the current scheme; however, the Working Group had been of the view that three minutes was enough. It had also been suggested by some participants that there should be an opportunity for Members to ask questions of the speakers, however, the Working Group had felt that the scheme intended to give speakers an opportunity to emphasise what they considered to be the key points, and ensure that they were at the forefront of Members' minds when making a decision, and allowing questioning would open up a conversation which could detract from this purpose. On that basis, the Working Group had concluded that the opportunity to speak at Planning Committee was valued and supported open, transparent and accountable local government and the scheme should be introduced on a permanent basis, largely unchanged aside from some minor

tweaks to the administration arrangements which were set out at Pages No. 50-51, Paragraph 5 of the report.

97.3 It was subsequently

RESOLVED That the report shown as Annex A be **ADOPTED** as the Overview and Scrutiny Committee's report to Council proposing the continuation of the Scheme for Public Participation at Planning Committee.

OS.98 FLOOD RISK MANAGEMENT GROUP MONITORING REPORT AND TERMS OF REFERENCE

98.1 The report of the Interim Environmental and Housing Services Group Manager, circulated at Pages No. 74-95, provided an update on progress against the Flood Risk Management Group Action Plan. Members were asked to consider the progress made and to recommend to the Executive Committee that the Terms of Reference and Flood Risk Management Group Action Plan be adopted for the next 12 months and that progress be monitored by the Overview and Scrutiny Committee on an annual basis.

98.2 In terms of progress against the Flood Risk Management Group Action Plan, the Environmental Health Manager wished to highlight that work at Tirley was almost complete; work was being carried out on watercourses around Tewkesbury town centre to improve the passage of water; and work was being carried out on the Council's own asset at The Grange, Bishop's Cleeve with the Executive Committee recently resolving to help to fund an option to improve the area whilst also addressing the issue of bank collapse. At its meeting on 15 March 2016, the Flood Risk Management Working Group had considered its Terms of Reference and thought them still to be relevant and necessary but had asked that a recommendation be put to the Overview and Scrutiny Committee that the Committee consider progress against the Flood Risk Management Group Action Plan on an annual basis instead of quarterly as present. The Environmental Health Manager explained that, as the Working Group met on a quarterly basis, each meeting formed the basis of the quarterly report to the Overview and Scrutiny Committee so moving to annual reporting would avoid repetition.

98.3 Several Members agreed that it would be more effective to move to annual reporting and it was

RESOLVED

1. That progress against the Flood Risk Management Group Action Plan be **NOTED**.
2. That it be **RECOMMENDED TO THE EXECUTIVE COMMITTEE**:
 - a) that the Terms of Reference and Flood Risk Management Group Action Plan be **ADOPTED** for the next 12 months; and
 - b) that progress against the Flood Risk Management Group Action Plan be monitored by the Overview and Scrutiny Committee on an annual basis.

OS.99 REVIEW OF COMPLAINTS

99.1 The report of the Corporate Services Group Manager, circulated at Pages No. 96-101, provided a six month update on complaints from July to December 2015. Members were asked to consider the information provided and determine whether any further action was required.

- 99.2 Members were advised that the complaints within the report included formal complaints logged and managed through the corporate complaints procedure; complaints received through the Council's website; and complaints to the Local Government Ombudsman. Nine formal complaints had been recorded during the period July to December 2015 and the table at Paragraph 2.2.1 of the report gave a breakdown of the complaints received. A further breakdown of the complaints and details on the complaints trend was attached at Appendix 1 to the report. Whilst only nine formal complaints had been received, six of those had been responded to outside of the target time; this could be for a range of reasons but it was noted that some could be quite complicated. One of the main problems was that there was no effective monitoring in place and Members were informed that a new corporate complaints procedure was due to be implemented which would operate in a similar way to the system for logging Freedom of Information requests and would ensure that they were responded to on time. As well as formal complaints, 241 complaints, comments or compliments had been logged through the Council's website; this was slightly higher than the previous six month period but not significantly so. The Local Government Ombudsman had received three complaints relating to Tewkesbury Borough Council but had agreed with the Council in terms of the responses.
- 99.3 A Member queried whether there were any recurring complaints and was advised that this would be something which would be picked up via the new complaint procedure and would be included in reports going forward. It was
- RESOLVED** That the six month update on complaints received for the period July to December 2015 be **NOTED**.

OS.100 ANNUAL OVERVIEW AND SCRUTINY REPORT 2015/16

- 100.1 Attention was drawn to the report of the Corporate Services Group Manager, circulated at Pages No, 102-131. Members were asked to approve the Overview and Scrutiny Annual Report 2015/16 attached at Appendix 1 to the report.
- 100.2 The Corporate Services Officer 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 and the 2015/16 annual report was attached at Appendix 1 to the report. The Overview and Scrutiny Committee Work Programme 2016/17 was included at Appendix B of the annual report with the outcomes of the review of the effectiveness of the Overview and Scrutiny Committee attached at Appendix C. Following the approval of the annual report, it would be presented by the Chair of the Overview and Scrutiny Committee at Council on 19 April 2016 and published on the Council's website.
- 100.3 It was
- RESOLVED** That the Annual Overview and Scrutiny Report 2015/16 be **APPROVED** as set out at Appendix 1 to the report.

The meeting closed at 6:45 pm

TEWKESBURY BOROUGH COUNCIL

Minutes of a Meeting of the Overview and Scrutiny Committee held at the Council Offices, Gloucester Road, Tewkesbury on Tuesday, 17 May 2016 commencing at 6:15 pm

Present:

Chair	Councillor P W Awford
Vice Chair	Councillor Mrs G F Blackwell

and Councillors:

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

OS.1 ELECTION OF CHAIR

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 Chair of the Committee. Upon being put to the vote it was

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

OS.2 APPOINTMENT OF VICE-CHAIR

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

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

RESOLVED That Councillor Mrs G F Blackwell be appointed as Vice-Chair 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 Chair 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 Chair 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 2016 TO NOVEMBER 2016 (No meeting in September)

REGULAR ITEM:

- **Forward Plan – to note the forthcoming items.**

Addition to 8 June 2016

- Terms of Reference for the Spring Gardens and Oldbury Road Regeneration Member Reference Group.
- Request for Write-Off – Community Grant.

Deletion from 8 June 2016

- Land at Canterbury Leys, Tewkesbury – No longer required.

Committee Date: 13 July 2016

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Management Report – Quarter Four 2015/16 (Annual).	To receive and respond to the findings of the Overview and Scrutiny Committee’s review of the quarter four performance management information.	Graeme Simpson, Corporate Services Group Manager.	No.
Financial Outturn Report incl capital financing and earmarked reserves (Annual).	To consider the Council’s financial outturn.	Simon Dix, Finance and Asset Management Group Manager.	No.
Procurement of Countywide Choice Based Lettings Scheme.	To update Committee on the progress of the procurement of the Countywide Choice Based Lettings Scheme.	Richard Kirk, Interim Environmental and Housing Services Group Manager.	No.

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Agenda Item 5

Committee Date: 13 July 2016			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Gold Standard	To update the committee on the DCLG Gold Programme for continuous improvement for statutory homeless services and homeless prevention and the progress made by Tewkesbury Borough Council in meeting these challenges	Richard Kirk, Interim Environmental and Housing Services Group Manager.	No.
Transfer of Land at The Hangings, Tewkesbury.	To approve the transfer of land at The Hangings, Tewkesbury to Tewkesbury Town Council.	Simon Dix, Finance and Asset Management Group Manager.	Yes – deferred from 8 June 2016 due to ongoing discussions.
Financial Inclusion Policy.	To approve a Financial Inclusion Policy.	Richard Horton, Revenues and Benefits Group Manager.	Deleted as information awaited from the government on the way forward.

Committee Date: 31 August 2016			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Financial Update – Quarter 1 Performance (Annual).	To consider the quarterly budget position.	Simon Dix, Finance and Asset Management Group Manager.	No.
Cemetery Provision in Tewkesbury Town.	To review the options for the provision of cemetery facilities within Tewkesbury Town.	Simon Dix, Finance and Asset Management Group Manager.	Yes – deferred from 8 June 2016.

Committee Date: 12 October 2016

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Medium Term Financial Strategy (MTFS) (Annual).	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.
Performance Management Report – Quarter 1 2016/17 (Annual).	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.
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 Group Manager.	Yes – Deferred until further information is received from the Government.
Review of Procurement Strategy.	To approve the Procurement Strategy.	Simon Dix, Finance and Asset Management Group Manager.	No.

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Committee Date: 23 November 2016			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Financial Update – Quarter 2 Performance (Annual).	To consider the quarterly budget position.	Simon Dix, Finance and Asset Management Group Manager.	No.
Recruitment of Environmental Warden.	To consider the recruitment of an Environmental Warden..	Richard Kirk, Interim Environmental and Housing Services Group Manager.	No.
Review of Safeguarding Children Policy.	To consider and review the Safeguarding Policy.	Richard Kirk, Interim Environmental and Housing Services Group Manager.	No.
Homeless Strategy.	To consider the draft Homeless Strategy 2016 -21. This Strategy will be progressed in advance of the overarching Housing Strategy to comply with statutory obligations.	Richard Kirk, Interim Environmental and Housing Services Group Manager.	No.

OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2016/17

REGULAR ITEMS:

- **Executive Committee Forward Plan**
- **Overview and Scrutiny Committee Work Programme 2016/17**

Committee Date: 19 July 2016			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Planning Systems Thinking Review Presentation	To receive a presentation on the review of Planning.	Paul Skelton, Development Manager	No.
Peer Review Action Plan	To consider - six month update.	Graeme Simpson, Corporate Services Group Manager	No.
Enviro-Crimes Update Report	To consider the latest position in respect of enviro-crimes, particularly fly-tipping.	David Steels, Environmental Health Manager	No – item arising from Ubico update report considered by the Committee in April 2016.
Gloucestershire Police and Crime Panel Update	To receive an update from the Council's representative on matters considered at the last meeting.	N/A	No.
Gloucestershire Health and Care Overview and Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting.	N/A	No.

Committee Date:6 September 2016

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Healthwatch Gloucestershire Presentation	To receive a presentation from Healthwatch Gloucestershire.	Graeme Simpson, Corporate Services Group Manager	No.
Performance Report – Quarter 1 2016/17.	To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee	Graeme Simpson, Corporate Services Group Manager	No.
Complaints Report	To consider – six month update.	Graeme Simpson, Corporate Services Group Manager	No.
Gloucestershire Health and Care Overview and Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting.	N/A	No.

Committee Date: 18 October 2016

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Update from Joint Waste Team	To receive an update from the Joint Waste Team on the business plan.	Richard Kirk, Interim Environmental and Housing Services Group Manager / David Steels, Environmental Health Manager	No.
Grounds Maintenance Update	Update on performance in respect of grounds maintenance.	David Steels, Environmental Health Manager.	No – item arising from Ubico update report considered by the Committee in April 2016.
Gloucestershire Families First Update	To consider – six month update.	Adrian Goode, Community Development Officer	No.
Scrutiny of the Community Safety Partnership	To consider - six month update.	Paula Baker, Housing Services Manager	No.
Gloucestershire Police and Crime Panel Update	To receive an update from the Council's representative on matters considered at the last meeting.	N/A	No.

Committee Date: 29 November 2016			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Report – Quarter 2 2016/17.	To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee	Graeme Simpson, Corporate Services Group Manager	No.
Disabled Facilities Grants Review Monitoring Report	To consider – six month update.	David Steels, Environmental Health Manager	No.
Gloucestershire Health and Care Overview and Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting.	N/A	No.
Gloucestershire Police and Crime Panel Update	To receive an update from the Council's representative on matters considered at the last meeting.	N/A	No.

Committee Date: 10 January 2017			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Housing, Renewal and Homelessness Strategy Review Monitoring Report	To consider – six month update.	Paula Baker, Housing Services Manager	No.

Committee Date: 7 February 2017

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Peer Review Action Plan	To consider - six month update	Graeme Simpson, Corporate Services Group Manager	No.
Review of the Effectiveness of the Overview and Scrutiny Committee.	To consider progress against the action plan.	Graeme Simpson, Corporate Services Group Manager	No.
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.	Graeme Simpson, Corporate Services Group Manager	No.

Committee Date: 21 March 2017

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Report – Quarter 3 2016/17.	To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee	Graeme Simpson, Corporate Services Group Manager	No.
Complaints Report	To consider - six monthly update.	Graeme Simpson, Corporate Services Group Manager	No.
Flood Risk Management Group Report	To receive an annual report on the progress against the Flood Risk Management Action Plan and to recommend to the Executive Committee that the Flood Risk Management Group Terms of Reference be adopted for the next 12 months.	David Steels, Environmental Health Manager	No.

Committee Date: 2 May 2017

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Overview and Scrutiny Committee Work Programme 2017/18.	To approve the Overview and Scrutiny Committee Work Programme for the forthcoming year.	Graeme Simpson, Corporate Services Group Manager	No.
Annual Overview and Scrutiny Report 2016/17.	To approve the annual report as required by the Council's Constitution to ensure that the activities of the Overview and Scrutiny Committee are promoted both internally and publicly to reinforce transparency and accountability in the democratic process.	Graeme Simpson, Corporate Services Group Manager	No.
Review of Ubico	To consider – annual update.	Richard Kirk, Interim Environmental and Housing Services Group Manager / David Steels, Environmental Health Manager	No.
Gloucestershire Families First Update	To consider - six monthly update.	Adrian Goode, Community Development Officer	No.
Scrutiny of the Community Safety Partnership	To consider - six monthly update.	Paula Baker, Housing Services Manager	No.
Customer Care Strategy	To consider- annual update.	Clare Evans, Communications and Policy Manager	No.
Disabled Facilities Grants Review Monitoring Report	To consider - six monthly update.	David Steels, Environmental Health Manager	No.

PENDING ITEMS

Agenda Item	Overview of Agenda Item
Severn Vale Housing Presentation	Requested during the Review of the Effectiveness of Overview and Scrutiny Committee.
Gloucestershire Fire and Rescue Service Presentation	Requested during the Review of the Effectiveness of Overview and Scrutiny Committee.
Economic Development and Tourism Strategy Review Report	Report to be presented once the Working Group as concluded its review.
Financial Inclusion Policy	Requested by the Overview and Scrutiny Committee on 12 April 2016 – report to be considered by the Committee prior to the Executive Committee.

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	14 June 2016
Subject:	Performance Management – Quarter 4 2015-16
Report of:	Graeme Simpson, Corporate Services Group Manager
Corporate Lead:	Mike Dawson, Chief Executive
Lead Members:	Councillors Mrs E J MacTiernan and D J Waters
Number of Appendices:	Five

Executive Summary:

Members are asked to consider the Council Plan Performance Tracker (Appendix 1), the Key Performance Indicator set (Appendix 2), the Revenue Budget Summary Statement (Appendix 3), the Capital Monitoring Statement (Appendix 4) and Reserves position summary (Appendix 5). These items form the core of the Council's Performance Management framework. This is the last monitoring report on the Council Plan (2012-16). A new Council Plan (2016-2020) was approved by Council on 19 April 2016.

Recommendation:

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

Reasons for Recommendation:

The Overview and Scrutiny Committee's Terms of Reference requires it to review and scrutinise the decisions and performance of the Council's Committees.

Resource Implications:

None directly associated with this report.

Legal Implications:

None directly associated with this report.

Risk Management Implications:

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.

Performance Management Follow-up:

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.

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 are 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 Revenue Budget Summary Statement (Appendix 3), the Capital Monitoring Statement (Appendix 4) and the Reserves position summary (Appendix 5). 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 2016 (Qtr 4).
- 1.3** This is the last monitoring report relating to the Council Plan (2012-16). A new Council Plan (2016-2020) was approved by Council on 19 April 2016. Monitoring the delivery of the new Plan will continue to be monitored on a quarterly basis by the Overview and Scrutiny Committee.

2.0 COUNCIL PLAN PERFORMANCE TRACKER

- 2.1** The Council Plan (2012-16) 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 The majority of actions are progressing well, for example, since reporting the quarter 3 information, items of interest include:

- A Customer Care Strategy including corporate customer care standards has now been formally approved.
- A new complaints framework and policy has been introduced which makes it easier for customers to raise concerns and provides more effective monitoring.
- The Council's first ever Digital Strategy has been approved and this includes the development of a new website.
- A visit to the Borough from a Chinese delegation where a successful business event was held to showcase local engineering firms.
- The formal handover of the new leisure centre to Places for People with opening on 30 May.
- Significant project work agreed for the regeneration of Tewkesbury Town.
- The approval of a Community Infrastructure Levy Draft Charging Schedule at Council on 19 April 2016.
- Advancement in a number of neighbourhood plans.
- 180 groups being supported or signposted to potential funding streams by the Community Funding Officer.

2.4 Due to the complex nature of the actions being delivered then inevitably some may not progress as smoothly or quickly as envisaged. From the information obtained from services actions with either a ☹ or ☺ are highlighted below: -

Action	Status and reason for status
Set Council Tax in line with Medium Term Financial Strategy (MTFS)	☹ - draft budget proposes to increase council tax by £5. Although outside of the strategy, this will help us to meet our increasing deficit.
Deliver the corporate savings programme -£ saved in accordance with programme target	☹ - There has been some difficulty in delivering the overall savings programme – this is largely due to a review of benefits claims, which has highlighted an increased number of claimant errors. The savings programme is therefore expected to be delivered in 2016/17 and not this financial year.
Rationalise office accommodation through new ways of working – generate £235k through additional rental by end of 2015/16	☹- partner to rent top floor not yet found but all avenues being looked at.
Develop a new workforce strategy	☹- the end of year target date has been affected by sickness absence.
Promote waste minimisation	☹ - increase in tonnage to landfill and reduction in % recycled.

Street cleansing - Ensure we are responsive to customer complaints	☹ - new corporate complaints framework will allow for better capturing of data.
Public Services Centre – one stop shop approach to customer service	☺ - improvements to reception is part of the strategic 'jigsaw' for the vision of the PSC.
Place Programme roll out	☹ - the East area pilot has been rolled out but dates have yet to be set for the member meetings in the other two areas.
Delivery of JCS and Tewkesbury Borough Plan	☹ - slippage in milestones as a result of additional examination phase.
Identify an interim housing requirement to monitor five year supply of housing land	☹ - There remains uncertainty over any calculation as the objectively assessed needs are still being established through the JCS examination.

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 year end (March 2016).

3.2 Of the 17 indicators with targets, their status as at the end of quarter 4 is :

☹ (target not achieved)	☺ (target achieved)
8	9

And in terms of the direction of travel i.e. performance compared to last year, the status for the 17 indicators are:

↑ (better performance than last year)	↓ (not as good as last year)
12	5

Note: the direction of travel for KPI 4 and 5 - anti-social behaviour and crime incidents. There are no targets for these indicators.

3.3 Key indicators of interest include:

KPI 4 & 5 –The number of anti-social behaviour incidents is continuing to decrease and is an indicator of the proactive work among partner agencies. Overall crime is increasing.

KPI 11 – sickness absence. Average number of days taken in the year was 8.74 days against a target of 7 days and an increase from the 2014/15 outturn of 8.67 days.

KPI 12 – planning processing times (major applications). Processing of major applications has seen significant improvement in Q4. This has led to 87.50% of applications being processed within the agreed time and is also an improvement on the 2014/15 outturn. All three indicators confirm 2015/16 targets are unlikely to be achieved and processing times are down compared to 2014/15.

KPI 13-14 – planning processing times (minor and other applications). Processing times have not met target and performance is not as good as the previous year though performance has steadily improved since Q1.

KPI 15 & 16 – average time to process benefit application and change of circumstances. Processing times are the best ever and show continued improvement.

KPI 17 & 18 – council tax and business rate collection have met target and show improved performance on 2014/15 despite a significantly increased collection base.

KPI 24 – recycling. Performance continues to plateau around 51%.

KPI 26 – enviro crimes. Numbers have increased significantly since 2014/15 (1012 incidents to 1314 incidents).

KPI 30 – 229 affordable homes have been delivered in the year - the largest number delivered since 2007/8.

4.0 FINANCIAL SUMMARY - REVENUE POSITION

4.1 The Financial Budget Summary for Q4 shows a £916,947 saving (Q3 shows a £276,131 saving) against the profiled budget. Below is a summary of the expenditure position for the Council split out between the main expenditure types.

4.2	Full Year Budget	Q4 Budget Position	Q4 Actual Position	Savings / (Deficit)	Budget Variance %
Group budget Summary					
Employees	8,097,677	8,194,436	8,088,058	106,378	1.3
Premises	666,394	647,142	593,414	53,727	8.3
Transport	166,390	164,391	149,099	15,292	9.3
Supplies & Services	2,328,723	2,312,088	2,061,924	250,164	10.8
Payments to Third Parties	4,243,935	4,281,501	4,474,265	(192,764)	(4.5)
Transfer Payments - Benefits Service	19,665,790	19,665,790	19,838,629	(172,839)	(0.9)
Income	(25,951,437)	(25,243,777)	(26,629,212)	1,385,435	(5.5)
Support Services	0	0	0	0	0.0
Capital Charges	443,878	0	0	0	0.0
Treasury Mg Activity	(188,835)	(164,699)	(118,025)	(46,674)	0.0
	9,472,515	9,856,871	8,458,151	1,398,720	14.19

Corporate budgets

Salary & Procurement savings	(201,379)	(201,379)	0	(201,379)	100.0
New Homes Bonus	84,606	84,606	0	84,606	0.0
Retained Business Rates income	(250,000)	(250,000)	115,000	(365,000)	146.0
	9,105,742	9,490,098	8,573,151	916,947	9.66

4.3 Looking at the budget position of all the Group Managers there is an underspend of £1,399k being shown (£777k at Q3).

This is being achieved through underspends of:

- i) £106k on Employees. These costs savings have been achieved through vacant posts, rather than through reduction in staff numbers.
- ii) £1,385k of additional income above budget projection, with additional income from planning applications contributing the majority to this. Other sources of income such as garden, trade waste and also from legal services work for third parties has helped achieve the underspend.

4.4 The reason for overspends within Groups include:

- i) The year end position on the Housing Benefit Subsidy Claim is £192k below budget. Overpayments have continued to be above budget levels reducing the recovery of subsidy and leading to the budget deficit.
- ii) The overspend against payments to Third Parties, is mostly relate to One Legal, although this is due to additional costs being incurred due to additional working being undertaken. The overspend has then been offset against additional income being earned.
- iii) Treasury management continues to show an under recovery against budget. This is still impacted by the available of cash balances of the Virgin Media refund and the cost of the leisure centre.

4.5 Attached on Appendix 3 is a summary of the position for each Group Manager, which shows the current variance against their budget. Where the main types of expenditure headings within the Group Manager's responsibility has a variance over £10k, a short explanation for the reason for the variance has been provided.

4.6 The main reasons for the movement between the reported Q3 position and the Q4 position is due to:-

- i) Release of new homes bonus not spend during the year (£110k).
- ii) One-off gain (£97k) from a release of a provision held to cover the potential cost of a rent review which has not been realised.
- iii) Environmental Health income was £100k better than was expected, and have been able to recognise this at year-end. In particular licencing income has been greater than expected.
- iv) Income relating to LSIF (large site infrastructure fund) scheme has been recognised as not being spent in year (£290k), but this has to be ring fenced to be spent in 2016/17.
- v) £100k of small incremental increases in the quarter over a wide range of cost centres (savings on expenditure lines, and increases in income).

- 4.7** Although the Group Managers' position appears to be significantly underspent, the budget report also recognises the need to achieve savings from the base budget in terms of salaries and procurement savings. These savings targets are currently held on the corporate budget codes on the ledger. No savings are recognised against these plans as they accumulate through the year within service groupings.
- 4.8** Also detailed under corporate budgets is the retained income from the Business Rates Scheme. This is showing a deficit of £365k. The budget projection was that a surplus above the business rates income target which would contribute £250k to the budget. During the year a series of revaluations on various properties within the borough and also write off of several debts which have proven to be unrecoverable has meant that rather than a surplus being realised we are in a deficit position.
- 4.9** The underspend on budget is a positive result from the Council for 2015/16, however it should be noted that £490k is ring-fenced and will be spent in the following financial year (such as the £290k LSIF mentioned above). The remaining balance of £426k has been made available to fund requests for reserves from services to fund specific schemes in future years. Although no decisions have been made in relation to these request, the total requests received is approximately £250k higher than the underspend available to fund them.
- 4.10** The Committee should note that in 2016/17 the finance report will be presented to the Executive Committee as a standalone report. This is to ensure that it receives financial information in line with its responsibilities as laid out in the Constitution and to ensure that it is timely in order to make informed decisions based on the current financial position of the Council.

5.0 FINANCIAL SUMMARY – CAPITAL POSITION

- 5.1** Appendix 4 shows the capital budget position as at Q4. This is currently showing an underspend against the profiled budget of £1,848,372.
- 5.2** This is principally due to the capital asset fund of £1.9m which was expected to be spent in 2015/16 and has not been. Work has been completed on the solar panels on the Council offices which has reduced the fund by £190k, however the remaining balance earmarked for a capital investment purchase has been delayed until 2016/17.
- 5.3** Community grants are underspent which is due to slippages in approved programmes, however monitoring by the Working Group highlights that all schemes are continuing and budgets are expected to be spent.
- 5.4** The larger schemes in relation to the new leisure centre and refurbishment of the Roses theatre are showing differences to the profile spend in the budget, but project management by the Property team is indicating that these schemes are in line to meet the total capital budget allocated to each scheme.
- 5.5** There is some slippage in the spending of the budget on Tewkesbury town and riverside projects as plans continue to be developed on how best to utilise the available budget.

6.0 FINANCIAL SUMMARY – RESERVES POSITION

- 6.1** See Appendix 5 for a summary of the current usage of available reserves.
- 6.2** Reserves have been set aside from previous years to fund known future costs. At present the reserves are being utilised, and show actual payments made. The information in the Appendix does not take account of reserves which have been committed, but not yet paid.

- 6.3** Whilst the Q4 position shows that there remains a significant balance on the reserves, the majority of them have been requested to roll over into the next financial year.
- 7.0 OTHER OPTIONS CONSIDERED**
- 7.1** None.
- 8.0 CONSULTATION**
- 8.1** None.
- 9.0 RELEVANT COUNCIL POLICIES/STRATEGIES**
- 9.1** The performance information supports delivery of the Council Plan.
- 10.0 RELEVANT GOVERNMENT POLICIES**
- 10.1** None directly.
- 11.0 RESOURCE IMPLICATIONS (Human/Property)**
- 11.1** None directly.
- 12.0 SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)**
- 12.1** Linked to individual Council Plan actions.
- 13.0 IMPACT UPON (Value For Money/Equalities/E-Government/Human Rights/Health And Safety)**
- 13.1** Linked to individual Council Plan actions.
- 14.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS**
- 14.1** Council Plan 2012-16 (Year 4) approved at Council on 14 April 2015.

Background Papers: None.

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Appendices:

- 1 – Council Plan Performance Tracker Qtr 4 2015/16.
- 2 – Local Performance Indicator Set Qtr 4 2015/16.
- 3 – Financial Budget Summary Statement Qtr 4 2015/16.
- 4 – Capital Monitoring Statement Qtr 4 2015/16.
- 5 - Reserves Position Summary Qtr 4 2015/16.

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
Objective 1. Maintain low council tax				
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 MTFS was approved by Council on 8 December 2015 and included an increase of council tax by 2% each year for the next five years. The 2016/17 budget was approved by Council on 18 February 2016 and included an increased council tax of £5 which is 5.03%. This was a new referendum threshold offered by the Government for the best value councils and, although outside of the strategy agreed in the MTFS, was necessary to help meet the increasing budget deficit.
b) Deliver the corporate savings programme	1. £ saved in accordance with programme target	Corporate Leadership Team (CLT)	☹	<p>Business Transformation savings of £171,650 were included in the 2015/16 budget which was above the targeted figure of £150,000. These savings were from the Waste Service establishment and the Revenues and Benefits service. Approximately £57,000 has been delivered through direct cost savings whilst the balance was expected to be delivered from improved performance in reclaiming housing benefit expenditure.</p> <p>There has been some difficulty in delivering this target as a review of claims has highlighted an increased number of claimant errors. In these cases reduced subsidy can be claimed – 40% - but an opportunity exists to reclaim further monies directly from the claimants. The review of existing claims has now finished and claimant error levels are likely</p>

				to reduce in the new year. The annual target for procurement savings and staff salary has also been delivered.
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PRIORITY: USE RESOURCES EFFECTIVELY AND EFFICIENTLY

Objective 1. Maintain low council tax

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 net revenue budget. The Q4 outturn reports a surplus of around £916,947 against the profiled budget, mainly derived from excess planning income, which resulted in a positive variance of 9.66% and also a number of substantial grants from third parties to be carried forward into the new financial year. These grants were; community grant funding, Youth offer funding, Health Inequalities grants and Large Site Infrastructure funding (LSIF).

Objective 2. Provide value for money service delivery

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	✓	A total of 2016m2 is now available for rental at the Public Services Centre (PSC).
	2. Generate £235,000 through additional rental income by 2015/16	Group Manager Finance & Asset Management	☹	Income of £161,000 is generated from tenants at the PSC. Discussions are on-going with a number of public sector partners to increase the amount of space rented including the vacant top floor area. Unfortunately, the proposed extension of the One Legal service with the County Council, which would have required a substantial proportion of the available space, could not be agreed. Early indications from the private sector show a growing interest in the office accommodation. This will be taken forward as another option to increase the usage at the PSC.

b) Implement the Procurement Strategy Action Plan.	1. Monitor delivery of action plan	Group Manager Finance & Asset Management	✓	Many of the actions from the 2012 plan have been achieved or have been overtaken by other requirements. Revised Contract Procedure Rules were approved at Council in January 2016. These have been reissued to staff and procurement training is being rolled out in the first quarter of the new year.
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PRIORITY: USE RESOURCES EFFECTIVELY AND EFFICIENTLY

Objective 2. Provide value for money service delivery

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
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 for the period 2016-2020 was approved by Executive Committee in November 2015.
d) Develop a new workforce strategy.	1. monitor key milestones in developing the strategy	Group Manager Corporate Services	☹	This was a recommendation from the LGA Peer Challenge. Sickness absence of the lead officer has delayed this project. This has now been programmed into the Corporate Services 2016/17 service plan. The strategy will consolidate into one document the council's approach to workforce development.

Objective: 3. Provide customer focused services measured by output against customer needs

a) Agree a revised strategy for customer services which supports our business transformation proposals.	1. Development and delivery of the strategy	Group Manager Corporate Services	✓	A new customer services strategy including customer care standards was approved at Executive Committee on 9 March 2016.
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b) Improve complaints handling, including learning from complaints received to improve service delivery.	<ol style="list-style-type: none"> Reduction in overall number of complaints received Evidence of learning from complaints received 	Group Manager Corporate Services	✓	A review of the complaints framework has led to the approval of a new complaints policy. Supporting the policy is a new reporting system which makes it easier for customers to report formal complaints and for them to be more effectively monitored. The new system requires learning to be documented and there is dedicated monitoring support.
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PRIORITY: USE RESOURCES EFFECTIVELY AND EFFICIENTLY

Objective: 3. Provide customer focused services measured by output against customer needs

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
c) Put in place systems and procedures to enable consistent, high quality customer service.	<ol style="list-style-type: none"> Monitor implementation of high quality customer service systems 	Group Manager Corporate Services	☺	The customer services review is complete and has brought in a number of improvements such as ensuring the team is structured to meet work demands, processing of key transactions on a daily basis, promoting self-service, re-direction of Revenues and Benefits telephone calls etc. Although the review is complete longer term projects have been identified to ensure the highest level of customer service is maintained. For example, maximising the use of the advice and information centres, digitalisation of services etc. The development of a new website will also be an important contribution to our ongoing customer focus.

Objective 4. Regularly review the effectiveness of customer focused services

a) Implement a programme of strategic service reviews and review potential partners for joint service delivery opportunities	<ol style="list-style-type: none"> Monitor programme and outcomes of reviews 	CLT	✓	A programme of service reviews was established and these have been completed; Customer Services, Revenues & Benefits, Development Control and Environmental Health – phase 2 reviews have been implemented for the latter two. Learning can be replicated to other potential areas for review e.g Human Resources.
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b) Undertake and complete a review of customer services	1. Monitor delivery of the review	Group Manager Corporate Services	✓	The review was facilitated by ICE consultancy which provided similar support to the Revenues and Benefits review. The review is now complete with an overview provided to members. Outcomes include: Successful transition of garden waste database (14,000) from depot services, re-alignment of staffing structure to meet demand peaks, more effective work planning, deletion of 0.5FTE, integration of team to the 1 st floor etc.
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PRIORITY: USE RESOURCES EFFECTIVELY AND EFFICIENTLY

Objective 4. Regularly review the effectiveness of customer focused services

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
40 c) Review customer feedback systems in service areas to ensure there is a consistent and appropriate approach	1. Monitor and review feedback obtained from services	Group Manager Corporate Services	☺	This was a recommendation from the LGA peer challenge team. The service reviews undertaken in Revenues and Benefits, Customer Services, Environmental Health and Development Control have been undertaken to improve customer feedback systems. The introduction of corporate customer care standards will help strengthen this.

PRIORITY: PROMOTE ECONOMIC DEVELOPMENT

Objective 1. Promote Tewkesbury Borough to attract large scale businesses

a) Develop a targeted campaign to attract inward investment.	1. Monitor development of campaign	Group Manager Development Services	☺	<p>Business and inward investment branding has been agreed and was formally launched at a business event on 4 May. A successful business event in April showcased engineering firms from Tewkesbury borough to a Chinese delegation from Karamay – one of the wealthiest cities in China.</p> <p>Working with Bruton Knowles on an employment land assessment, economic review and business survey to better understand how the council can attract investment and growth.</p>
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b) Respond to enquiries for employment land and premises using online property search system.	1. Examples of responses particularly successful ones	Group Manager Development Services	😊	Providing ongoing support through the co-star property search system, enquiries have included: <ul style="list-style-type: none"> • Small start-up office and workshop space. • Town centre retail premises Industrial/warehouse premises – 30,000 – 40,000 sq. ft.
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PRIORITY: PROMOTE ECONOMIC DEVELOPMENT

Objective 2. Provide support to help new start ups, young and growing businesses

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
a) Deliver year four of the Business Support Grant Scheme.	1. Number and value of grants awarded	Group Manager Development Services	😊	8 grants have been awarded in this quarter, 19 grants have been awarded in 2015/16 to the sum of £8705.43. The scheme is being reviewed as part of the Economic Development and Tourism Strategy being undertaken by an Overview and Scrutiny Working Group.
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	😊	Two events have been organised for the next quarter: <ol style="list-style-type: none"> 1. Working in partnership with 'Join in China' to host a Chinese delegation from Karamay to encourage trade links with Tewkesbury borough businesses. 2. Tewkesbury: A vital cog in Gloucestershire's business powerhouse, hosted by Moog. This event for local businesses aims to investigate why the borough is a good place to do business and how the borough council is supporting this.
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, workshops, enterprise clubs and start-ups supported since April 2015: <ul style="list-style-type: none"> • 37 businesses attended enterprise clubs. • 25 businesses attended 2 day start-up training courses. • 107 businesses are on the New Enterprise Allowance (NEA) Programme. • 195 business advice meetings. • 229 businesses attended half-day and open programme workshops.

				<ul style="list-style-type: none"> • 49 delegates attended an in-house training skills course. • 40 businesses attended a Gloucestershire Enterprise organised networking event.
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PRIORITY: PROMOTE ECONOMIC DEVELOPMENT

Objective 3. Work with the Local Enterprise Partnership (LEP) to promote economic growth

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
42 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>The council will shortly submit a Growth Deal 3 application to the LEP for funds for the Tewkesbury Town Centre Regeneration.</p> <p>Continuing to work with the LEP to identify a Growth Hub network site within the borough.</p> <p>The Local Nature Partnership is looking for projects for Gloucestershire European Structure and Investment Funds (ESIF) funding in Tewkesbury Borough around Green Infrastructure/biodiversity in urban fringe areas.</p>
b) Work with partners, including Cotswold Tourism, to promote the borough to visitors	1. Monitor delivery of promotional campaigns and projects.	Group Manager Development Services	☺	<p>Work has started on the 2017 Visitor Guide, which showcases the borough as part of the Cotswolds. 60,000 copies will be produced at no cost to the council.</p> <p>New Tourist Information Points are being installed across the borough.</p> <p>The Discover Tewkesbury brand continues to be rolled out and has been well received and praised.</p> <p>Working closely with Winchcombe Town Council to produce a vision of how best to market Winchcombe and the surrounding area.</p> <p>Using the opportunity provided through the Antiques Roadshow to market the area to visitors – through exhibition stands at the Abbey and the Tourist Information Centre opening for longer hours.</p>
c) 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>Ongoing delivery of Mosaïque Place Promotion and Investment Work (funded through Flood Recovery Grant and delivered in partnership with local business networks). Including:</p> <ul style="list-style-type: none"> - Development of the rebranded Visit Tewkesbury, public/visitor facing website - Launched

				<ul style="list-style-type: none"> - Development of business /investment branding and website. - Development of Tewkesbury Knights Business Ambassador Programme. - Ongoing development of town gateway signage. - Roll out of town branding <p>Measures being negotiated through the s106 process to offset impact of the Retail Outlet Centre at M5 J9</p> <p>Retail survey work undertaken in partnership with GRCC to identify retailer needs - completed. Development of action plan to support town business.</p>
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PRIORITY: PROMOTE ECONOMIC DEVELOPMENT

Objective 3. Work with the Local Enterprise Partnership (LEP) to promote economic growth

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
<p>d) Work with the newly formed Tewkesbury Town Regeneration Partnership (TTRP) to progress the regeneration of Tewkesbury Town.</p>	<p>1. Monitor delivery of the masterplan</p>	<p>Group Manager Development Services</p>	<p>☺</p>	<p>The Heritage Walks and Interpretation project has progressed. Editing work has been taking place on the wording of the walk's text and images have started to be sourced.</p> <p>The Missing Link completion date has been delayed, namely as a result of long lead times for specific elements and inclement weather. The majority of work has been complete with final completion in Q1 of 2016/17.</p> <p>Sub projects within the Marketing & Investment project are being completed and progressed. The visitor website has been launched in January and well received. The Gateway signage has been considered at the March planning committee and given delegated consent, subject to requested Highways safety assessments being undertaken.</p> <p>A working group has been established to look at the development of Spring Gardens/Oldbury Road. Executive Committee agreed the recommendations from the working group to allow for feasibility work to begin.</p>

				<p>The Retail Outlet Centre planning application decision is minded to permit, subject to section106 agreement. Further s106 negotiations for the town centre impact mitigation will follow, which will contribute to the regeneration projects within the town.</p> <p>An expression of Interest form has been drafted for potential Townscape Heritage Lottery Initiative, to focus on shop front improvements, alleyways, public realm and public engagement.</p>
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PRIORITY: PROMOTE ECONOMIC DEVELOPMENT

Objective 3. Work with the Local Enterprise Partnership (LEP) to promote economic growth

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
44 e) To encourage rural economic growth through the LEADER project.	1. Monitor the delivery of the programme	Group Manager Development Services	☺	<p>The Forest and Tewkesbury Borough Local Action Group (LAG) has been established following a joint bid which secured £1.4million to spend across the two districts.</p> <p>The LAG programme forms part of the Rural Development Programme for England (RDPE), and is scheduled to open for applications in June/July 2015. All funds must be spent by December 2018.</p> <p>Currently awaiting more detailed guidance from Defra on eligibility. However, it is clear that all projects must contribute towards to the economic development of the area, as well as the wider jobs and growth agenda. LAG is currently looking to identify indicative activities, particularly those which are able to spend in the earlier part of the programme.</p>

Objective 4. Ensure the core strategy makes provision for sufficient employment land

a) Ensure policies in the Joint Core Strategy encourage business development	1. Monitor development of policies	Group Manager Development Services	☺	<p>Joint Core Strategy (JCS) Submission November 2014 includes the following: Ambition 1 – A Thriving Economy</p> <p>The ambition is underpinned by the following strategic objectives: -</p> <ul style="list-style-type: none"> 1- Building a strong and competitive urban economy 2- Ensuring vitality of town centres 3- Supporting a prosperous rural economy
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				The JCS is undergoing its examination in public which is likely to continue throughout 2016. However, the evidence hearing sessions have now concluded and the authorities are working towards the main modifications stage.
4.5 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	😊	<p>The latest economic evidence has been used to inform the JCS. This suggests a need for the JCS to support the delivery of a minimum of 192ha of employment land and 39,500 jobs to 2031. This is a significant increase on the employment provision in the existing Submission JCS (Nov 2014) of 82ha and 28,000 jobs. However, the JCS authorities have evidenced how this growth can be delivered through the JCS and district-level plans.</p> <p>A separate Economic Strategy and Employment Land Review has been commissioned to look at the economic growth options and potential sites within Tewkesbury Borough. This will form a key part of the evidence base to inform the Tewkesbury Borough Plan and enable the identification of future sites to meet employment needs. This is a joint commission between the Planning Policy and Community & Economic Development teams.</p>

PRIORITY: IMPROVE RECYCLING AND CARE FOR THE ENVIRONMENT

Objective 1. Focus on continuous improvement in recycling and waste collection

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
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 approved the report on the preferred collection option and procurement route in February 16. In conjunction with the consultant from Somerset Waste Partnership, the council, Ubico and the Joint waste team have progressed to phase 2 of the vehicle procurement phase with milestones currently being set for the process.

b) Implement a framework for client monitoring of the Ubico contract	1. Performance Monitoring schedule	Group Manager Environmental and Housing Services	✓	There is formal client monitoring at various organisational levels supported with formal reporting to Overview and Scrutiny Committee.
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PRIORITY: IMPROVE RECYCLING AND CARE FOR THE ENVIRONMENT

Objective 2. Work towards achieving the 60% recycling target

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
4G 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	☺	There is a decrease in kg per household waste sent to landfill which includes the residual waste (green bin) collected and also the waste diverted from Grundon MRF due to the needle contamination. January's waste had increased as predicted following the Christmas collections. The food waste sticker campaign did see an increase of 25% of food waste being sent to AN Digestion in Q3 which has continued into Q4. Please see the quarter 4 report relating to LPI outturn figures (Appendix 2).
	2. Increase in % of household waste recycled		☺	The final year outturn is an increase on last year but still below the target. The increase in rejected waste from the MRF and the slight increase in residual waste. Due to a mild spring, the garden waste was up by 100 tonnes in Q4 compared to 2014-2015 Q4.
	3. Number of promotional campaigns		☺	Treecycle collections in January took place from all the nominated locations with no problems. Residents also presented Christmas trees at the kerbside where they are a garden waste customer.

Objective 3. Focus on continuous improvement in street cleansing				
a) Raising awareness of enviro-crimes issues such as dog fouling.	1. Monitor delivery of awareness campaign	Group Manager Environmental Health and Housing Services	☺	<p>A number of promotional initiatives were carried out including a full page spread on all enviro crimes issues such as dog fouling, fly tipping, litter picking etc. Officers have offered information for parish newsletters and meetings and have attended parish meetings. Information given includes the 'Report It' facility on the council's website.</p> <p>Feedback on the dog fouling posters available to download for free from the website continues to be positive.</p> <p>Officers continue to receive complaints about dog fouling and write to alleged offenders in the first instance (where known) to educate them about the need to pick up after their dog.</p>
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	☹	<p>No data is available for complaints during Q4. Q4 will be the last quarter with no official complaint data as the council's corporate complaints system will be collating this information more accurately. This is already proving a successful robust system since it went live in April 2016.</p>
PRIORITY: IMPROVE RECYCLING AND CARE FOR THE ENVIRONMENT				
Objective 4. Promote activities to reduce litter and fly tipping				
Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
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	☺	There was press interest in how the national increase in enviro crimes had impacted locally. Officers helped contribute to newspaper articles and radio interviews, including what Tewkesbury Borough Council was doing to help contribute to a reduction.
	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	😊	The scheme is well-supported with 193 volunteers. The national Clean for the Queen initiative proved popular with nine community litter picks. As a result of feedback from the Christmas event a number of individual pickers have formed their own mini – groups who meet regularly e.g. Churchdown, Tirley, Highnam and Bishops Cleeve.
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	😊	During Q4 there were nine community litter picks throughout the borough e.g. Twyning, Forthampton, Priors Park, Brockworth, Bishops Cleeve.

PRIORITY: IMPROVE RECYCLING AND CARE FOR THE ENVIRONMENT

Objective 5. Continued work with partners to provide flood resilience measures

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
a) Work with areas prone to flooding to build community resilience.	1. Monitor development of resilience initiatives	Group Manager Environmental Health and Housing Services	😊	<p>Monitoring of all flood projects continues by the Flood Risk Management Group, which reports to the Overview and Scrutiny Committee. Some of the highlights of Q4 are below:</p> <p>The major project work at Tirley is now complete. This represents completion of the Flood Response Action Plan, agreed as a result of the 2007 floods.</p> <p>Work on a new outfall into the River Severn at Chaceley has started.</p> <p>Borough-wide property surveys, delivered as a joint project between TBC , the Environment Agency and with funding from Gloucestershire County Council is on schedule.</p> <p>The Tewkesbury Flood Project delivered a training package to newly appointed volunteer flood wardens in the borough, in cooperation with local parish and town councils.</p> <p>Watercourse maintenance has been carried out in Tewkesbury town as a jointly resourced project between the EA, GCC and TBC.</p>

<p>b) Advise and signpost local communities when applying for external funding for flood resilience measures.</p>	<p>1. Monitor number advised and funding gained.</p>	<p>Group Manager Environmental Health and Housing Services</p>	<p>😊</p>	<p>Delivery of projects is monitored by the Flood Risk Management Group and reported to the Overview and Scrutiny committee. The following is a brief summary of 'live' projects:</p> <p>Tirley: Reopen an outfall into the river and install upstream flood attenuation measures. Major project work now complete. Funding available: £135,000- project completed.</p> <p>Chaceley: work has commenced on diversion of drainage channel & reopening outfalls. Funding available: £45,000, planned completion date: Spring 2016.</p> <p>Tewkesbury: Watercourse maintenance now complete. Funding available: £20,000.</p> <p>River Severn communities: Property survey work to support a current Environment Agency grant bid. Funding available: £40,200, planned completion date: 2016.</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>
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PRIORITY: IMPROVE RECYCLING AND CARE FOR THE ENVIRONMENT



Objective 5. Continued work with partners to provide flood resilience measures

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
<p>c) Work with areas prone to flooding to build community resilience.</p>	<p>1. Monitor development of resilience initiatives</p>	<p>Group Manager Environmental Health and Housing Services</p>	<p>😊</p>	<p>The Tewkesbury Flood Project is jointly funded between TBC 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. The following is a short summary of recent activities:</p> <p>Training was carried out for flood wardens, updating the Flood Warden Handbook and updated sandbag distribution locations</p>

				<p>Responses were made to queries re DEFRA threshold surveys being offered, by EA, to relevant households</p> <p>We continued publicity for business support grants and free business continuity training – concentrating on businesses in Tewkesbury Town.</p> <p>Visits were made to six community areas to help with specific requests for grant information, community emergency plan updates, evidence, advice and general updates.</p>
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PRIORITY: PROVIDE CUSTOMER FOCUSED COMMUNITY SUPPORT

Objective 1. Support and promote joint working arrangements with Gloucestershire County Council's Child and Family Support Services, Gloucestershire Constabulary and other agencies to achieve better outcomes for resident

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
50 a) Progress the Families First Programme to deliver a multi-agency response to the issues faced by families in challenging circumstances.	1. Monitor progress of the locality based approach, outcomes generated and target delivery	Group Manager Environmental Health and Housing Services		The number of families being worked with continue to increase through Phase 2 of the programme as the widening of criteria has allowed engagement with a wider range of families. Key issues continue to be mental health and domestic abuse. A key achievement for the programme was for it to become 'business as usual' and this has happened through developing an early help and targeted support service which brought together the Targeted Support teams and the Families First team to create 'Families First Plus'. Tewkesbury was the lead locality for what has become standard practice across the county. A general update was given to the O&S committee on 12 April 2016.
b) Seek additional partners to increase the number of organisations operating from our public service centre at the council offices	1. Number of additional partners located in the public services centre	Group Manager Finance and Asset Management		A further 3 partners were integrated into the Public Service Centre in the last twelve months taking the total number to seven operating from this base on a regular basis.

c) Work in partnership with Citizens Advice Bureau to provide better outcomes for our residents.	1. Monitor effectiveness of outcomes	Group Manager Development Services	😊	Of the 1,363 clients seen in the year heaviest demand has been from residents in the following wards: Brockworth (15.5% or 211 clients), Priors Park (10% -154 clients), Churchdown St Johns 8.5% (117 clients), Northway 7.5 (103 clients) and Cleeve St Michaels 7% (98 clients). The 5 wards represent 48.5% (568) of clients seen. Total issues raised in the year were 2,534 against 2,674 in 2014/15. The profile of issues being relatively consistent with the previous year.
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Objective 2. Simplify and standardise business processes for the benefit of customers

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	😐	There is potential to develop this further through the introduction of additional partners which would provide the opportunity for more integrated working particularly through improvements to the reception area. This is part of the strategic 'jigsaw' of the PSC.
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PRIORITY: PROVIDE CUSTOMER FOCUSED COMMUNITY SUPPORT

Objective 2. Simplify and standardise business processes for the benefit of customers

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
b) ICT to provide improved customer focus and improved experience when contacting the council.	1. Monitor delivery of ICT projects	Group Manager Corporate Services	😊	This has been particularly successful with self service activities such as garden waste renewals, reporting missed bins, payments etc. Other customer focused initiatives using ICT have been implemented such as reporting & monitoring of freedom of information requests, review of complaints framework, tree and playground inspections. Moving forward, a new project has commenced to introduce a new website.

Objective 3. Work with Town and Parish Councils to deliver the localism agenda

a) Agree approach and programme of work for Community Infrastructure Levy	1. Monitor work programme	Group Manager Development Services	😊	A Preliminary Draft Charging Schedule was approved at Council for public consultation in April 2015. This consultation closed on 10 July 2015 and around 30 responses were received. Following this, and taking into account the responses received, the JCS authorities commissioned Peter Brett Associates to carry out additional work on viability, CIL and affordable housing delivery. This work was completed and their report published in January 2016.
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				On the basis of this evidence a Draft Charging Schedule has been developed and was subsequently approved for public consultation at the Council meet of 19 April 2016. Consultation is scheduled to begin in May and complete in June. After this the plan will be submitted to examination which is expected to take place in autumn 2016.
b) Develop a place programme of area working across the councils services	1. Monitor delivery of programme.	Group Manager Development Services	☺	This has worked well in the East area which has now been running for over 12 months with positive feedback received from members. Dates have yet to be established for the full roll-out across the rest of the borough.
c) Provide appropriate support for neighbourhood planning and community led planning.	1. Monitor requests from Town & Parish Councils	Group Manager Development Services	☺	<p>11 neighbourhood plans have been designated across 15 parishes, with a further 12th awaiting designation.</p> <p>Most advanced of the plans are the Winchcombe & Sudeley and Highnam Neighbourhood Plans which have both been submitted for examination that commenced on the 18th and 25th April 2016 respectively. If successful at examination then the council will need to make arrangements for a local referendum.</p> <p>A number of other Neighbourhood Plans are also advancing and officers have particularly been working with the Alderton, Ashchurch Rural, Churchdown & Innsworth, Down Hatherley, Norton & Twigworth, Gotherington and Twyning groups.</p>

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PRIORITY: PROVIDE CUSTOMER FOCUSED COMMUNITY SUPPORT

Objective 3. Work with Town and Parish Councils to deliver the localism agenda

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
d) Enable the effective delivery of community led projects across the borough.	1. Type and diversity of projects delivered	Group Manager Development Services	☺	<p>The Community Development Officers are continuing to work and be located within community venues. As well as generic work, such as supporting communities and partners to address anti-social behaviour complaints, supporting parishes with young people's projects and assisting parishes now interested in developing neighbourhood plans for their area, a sample of projects include:</p> <p>East Area:</p> <ul style="list-style-type: none"> Supporting Members through arranging guest speakers to attend Place Programme Meetings, to discuss focus areas of concern or look at investigating opportunities

- Youth Providers Network Forums have had guest speakers attend with a focus on supporting and developing young people, for example promoting local services - Gloucestershire Self Harm Helpline (supporting anybody in Gloucestershire affected by self-harm, including parents and professionals).
- Working with the Flood Risk Management Engineer, GRCC and local community based group in Bishops Cleeve on a proposal for the Grange public open space. Looking at a meandering watercourse with associated wetland and wildflower meadow features, along with enhancing the current apple trees into a community orchard.
- Working in partnership with the Police and GCC to address issues raised from the Neighbourhood Coordination Group Meetings

South Area:

- Supporting Brockworth Community Project to develop new business plan and funding strategy
- Working as part of project group looking at new 'super surgery' for Brockworth/Hucclecote
- Working with Brockworth PC over plans/funding for extension to Brockworth Community Centre and Youth Centre
- Supporting Innsworth Community Hall to stabilise and relaunch as close to folding as an organisation. Aim is to help re-invigorate the community and parish council.
- Working with Minsterworth PC to establish plan to co-ordinate street cleansing, litter picking, gulley cleaning and hedge cutting

North West Area:

- Priors Park community day safe and well event - community event the council assisted PPNP, the fire service and Police to provide targeted support to vulnerable people on the park. 54 households were visited and safe and well checks performed. A further 45 referrals were made for follow up checks on another day convenient to the resident and 4 adult safeguarding issues were addressed

				<ul style="list-style-type: none"> Assisting the Furniture Recycling Project to establish a new base in Delta Way, Tewkesbury to offer residents a local facility for furniture recycling to keep re-usable goods out of landfill and help those on low incomes to afford furniture and white goods as welfare cuts squeeze those vulnerable. A new 'Easy Read' project is being set up to cover Tewkesbury and surrounding settlements. The project aims at providing reading support to adults with lower literacy levels and is supported by the national charity Easy Read UK. <p>Community funding:</p> <ul style="list-style-type: none"> 17 Community Grants have been awarded since December 2016, including £132,500 capital monies and £22,153 revenue monies. 180 groups have been supported with looking for funding or support setting up or organising their Community groups Tewkesbury Borough has offered support with applying for funding applications and since July 2015, which has led to £132,500 to be awarded to community groups from external funders.
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PRIORITY: PROVIDE CUSTOMER FOCUSED COMMUNITY SUPPORT

Objective 4. Work with partners to reduce the level and perception of crime.

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
a) Support the delivery of projects agreed by the Community Safety Partnership	1. Monitor delivery of projects	Group Manager Environmental and Housing Services	☺	Following a successful Safer Neighbourhoods bid to the PCC for redistribution as grants, the first grant of £20,000 has now been allocated to youth agencies within the borough. The progress of these projects will be monitored 2016-17.
	2. Overall reduction in level of crime		See LPI Table	This is measured through a performance indicator – see attached LPI report (Appendix 2)
b) Work with statutory and voluntary agencies to address the issues of anti-social behaviour and	1. Monitor outcomes of ASB and environmental crime partnership working	Group Manager Environmental and Housing Services	☺	Tewkesbury Borough Community Safety Partnership Safer Neighbourhoods Grants have been allocated to five projects across the borough to address anti-social behaviour.

environmental crime in our communities.	2. Reduction in reported anti-social behaviour incidents		See LPI table	This is measured through a performance indicator – see attached LPI report (Appendix 2)
	3. Reduction in reported environmental crime incidents.		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 Officer/Group	Progress to date	Comment
55 a) Work with partners to promote sports and leisure activities	1. Monitor activities being delivered	Group Manager Development Services	☺	The following working projects and programmes enable the promotion of sport and physical activity; <ul style="list-style-type: none"> • Working closely with the Police and the Aston Project to make sport and physical activity available to children with behavioural problems and from deprived backgrounds • Working closely with the new leisure centre operators, Places for People, to develop use of the facility for local sports clubs and community groups • Act as area co-coordinator for Tewkesbury Borough Health Walks • Working with Active Gloucestershire, the County Sports Partnership (CSP) to implement Sport England’s plans and programmes. • Advise on health and safety, promotion and equipment of events including fun runs and Junior Football Festivals. • Social Media Sports Development Facebook page has passed 600 members

56				<p>Within this quarter the following occurred:</p> <ul style="list-style-type: none"> • Tewkesbury Netball Club and Brockworth Running Group established • Delivered survival sessions to young people as part of The Aston Project • Health at Work Scheme initiated in TBC offices • Continued support to Tewkesbury parkrun • Hosted Walking for Health regional meetings • Tewkesbury Cycling Club events have taken place on the Vineyards <p>Work is underway on the following:</p> <ul style="list-style-type: none"> • New development plans at Dumbleton CC and Apperley FC in progress • Street Games scheme to be rolled out in the whole of the Borough in 2016 • Tender pack to be sent out by end of May for the Cold Pool Lane Sports Facility. • Organising the Tewkesbury half marathon event for May. • Develop a park run at Suedey Castle, Winchcombe. • A wrestling development programme with large scale event in Oct.
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PRIORITY: PROVIDE CUSTOMER FOCUSED COMMUNITY SUPPORT

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

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
b) Progress the work streams for a new leisure facility.	1. Monitor progress of the leisure facility project	Group Manager Finance and Asset Management	✓	The build of the new leisure centre continues to progress well and is expected to be completed ahead of schedule and within budget. The new centre will open on 30 May.
c) Work with partners to deliver year three of the Health and Well-Being Strategy (2013-16).	1. Monitor progress in delivering Year 2 actions	Group Manager Development Services	☺	An update will be given to Overview and Scrutiny Committee in June on the progress made on the strategy.

PRIORITY: DEVELOP HOUSING RELEVANT TO LOCAL HOUSING NEEDS


Objective 1. Develop a core strategy to meet current and future housing needs

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
a) Continue to deliver a Joint Core Strategy in accordance with the key milestones.	1. Monitor progress towards achieving the key milestones	Group Manager Development Services		<p>A key JCS milestone was reached in November 2014 when the plan was submitted to the Secretary of State. Final hearings to discuss the plan and its evidence base were concluded in April 2016. The Inspector has indicated that the Interim Findings report will be published at the end of May 2016. Following this, the Councils will need to consider these findings. The intention is to take the Interim Findings and the suggested response to them to each Council at the end of June 2016. The Inspector will then hold a further set of hearing sessions to specifically discuss the main modifications that are to be proposed in the JCS. The JCS will then be brought back to each Council to approve the final main modifications to the plan for public consultation in Autumn 2016.</p> <p>The responses to the main modifications consultation will be sent to the Inspector for consideration before a final report is published. This is expected in late 2016.</p> <p>There has been significant slippage on the original expected timetable. However, the examination is now progressing well and moving towards adoption by early 2017.</p>

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PRIORITY: DEVELOP HOUSING RELEVANT TO LOCAL HOUSING NEEDS

Objective 1. Develop a core strategy to meet current and future housing needs

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
b) Continue to deliver the Tewkesbury Borough Local Plan in accordance with key milestones.	1. Refresh of the plan	Group Manager Development Services		<p>A Draft Tewkesbury Borough Plan was subject to public consultation between in early 2015. The timetable of the plan is inextricably linked to the progress of the JCS to which the TBP looks for the overall scale of development and spatial strategy.</p> <p>Nevertheless, officers have been developing the evidence base in respect of Gypsy and Travellers, employment land, housing land, open space and community facilities.</p>

				A number of Neighbourhood Plans are also being progressed around the Borough. These will form part of the overall development plan and will inform Borough Plan as well as providing policies and allocations that the Borough Plan would have needed to provide if they were not in place. Therefore, work on developing Neighbourhood Plans is contributing to the delivery of the Borough Plan.
c) Ensure policies in the Joint core strategy allow delivery of affordable housing for local needs.	1. Monitor delivery and outcomes of the policies	Group Manager Development Services	😊	The development of the JCS will provide strategic development plan policies which will be used to deliver affordable housing. A set of comprehensive, evidence based policies are contained within the Submission version of the JCS. This will be supported by viability evidence to demonstrate that the level of affordable housing being required through the JCS is robust.

PRIORITY: DEVELOP HOUSING RELEVANT TO LOCAL HOUSING NEEDS

Objective 2. Promote initiatives to make quality housing more affordable and accessible

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
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 clients' needs	Group Manager Environmental & Housing Services	😊	The Housing Enabling Officer is working with 7 parishes at present to deliver rural affordable housing. Minsterworth now has planning permission for 14 affordable homes. Sandhurst is currently in the planning process. In addition, we are working with 3 parishes with council-owned garage land to determine the future use of the land and possible housing opportunities in these rural locations.

Objective 3. Work with all stakeholders to promote specific housing types to meet defined shortages				
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	☹️	Housing and land monitoring completed for 2014/15 and the Annual Monitoring Report was published in October 2015. This included a latest 5 year housing land supply position based on the objectively assessed need set out within the Submission JCS. However, there remains uncertainty over any calculation as the objectively assessed needs are still being established through the JCS Examination.

PRIORITY: DEVELOP HOUSING RELEVANT TO LOCAL HOUSING NEEDS

Objective 3. Work with all stakeholders to promote specific housing types to meet defined shortages

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
59 b) 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	☺️	26 properties were let through Choice based lettings to existing social housing tenants during quarter 4.

Objective 4. Improve the quality of the housing stock

a) Deliver private sector home improvements through the Warm and Well Scheme and through promotion of the governments Green Deal.	1. Promotion of scheme and value of grants delivered	Group Manager Environmental & Housing Services	☺️	The scheme is a long established partnership of local authorities in Gloucestershire and South Gloucestershire and managed by Severn Wye Energy Agency (SWEA). It offers free advice on saving energy and can help older people claim a grant towards the cost of insulation, so reducing fuel poverty and health problems. The types of assistance available have recently changed, including removal of the national Green Deal.
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				The scheme's Central Heating Fund (CHF) is now being delivered. A bid from a consortium of Gloucestershire authorities, including TBC was successful and was awarded £3.2 million. SWEA are delivering the scheme. The CHF is a government programme designed to support local authorities to deliver first time central heating systems to 'fuel poor' households.
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PRIORITY: DEVELOP HOUSING RELEVANT TO LOCAL HOUSING NEEDS

Objective 4. Improve the quality of the housing stock

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
b) Work with Public Health to develop new approaches to enablement and adaptations for disabled people.	1. Number & value of grants delivered	Group Manager Environmental & Housing Services	☺	Between 1 April 2015 and 31 March 2016, a total of 99 grants were approved to a value of £543,351
	2. Monitor development of new approach		☺	<p>The Overview and Scrutiny Committee's Disabled Facilities Grants Review Report was approved by Executive Committee.</p> <p>The report contained 6 main actions, including working smarter with partners, better advice at the beginning of the process on housing options and exploring the use of technology to help deliver better outcomes for applicants</p> <p>Officers continue to participate in the Gloucestershire Disabled Facilities Grant Forum.</p> <p>The review of the contract for the Safe at Home, home improvement agency is due for renewal next year and discussions by partner organisations have started on what the service should look like in the future.</p>

Key Performance Indicators 2015-16

Quarter 4 Progress Report

Appendix 2

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 2014-15	Target 2015-16	Outturn Q1 2015-16	Outturn Q2 2015-16	Outturn Q3 2015-16	Outturn Q4 2015-16	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
State of the borough indicators											
1	Employment rate 16-64 year olds	78%	■	83.7%	■	■	■	■	■	This is higher than the county rate of 79.2% and national rate of 72.7%. Source ONS (Apr 2014 – March 2015)	Leader Member Economic Development / Julie Wood
2	Claimant unemployment rate	1%	■	1%	1%	0.9%	1%	■	■	This is lower than the county rate of 1.1% and the national rate of 1.8%. Source ONS March 2016	Lead Member Economic Development / Julie Wood

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Key Performance Indicators 2015-16

Quarter 4 Progress Report

Appendix 2

KPI no.	KPI description	Outturn 2014-15	Target 2015-16	Outturn Q1 2015-16	Outturn Q2 2015-16	Outturn Q3 2015-16	Outturn Q4 2015-16	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
3	Benefits caseload: a) Housing Benefit b) Council Tax Support	4056 4785		4,092 4,721	4,079 4,705	4,049 4,650	4,032 4,627			Claims are gradually falling though not significantly.	Lead Member Finance and Asset Management / Richard Horton
4	Number of anti-social behaviour incidents	2508		615	1287	1821	2447	↑		There has been an increase when comparing Q4 2014/15 (478) to this Q4 (626) but overall incidents continue to fall over a 12 month rolling period with a decrease of 1.8% reported incidents.	Lead Member Community/ Richard Kirk
5	Number of overall crime incidents	2673		782	1533	2297	3071	↓		The overall reported crime incidents has increased by 13.4% compared to last year. With 774 incidents being reported compared to 670 in Q4 in 2014/15.	Lead Member Community/ Richard Kirk
6	Total number of homeless applications presented	124		35	25	30	21			The overall cumulative figure for the number of homeless applications presented this year (111) have decreased compared to 2014/15. The positive emphasis on homeless prevention has helped to lower numbers.	Lead Member Health and Wellbeing/ Richard Kirk

Key Performance Indicators 2015-16

Quarter 4 Progress Report

Appendix 2

KPI no.	KPI description	Outturn 2014-15	Target 2015-16	Outturn Q1 2015-16	Outturn Q2 2015-16	Outturn Q3 2015-16	Outturn Q4 2015-16	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
7	Total number of homeless applications accepted	88		17	12	16	12			The number of accepted homeless applications this year (57) has decreased compared to the outturn of 2014/ 2015. This is due to the increased emphasis on homeless prevention being resolved before cases are accepted.	Lead Member Health and Wellbeing/ Richard Kirk
63 8	Total number of active applications on the housing register	1729 928 -1 Bed 569 -2 beds 160 - 3 beds 54 - 4 beds 16 -5 beds 2 - 6 beds		1665 871 - 1 bed 563 - 2 bed 162 - 3 bed 57 - 4 bed 10 - 5 bed 2 - 6 bed	1782 941 - 1 bed 573 - 2 bed 196 - 3 bed 60 - 4 bed 12 - 5 bed -	1768 937 - 1 bed 564 - 2 bed 197 - 3 bed 59 - 4 bed 8 - 5 bed 3 - 6 bed	1887 972 - 1 bed 623 - 2 bed 208 -3 bed 71 - 4 bed 12 - 5 bed 1 - 6 bed			The number of active housing applications has continued to rise throughout the year. This trend has been noted across the county and is thought to reflect the affordability issues within other tenures.	Lead Member Health and Wellbeing/ Richard Kirk

Key Performance Indicators 2015-16

Quarter 4 Progress Report

Appendix 2

KPI no.	KPI description	Outturn 2014-15	Target 2015-16	Outturn Q1 2015-16	Outturn Q2 2015-16	Outturn Q3 2015-16	Outturn Q4 2015-16	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
Council Plan Priority: Use resources effectively and efficiently											
9	Percentage of creditor payments paid within 30 days of receipt	93.71%	93.00%	94.54%	93.44%	93.82%	94.12%	↑	☺	Above target and higher than last year reflecting good work done by Finance team in improvement of processes.	Lead Member Finance and Asset Management /Simon Dix
10	Outstanding sundry debt in excess of 12 months old	£49,735	£50,000	£39,450	£29,605	£53,809	£44,609	↑	☺	£24,527 relates to one invoice and this is currently being managed. The underlying position is £20,082 which is better than previous quarters due to a thorough review of old debts.	Lead Member Finance and Asset Management /Simon Dix
11	Average number of sick days per full time equivalent	8.67	7.00	1.23	2.71	5.20	8.74	↓	☹	<p>The number of sick days during 2015/16 totals to: 1,502 days.</p> <ul style="list-style-type: none"> • Q1 = 210 • Q2 = 256 • Q3 = 429 • Q4 = 607 <p>There has been unusually high long term sickness in the organisation, with 49% of the days lost attributable to long term sickness, involving 10 employees. Were it not for the high long term sickness, the target would have been achieved.</p>	Lead Member Organisational Development / Graeme Simpson

Key Performance Indicators 2015-16

Quarter 4 Progress Report

Appendix 2

KPI no.	KPI description	Outturn 2014-15	Target 2015-16	Outturn Q1 2015-16	Outturn Q2 2015-16	Outturn Q3 2015-16	Outturn Q4 2015-16	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
12	Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant	82.05%	80%	75%	65.22%	73.17%	87.50%	↑	☺	Outstanding performance overall given the number and complexity of major applications and given capacity issues at senior officer level in particular. There has also been resource focussed on the review of planning. Strong performance indicates that officers are liaising well with customers to work through major applications in a positive and proactive way.	Lead Member Built Environment/ Julie Wood
13	Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the applicant	90%	90%	70.91%	63.20%	67.02%	70.11%	↓	☹	Steady improvement since Q2 reflecting the hard work of the team, especially given the capacity issues above and the expected dip in performance during the review of planning. It is anticipated that performance will continue to improve in 2016-17 following process improvements arising from the review of planning and further successful recruitment.	Lead Member Built Environment/ Julie Wood
14	Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant	90.28%	90%	79.67%	74.17%	78.57%	79.13%	↓	☹	See KPI 13 above.	Lead Member Built Environment/ Julie Wood

Key Performance Indicators 2015-16

Quarter 4 Progress Report

Appendix 2

KPI no.	KPI description	Outturn 2014-15	Target 2015-16	Outturn Q1 2015-16	Outturn Q2 2015-16	Outturn Q3 2015-16	Outturn Q4 2015-16	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
15	Average number of days to process new benefit claims	18.75	15.00	15.31	13.18	12.34	12.76	↑	☺	Since last quarter there has been a very minor slip, this is due to council tax billing. Overall there has been continued improvement throughout the year. This year has been our best ever performance and is below the national average which Department for Working and Pensions (DWP) for Q3 (Oct 2015- Dec 2015) reported being 21 days.	Lead Member Finance and Asset Management /Richard Horton
16	Average number of days to process change in circumstances	10.51	10.00	7.21	7.02	6.61	5.22	↑	☺	This is our best ever performance. Q4 2014-15 it was reported to be 10.51 days. We are again under the national average number of days of 10 days (reported by DWP for Q3 2015/16).	Lead Member Finance and Asset Management / Richard Horton
17	Percentage of council tax collected	98.03%	98.00%	29.43%	57.45%	85.66%	98.14%	↑	☺	The collection rate has improved considerably on last year's performance. We have collected £1,096,672.45 more than we did last year at the same stage.	Lead Member Finance and Asset Management / Richard Horton
18	Percentage of NNDR collected	98.72%	98.00%	33.34%	49.42%	84.98%	99.24%	↑	☺	This represents an excellent collection rate and improved on last year. A total of £66,064.37 more was collected this year. This is a great achievement following the large refunds that were absorbed.	Lead Member Finance and Asset Management / Richard Horton

Key Performance Indicators 2015-16

Quarter 4 Progress Report

Appendix 2

KPI no.	KPI description	Outturn 2014-15	Target 2015-16	Outturn Q1 2015-16	Outturn Q2 2015-16	Outturn Q3 2015-16	Outturn Q4 2015-16	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
19	Total enquires logged by the Area Information Centres (AIC)	1539		514	876	1,245	1,708			<p>Enquiries received at the AIC's as follows for Q1- Q4:</p> <p style="text-align: center;">Q1, Q2, Q3 Q4</p> <p>Bishops Cleeve: 108, 78, 86, 65 Brockworth: 235, 156, 181, 200 Churchdown: 84, 66, 61, 119 Winchcombe: 87, 62, 41, 79</p> <hr/> <p>Total: 514 362 369 463</p> <p>The increase in number of enquires are largely relating to benefits, garden waste/ council tax payments and requests for caddy bins.</p>	Lead member Customer Focus/ Graeme Simpson
Council Plan Priority: Promote economic development											
20	Number of business births	440 (2013 figure)				445 (2014 figure)				Business Births – Represents a slight increase in business birth levels from 2013.	Lead Member Economic Development /Promotion / Julie Wood
21	Number of business deaths	305 (2013 figure)				285 (2014 figure)				Business Deaths - Shows fewer business deaths in 2014 compared to the previous year. Source: ONS Business demography	Lead Member Economic Development /Promotion / Julie Wood
22	Number of visitors to Tewkesbury Tourist Information Centre (TIC)	34,077	31,500	9,441	22,713	27,727	31,485	↓	☺	Outturn is virtually on par with target. The number of visitors to the Heritage Centre has increased this is following the introduction of free entry.	Lead Member Economic Development /Promotion / Julie Wood

Key Performance Indicators 2015-16

Quarter 4 Progress Report

Appendix 2

KPI no.	KPI description	Outturn 2014-15	Target 2015-16	Outturn Q1 2015-16	Outturn Q2 2015-16	Outturn Q3 2015-16	Outturn Q4 2015-16	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
23	Number of visitors to Winchcombe Tourist Information Centre (TIC)	9,131	11,200	3,758	8,036	9,285	10,187	↑	☹	During Q3 the 2014-15 outturn figure was reached but down overall on 2015-16 target. The council is working closely with the Town Council on a vision for tourism in Winchcombe – this will include making the best use of the TIC.	Lead Member Economic Development /Promotion / Julie Wood
Council Plan Priority: Improve recycling and care for the environment											
24	Percentage of waste recycled or composted	51.08% 50.66%*	52%	51.85%	51.68%	51.48%	50.68%	↑	☹	The % recycled has slightly increased on last year, but is still below target. Some recycling loads had to be diverted to landfill due to the needle contamination issue. The actual year on year drop in dry recycling is approx,100 tonnes. Q3 and Q4 food waste tonnages have increased following the 'No Food Waste' sticker campaign and the uplift is 24.6% (292 tonnes). The amount of waste sent to landfill has decreased which is extremely positive, despite a general increase trend in residual waste. A mild spring has increased the garden waste tonnage for Feb and March boosting the total tonnage by an extra 70 tonnes compared to last year. *These figures have been updated following extra data provided by third party	Lead Member Clean and Green Environment/ Richard Kirk
25	Residual household waste collected per property in kgs	428kg 429kg*	450kg	111kg	220kg	321kg	427kg	↑	☹		

Key Performance Indicators 2015-16

Quarter 4 Progress Report

Appendix 2

KPI no.	KPI description	Outturn 2014-15	Target 2015-16	Outturn Q1 2015-16	Outturn Q2 2015-16	Outturn Q3 2015-16	Outturn Q4 2015-16	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
										contractors after the final data was submitted and the updated household numbers in the waste data reporting mechanism.	
69 26	Number of reported enviro crimes	1012	850	305	641	921	1314	↓	☹	<p>393 reported incidents for the Q4 period broken down as:</p> <ul style="list-style-type: none"> Noise – 56 (65) Dog fouling – 36 (18) Fly tipping – 229 (144) Abandoned vehicles – 72 (53) <p>(Q3 in brackets). Q4 saw the greatest number of envirocrimes carried out in the borough. Each period (apart from Q3) has seen a much greater than anticipated increase, mostly due to the high numbers of fly tips and abandoned vehicles.</p> <p>Although 72 abandoned vehicles were reported, work by officers to reunite vehicles to their owners has meant that only 18 of these needed to be disposed of and therefore avoiding disposal costs. Officers in Environmental Health and UBICO work closely together on an agreed procedure for clearing fly tips as quickly as possible, but making sure any evidence is collected and considered.</p>	Lead Member Clean and Green Environment/ Richard Kirk

Key Performance Indicators 2015-16

Quarter 4 Progress Report

Appendix 2

KPI no.	KPI description	Outturn 2014-15	Target 2015-16	Outturn Q1 2015-16	Outturn Q2 2015-16	Outturn Q3 2015-16	Outturn Q4 2015-16	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
Council Plan Priority: Provide customer focused community support											
27	Total number of people assisted within the borough by Citizens Advice Bureau (CAB)	1457		380	684	1007	1,363			<p>Heaviest demand has been from residents in the following wards: Brockworth (15.5% or 211 clients), Priors Park (10% -154 clients), Churchdown St Johns 8.5% (117 clients), Northway 7.5 (103 clients) and Cleeve St Michaels 7% (98 clients). The 5 wards represent 48.5% (568) of clients seen.</p> <p>The 5 main areas where advice has been given:</p> <ul style="list-style-type: none"> • Benefits 28% • Debt 25% • Employment: 10% • Relationships 9% • Housing 8% 	Lead Member Economic Development /Promotion / Julie Wood
28	Financial gain to clients resulting from CAB advice	£422,869		£59,317	£122,551	£268,262	£332,197			During the year clients have benefitted from £332,197 of financial gains, of which £247,431 (74.5%) represent increases in disposable incomes.	Lead Member Economic Development /Promotion / Julie Wood

Key Performance Indicators 2015-16

Quarter 4 Progress Report

Appendix 2

KPI no.	KPI description	Outturn 2014-15	Target 2015-16	Outturn Q1 2015-16	Outturn Q2 2015-16	Outturn Q3 2015-16	Outturn Q4 2015-16	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
71 29	Food establishments in area broadly compliant with food hygiene regulations (%)	90.44%	94%	91.49%	91.97%	92.73%	92.19%	↑	☹	<p>During Q4 the total number of food premises was 870 (895) where the following was found (Q3 in brackets):</p> <ul style="list-style-type: none"> • Broadly compliant commercial premises – 802 (830) • Non-compliant Commercial Premises – 68 (65) • Unrated Commercial Premises – 24 (24) <p>This quarter has seen an unusually high turnover in businesses operating, with 51 businesses closing and 26 new opening. Officers have been proactive in contacting businesses (especially low risk / low priority) to check if they continue to operate and closing files if they don't. Officers have also been busy dealing with the high numbers of revisit requests from businesses who have made improvements as a result of recent inspections.</p>	Lead Member Clean and Green Environment/ Richard Kirk

Key Performance Indicators 2015-16

Quarter 4 Progress Report

Appendix 2

KPI no.	KPI description	Outturn 2014-15	Target 2015-16	Outturn Q1 2015-16	Outturn Q2 2015-16	Outturn Q3 2015-16	Outturn Q4 2015-16	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
Council Plan Priority: Develop housing relevant to local needs											
30	Number of affordable homes delivered	145	150	46	94	195	229	↑	😊	<p>Q4 has seen a total of 34 affordable homes delivered across the borough, of which:</p> <ul style="list-style-type: none"> • Bishops Cleeve (12) • Brockworth (18) • Winchcombe (4) <p>229 homes delivered is the largest number since 2007/08.</p>	Lead Member Health and Wellbeing/ Richard Kirk
31	Total number of homeless prevention cases	94		44	36	47	45			<p>This quarter's prevention total was made up of 43 preventions plus two homeless reliefs. Cumulative preventions this year to date (172) have exceeded the outturn figure of 94 during 2014/2015. Officers have been resolving housing crises before and during the application process are considered necessary. This has resulted in the increased number of homeless prevention cases.</p>	Lead Member Health and Wellbeing/ Richard Kirk

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Appendix 3 - Analysis of Budget by Group Manager Unit

	Full Year Budget	Q4 Budget Position	Q4 Actual Position	Budget Under / (over) spend	Budget Variance %	Notes
Chief Executive	0	261,983	234,682	27,301	10	
Employees	233,103	233,103	227,359	5,744	2.5	
Premises	0	0	60	(60)	0.0	
Transport	2,280	2,280	3,065	(785)	(34.4)	
Supplies & Services	1,600	1,600	3,520	(1,920)	(120.0)	
Payments to Third Parties	25,000	25,000	679	24,321	0.0	1
Support Services	(261,983)	0	0	0	0.0	
Income	0	0	0	0	0.0	

1) There was an allocation of new homes bonus for preparation work for a potential management restructure. This work has not been started as options for the future management of the Council is being considered by CE.

Deputy Chief Executive	0	115,258	115,372	(114)	(0)	
Employees	109,508	109,508	109,802	(294)	(0.3)	
Premises	0	0	0	0	0.0	
Transport	2,450	2,450	2,642	(192)	(7.8)	
Supplies & Services	3,300	3,300	2,928	372	11.3	
Support Services	(115,258)	0	0	0	0.0	
Income	0	0	0	0	0.0	

One Legal	0	1,074,377	1,042,132	32,245	3	
Employees	1,088,669	1,088,669	1,159,883	(71,214)	(6.5)	2
Premises	0	0	0	0	0.0	
Transport	26,280	26,280	15,535	10,745	40.9	3
Supplies & Services	95,088	95,088	78,109	16,979	17.9	4
Payments to Third Parties	10,160	10,160	162,868	(152,708)	(1,503.0)	5
Support Services	(270,279)	0	0	0	0.0	
Income	(949,918)	(145,820)	(374,262)	228,442	(156.7)	6

2) The overspend on employees is due to continuing to have unfilled vacancies in the section and therefore using locums to cover these vacancies. However this overspend is then being offset from additional income being recovered from third parties.

3) The underspend on transport costs is due to the spend on essential user allowance and mileage being lower than expected as there have been vacancies during the year.

4) Supplies and Services has an underspend mainly on books and publications as One legal have managed this budget during the year, to purchase only what is necessary.

5) The overspend on Payments to Third Parties is related to disbursements, which is additional work that One Legal have undertaken. All of these additional costs are being recovered through Income, as costs are recharged back to the various clients.

6) After taking account of the additional income on disbursements, the remaining additional income against budget relates to additional work that One legal has done for UBICO, Cheltenham Borough Homes and Worcestershire County Council among others.

Democratic Services	1,684,891	821,985	732,052	89,933	11	
Employees	224,000	327,599	300,321	27,278	8.3	7
Premises	0	10,748	10,748	0	0.0	
Transport	18,610	18,624	20,498	(1,873)	(10.1)	
Supplies & Services	549,519	509,630	465,939	43,691	8.6	8
Payments to Third Parties	30,106	52,072	52,645	(573)	(1.1)	
Support Services	860,297	0	0	0	0.0	
Depreciation	2,609	0	0	0	0.0	
Income	(250)	(96,688)	(118,099)	21,411	(22.1)	9

7) This is due to temporary staff employed to cover peak times, with elections being held during the year, in order to provide the optimum flexibility to meet the statutory requirements of the service.

8) Supplies and Services are underspent due to joint Borough and General election allowing for efficiencies and reduced costs against Borough election budget

9) A Gov't grant relating to Individual Electoral Registration (£22,828) has been received which had not been included in the budget.

Corporate Services	511,844	1,277,673	1,151,232	126,441	10	
Employees	846,900	846,900	768,797	78,103	9.2	10
Premises	0	0	0	0	0.0	
Transport	8,610	8,610	5,913	2,697	31.3	
Supplies & Services	389,343	389,343	358,166	31,177	8.0	11
Payments to Third Parties	37,320	37,320	30,233	7,087	19.0	
Support Services	(811,598)	0	0	0	0.0	
Depreciation	45,769	0	0	0	0.0	
Income	(4,500)	(4,500)	(11,877)	7,377	(163.9)	

10) As members will be aware, Corporate Services is the new group which combined the Business Transformation and Policy and Performance Teams. Savings in staff costs have been recognised as the budget was set assuming there would be two group managers in 2015/16. Other staff vacancies within the group e.g. Web Development and Internal Audit posts have also contributed to the saving.

11) This mainly relates to the recoup of monies as a result of apprentices successfully being appointed to post.

Environmental and Housing	3,876,850	3,212,910	3,085,078	127,832	4	
Employees	937,190	937,190	978,849	(41,659)	(4.4)	12
Premises	3,595	3,595	614	2,981	82.9	
Transport	37,100	37,100	36,290	810	2.2	
Supplies & Services	139,126	139,126	131,628	7,498	5.4	
Payments to Third Parties	3,737,739	3,737,739	3,762,808	(25,069)	(0.7)	13
Support Services	591,530	0	0	0	0.0	
Depreciation	72,410	0	0	0	0.0	
Income	(1,641,840)	(1,641,840)	(1,825,111)	183,271	(11.2)	14

12) Overspends on staff costs relates to paying contractors to cover the vacancies and sickness/maternity during the year, however the overall position continues to show a surplus.

13) Payments to Third Parties principally relates to the contract with UBICO for the provision of waste and recycling services. The overspend relates to additional costs incurred during the year as a result of additional hire of a vehicle and extra crew.

14) Income is up on garden waste, private hire licensing and also recycling credits from Gloucestershire CC. Positive positions in all these areas of income against budget is helping contribute to a reasonable surplus at the end the year

Finance and Asset	1,292,814	1,797,040	1,854,504	(57,464)	(3)	
Employees	2,519,754	2,519,754	2,483,833	35,921	1.4	15
Premises	621,213	621,213	570,831	50,382	8.1	16
Transport	10,580	10,580	12,144	(1,564)	(14.8)	
Supplies & Services	648,948	633,348	591,936	41,412	6.5	17
Payments to Third Parties	161,450	177,050	202,622	(25,572)	(14.4)	18
Support Services	(778,172)	0	0	0	0.0	
Depreciation	273,946	0	0	0	0.0	
Income	(2,000,206)	(2,000,206)	(1,888,837)	(111,369)	5.6	19
Treasury Mg Activity	(164,699)	(164,699)	(118,025)	(46,674)	28.3	20

15) Staff savings have been achieved at Cascades and within both Financial Services and Asset Management as vacancies and maternity have been covered by existing staff.

16) Substantial savings made on utilities particularly on gas from the mild winter. Savings also accumulated on business rates payable on our own properties.

17) Underspends across a variety of expenditure types including insurances, bank charges and postages.

18) Additional expenditure on burial services has been incurred, but also offset against income. Additional expenditure was also incurred on receiving specialist advice from consultants on undertaking our bank tender (which resulted in bank charge reductions).

19) Strong income performance in a number of areas including parking, cemeteries and the caravan site. This has however been offset by the failure to secure a tenant for the Public Services Centre and to acquire a suitable commercial property investment.

20) Treasury Mgt activity is showing a negative position against the budget. The main reason for this is the reduced investment income from treasury activities as anticipated following the £10.7m refund to Virgin Media. An equalisation reserve has been established to balance the budget.

Revenues and Benefits	829,395	394,049	484,777	(90,728)	(23)	
Employees	794,528	794,528	766,266	28,262	3.6	21
Transport	11,610	11,610	11,105	505	4.3	
Supplies & Services	135,092	135,092	154,166	(19,074)	(14.1)	22
Payments to Third Parties	26,750	26,750	25,247	1,503	5.6	
Transfer Payments - Benefits Service	19,665,790	19,665,790	19,838,629	(172,839)	(0.9)	23
Support Services	426,099	0	0	0	0.0	
Depreciation	9,247	0	0	0	0.0	
Income	(20,239,721)	(20,239,721)	(20,310,636)	70,915	(0.4)	24

21) Savings have been made on employee costs through the year as there were 2 vacant posts in the group and we have not been replacing staff as they leave.

22) Increase in bailiff costs carrying out more enforcement against non-payment of local taxes. In addition, we have arranged training for key staff to cover important aspects of revenues and benefits going forward.

23) Demand for benefits has risen slightly over the anticipated budget. Benefit claims are very much demand led and people are staying on benefit for longer.

24) One off New Burden Grants have been received during the year which have resulted in additional income being received than budgeted.

Development Services	1,300,857	901,596	(241,678)	1,143,274	127	
Employees	1,344,025	1,337,185	1,292,948	44,237	2.7	25
Premises	41,586	11,586	11,162	424	(8.9)	
Transport	48,870	46,857	41,906	4,950	16.7	
Supplies & Services	366,707	405,560	275,531	130,029	(6.4)	26
Payments to Third Parties	215,410	215,410	237,163	(21,753)	10.9	27
Support Services	359,364	0	0	0	0.0	
Depreciation	39,897	0	0	0	0.0	
Income	(1,115,002)	(1,115,002)	(2,100,390)	985,388	(0.6)	28

25) Employee Costs are showing an underspend due to staff turnover and changes in employment patterns over the year.

Appendix 4 - Analysis of Capital Budget

	Profile Budget to Q4	Q4 Budget Position	Q4 Actual Position	(Over) / Under spend to Q4	% Slippage	Comments
Council Land & Buildings	6,302,665	6,402,665	6,422,296	(19,631)	(0)	<p>- Leisure centre £29k over spend against budget profile in year. As we come towards the completion of the scheme which is on budget, the payment profile is moving closer to the total budget available and no overspend is expected.</p> <p>- Roses theatre - Budget was increased to £250k with revenue contributions. The project was £85k higher than capital budget which was agreed to be met from revenue resources.</p> <p>- Riverside and town regenerations £90k under budget - no spend as yet as plans are still being developed on how best to utilise this allocated funding.</p>
Equipment	150,432	270,032	285,677	(15,645)	(10)	<p>The overspend being reported is due purchase of a IT server during the year which was not in budget.</p> <p>The budget was increased in the year to cover the purchase of Photo-voltaics which were installed in Q3 and paid for in Q4. The budget has been taken from the Capital Investment fund budget.</p>
Capital Investment Fund	2,010,000	1,790,400	0	1,790,400	89	Assumption was that we would have made our capital investment in 15/16 financial year. It now looks as though this will happen late in 2016/17
Community Grants	450,456	450,456	207,125	243,331	54	There has been slippage in individual schemes starting projects which has resulted in the amount currently invoiced behind profiled budget. Each approved scheme has been carried over into the 16/17 financial year
Housing & Business Grants	747,000	799,172	949,255	(150,083)	(20)	<p>Additional expenditure is a result of the Flood Repairs grant (£258k) and Deerhurst Flood grant (£24k). These schemes are grant funded so no budget for it.</p> <p>However currently there has been no spend on Decent Homes which has a budget of £30k and disabled facilities grant which was £60k below budget.</p>
	9,660,553	9,712,725	7,864,353	1,848,372	19	

Appendix 5 - Revenue Reserves for 15/16

Reserve	Balance 31st March 2015	Adjustments	Spent on Reserve Q4	Reserve Remaining	Note
Asset Management Reserve	£296,128		£32,252	£263,876	
Borough Regeneration Reserve	£54,000	-£30,000	£19,949	£4,051	
Business Rates Reserve	£5,433,063		£1,585,096	£3,847,967	
Business Support Reserve	£105,554	-£1,611	£15,728	£88,215	
Business Transformation Reserve	£339,822	£175,953	£162,827	£352,948	6
Community Safety Reserve	£2,532		£2,502	£30	
Community Support Reserve	£15,000		£5,000	£10,000	
Elections Reserve	£9,892		£0	£9,892	
Flood Support and Protection Reserve	£409,230	-£48,389	£191,908	£168,933	1
Health & Leisure Development Reserve	£19,757		£3,434	£16,323	
Housing & Homeless Reserve	£41,260		£4,020	£37,240	
Interest Equalisation Reserve	£150,000	-£58,597	£0	£91,403	
MTFS Equalisation Reserve	£68,178		£0	£68,178	
Organisational Development Reserve	£38,868	-£17,356	£17,881	£3,632	
Development Management Reserve	£243,210		£100,383	£142,827	2
Development Policy Reserve	£470,330		£173,459	£296,871	3
Risk Management Reserve	£47,442		£44,590	£2,852	
Transport Initiatives Reserves	£193,800	-£15,000	£178,800	£0	4
Waste & Recycling development Reserve	£125,000	-£5,000	£60,368	£59,632	5
Uncommitted contingency reserve	£0		£0	£0	
Horsford Reserve	£30,462		-£8,396	£38,858	
Mayors Charity Reserve	£12,436		£12,105	£331	
Planning Obligations Reserve	£2,011,850		£45,482	£1,966,368	
General Fund Working Balance	£450,000		£0	£450,000	
Totals	£10,567,814	£1	£2,647,389	£7,920,426	

Notes to Reserves

- 1 Expenditure of external funding to support recovery following floods in Winter 2014
- 2 Costs resulting from planning appeals
- 3 Costs relating to Borough Plan and CIL development
- 4 External funding for transport studies passed to Gloucestershire County Council
- 5 One off costs associated with joining Ubico Ltd
- 6 Spend on various projects which have the aim of transforming service delivery

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	14 June 2016
Subject:	Communications Strategy Annual Review
Report of:	Graeme Simpson, Corporate Services Group Manager
Corporate Lead:	Mike Dawson, Chief Executive
Lead Member:	Councillor R J E Vines
Number of Appendices:	Two

<p>Executive Summary:</p> <p>Communications has a vital role to play in helping Tewkesbury Borough Council deliver its vision, priorities and objectives to local people. 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. This short report provides an overview of the strategy’s actions for year two.</p>
<p>Recommendation:</p> <p>To consider the progress of the Communication Strategy’s actions.</p>
<p>Reasons for Recommendation:</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>Resource Implications:</p> <p>None other than officer time to implement the action plan.</p>
<p>Legal Implications:</p> <p>None directly arising from this report.</p>
<p>Risk Management Implications:</p> <p>If the Council does not have an effective strategy in place then this will adversely affect its reputation.</p>
<p>Performance Management Follow-up:</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 to the report 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. The Strategy can be found at Appendix 1 to the report.
- 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 second annual review. The first review was reported to Overview and Scrutiny Committee on 16 June 2015.

2.0 REVIEW OF YEAR TWO ACTIONS

- 2.1** A review of the actions for year one of the Communications Strategy can be found at Appendix 2 to the report. The table shows 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 3. A brief commentary supports each action. 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. Since the last review there has been a restructure of the Chief Executive's Unit which led to the implementation of the Corporate Services Unit. This created a new Policy and Communications Manager supported by a Communications Officer.

3.0 OTHER OPTIONS CONSIDERED

- 3.1** None.

4.0 CONSULTATION

4.1 An Overview and Scrutiny Committee Working Group was set up to review the Strategy.

5.0 RELEVANT COUNCIL POLICIES/STRATEGIES

5.1 Council Plan 2012-16 (now 2016-20).
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.

Background Papers: None.

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Appendices: 1. Communications Strategy.
2. Action Plan.

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”.

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
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"> - Creating a month-by-month content calendar for social media communications. - Introduce a software monitoring tool to securely manage the council's social media activity 	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 two actions		
Action	Progress	Complete
Lead on communications and design to deliver the Transform Tewkesbury Borough work programme.	<p>There is ongoing work to support delivery of projects within the transform programme. For example:</p> <ul style="list-style-type: none"> • Providing communications support on the individual elements of the programme such as the new leisure centre and the transfer of Ubico. • Media releases on Spring Gardens / Oldbury Road redevelopment – communications officer is part of the internal project team. • New council plan • Continued support will be given to the transform programme, for example, the redevelopment of the council’s website will have significant input from the communications and graphics team. 	Yes – and will continue into Year 3.
Arrange media training for Executive Committee, group and operational managers and other key staff.	Media training was offered to all members and training was provided on 4 November 2015. Training now needs to be rolled out to relevant staff – to be carried out by the end of the calendar year.	Partially complete
Review the current intranet and make recommendations about its replacement, based on what staff want.	This was an ongoing action from Year 1 and is now complete. A new intranet was launched in Autumn 2015. The e-comms group were instrumental in its implementation.	Complete.
Redesign the council’s key internal posters to bring them in line with the council’s Written Style and Branding Guide.	All internal posters are now designed by our in-house designer. This has helped to ensure corporate messages are professional, eye-catching and presented consistently. Graphics work is also extended beyond internal posters to work such as: job adverts; tourist leaflets eg heritage alleyways; corporate reports eg O&S annual report; internal newsletters eg lead member newsletter; parish matters; ad hoc marketing eg Chinese delegation visit and service related requests eg LEADER scheme promotion and digital graphics for the web, social media and the intranet.	Complete – and will continue into Year 3.
Carry out a review with members about internal and corporate communications.	This piece of work has now been scheduled for the summer of 2016. The purpose is to find out what members think about the current corporate communications offered to them, including member updates, the intranet, the website and press release updates.	Not yet implemented – will be completed by September 2016

Year two actions		
Action	Progress	Complete
Explore the possibility of providing an external graphic design service – for example to town and parish councils or local organisations.	Following a corporate services restructure, the council reduced its graphic design team from two full time officers to one full time officer. In addition, since moving into the corporate services team, our design service now supports a much wider range of services across the council. As a result, the workload on the graphic designer has increased and the possibility of providing an external design service at this stage is not possible.	Complete
Promote council achievements in the local government arena, such as the Municipal Journal.	The Municipal Journal and other government publicity outlets 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, for example in relation to flooding response. In addition, the communications team is, where possible, providing support for award submissions, for example, Municipal Journal Best Council Award and IRRV Best Team awards for revenues and benefits. The council’s public service centre concept has also received recognition within LGA communications.	Complete – and will continue into Year 3.
Investigate the use of info-graphics to help visually communicate complicated messages.	This is yet to be undertaken and will be taken forward during 2016/17.	Not yet implemented.
Support the Strategic Locality Partnership to communicate their objectives, messages and events.	The Communications and Policy Manager supports the partnership on any messages or communications they wish to convey. For example, the staff ‘Nibblets’ sessions are promoted by the Comms Team on behalf of the partners. The partnership are also looking at potential reception improvements, if these come to fruition, this will require a communication plan.	Complete – and will continue into Year 3.
Support the production of a resident’s survey every two years from 2013.	The last resident’s survey was undertaken in the summer of 2013. A survey was not undertaken in 2015 as initially programmed. The most effective way to carry this out needs to be considered including the potential to use the new website and self service module to capture on going feedback. This has been carried forward as an action within the corporate services team 2016/17 service plan and will be complete by the end of the calendar year. Citizens’ panel.	Not yet implemented.
Review parish matters.	Although we have not received any negative feedback about Parish Matters, we are keen to keep improving our communication with Parish Councils. In the Spring 2016 edition, we will be asking for feedback on the borough council’s communication with parishes and if there are any areas for improvement. This will be formally followed up as well. All parish councils receive copies of the borough council’s press releases.	Not yet implemented.

Year two actions		
Action	Progress	Complete
Work with the Community Development team to improve communications with the borough's hard- to-reach groups.	We use a variety of communication channels to reach a variety of key audiences and advise officers on the best channel to target a particular group. We are supporting the financial inclusion partnership with communications issues and advice. Supporting community groups that work with hard to reach groups e.g. funding and working with Tewkesbury VIPs (Visually Impaired People), Fairshares for craft sessions for socially isolated, Young Carers volunteers, Winchcombe Memory Cafe	Yes and will continue into Year 3.
Provide communications support for the delivery of the new leisure centre.	Extensive internal and external communications have supported this project. The centre has been formally handed over to the management contractor, Places for People. Where necessary, communications will continue but overall the communications plan for the project has been delivered.	Complete
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.	The council's communications team continues to be the main media contact for the Joint Core Strategy. 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.	Yes and will continue into Year 3.
Support the council's Customer Care Strategy to promote channel shift and digital ways of communicating.	The communication team has plans in place to promote the recently approved Customer Care Strategy and Customer Care Standards, this includes promotion in News4U, Tewkesbury Borough News, posters in our public reception areas and online.	Yes and will continue into Year 3
Continue to lead on corporate social media accounts and research the best channels for the council to use.	This is a continuous action across the lifespan of the strategy. The use of twitter and facebook has continued extensively during the course of the year. There are now 2312 followers on Twitter and on Facebook there are 812 likes - with one Facebook post about the new leisure centre reaching 12,000 members of the public in one hit. An outstanding action from 2015/16 is to implement a social media software management tool to enable accounts to be managed more effectively and securely.	Yes and will continue into Year 3
Create a database of town and parish council contacts for noticeboards and newsletters.	This database has been created.	Complete

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	14 June 2016
Subject:	Corporate List of Policies and Strategies
Report of:	Graeme Simpson, Corporate Services Group Manager
Corporate Lead:	Mike Dawson, Chief Executive
Lead Member:	Councillor Mrs E J MacTiernan
Number of Appendices:	One

<p>Executive Summary:</p> <p>The Overview and Scrutiny Committee has previously 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 the updated list is attached at Appendix 1. The policies and strategies that are due for review in 2016/17 are highlighted in bold.</p>
<p>Recommendation:</p> <p>To CONSIDER the list of policies and strategies and identify ones for inclusion within the Committee's 2016/17 work programme.</p>
<p>Reasons for Recommendation:</p> <p>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.</p>

<p>Resource Implications:</p> <p>None arising directly from this report.</p>
<p>Legal Implications:</p> <p>None arising directly from this report.</p>
<p>Risk Management Implications:</p> <p>Effective overview and scrutiny supports delivery of the Council's vision, values and priorities.</p>
<p>Performance Management Follow-up:</p> <p>The Committee's work programme is continually monitored to ensure emerging issues are considered.</p>

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. The Overview & Scrutiny Committee has previously 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.

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 2016/17 are highlighted in bold. The Committee is asked to consider the list of policies and strategies and if any could inform the Committee's 2016/17 work programme. Members are reminded that in selecting an area for review it may be prudent to align with the Council's priority areas.

2.2 Policies and strategies identified for review during the year will be populated to the Executive Committee's work programme. At the last Overview and Scrutiny Committee held on 12 April 2016, Members of the Committee had raised concerns regarding the perceived lack of activity documented within the Executive Committee's work programme.

3.0 OTHER OPTIONS CONSIDERED

3.1 None.

4.0 CONSULTATION

4.1 None.

5.0 RELEVANT COUNCIL POLICIES/STRATEGIES

5.1 Council Plan 2016-20.

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

10.1 None.

Background Papers: None.

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Appendices: 1 – List of policies and strategies

Strategies & Policies	Summary	Review date
Corporate Services - Group Manager Graeme Simpson		
Risk Management Strategy	A strategy which sets out how the council identifies, evaluates and mitigates risk.	September 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
Workforce Development Strategy	To maximise the performance of the council by defining the goals, objectives and expectations of the workforce.	October 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
Use of ICT resources by Elected Members (code of practice)	This code of practice governs the acceptable use of ICT resources for Elected Members who use any of the ICT resources provided by Tewkesbury Borough Council.	November 2016
Alcohol & Drugs Policy	To provide positive approaches and support to employees who may be misusing illegal and prescribed drugs, alcohol or solvents.	December 2016
Anti-bullying & harassment	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 2016

Strategies & Policies	Summary	Review date
Wellbeing & Stress Management Policy	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 2016
Flexible Working Policy	A policy which is committed to the equality of opportunity and to the continued development of a working environment which encourages all staff to give of their best within an arrangement which allows them to balance both work and personal commitments.	March 2017
Equalities and Diversity Policy	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 2017
ICT Strategy	A strategy to ensure ICT solutions support our business processes.	March 2017
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
Policy for use of I.T.	Details the acceptable use of the council's e-mail and internet facilities.	May 2017

Strategies & Policies	Summary	Review date
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
Customer Care Strategy	A strategy to provide excellent customer service.	March 2018
Digital Strategy	The strategy sets out the way in which we plan to meet the changing expectations of our customers using digital technology in a way which is joined up and worthwhile.	December 2018
Revenues and Benefits - Group Manager Richard Horton		
Discretionary Housing Payments Policy	Guidelines for the determination of DHP claims.	July 2016
Fraud Prosecution Policy	Policy on how to deal with fraud related claims within Revenues and Benefits.	July 2016
Discretionary Rate Relief Policy	Guidelines for the granting of business rates relief to charities and non-profit making organisations.	September 2016

Strategies & Policies	Summary	Review date
Benefit Take-up Strategy	Sets out how we will work to ensure that our customers receive the housing and welfare benefits that they are entitled to.	August 2016
National Non Domestic Rates (NDR) Hardship Relief Policy	Guidelines on the granting of hardship relief for business rates.	December 2017
Policy for Relief of Partially Occupied Properties	Guidelines for granting business rate relief to partially occupied properties	December 2017
Revenues & Benefits Write-off Policy	Guidelines on the treatment of irrecoverable debts for revenues & benefits.	December 2017
Housing Benefit & Council Tax Benefit Backdating Policy	Guidelines on how claims for backdated benefit are dealt with.	December 2017
Housing & Council Tax Benefit Anti-Fraud Strategy	Sets out how the Council will combat benefit fraud and prevent fraud from entering the system.	December 2017
Housing Benefit & Council Tax Benefit Overpayments Policy	Guidelines on the treatment and collection of benefit overpayments.	December 2017

Strategies & Policies	Summary	Review date
Finance and Asset Management - Group Manager Simon Dix		
Procurement Strategy	Describes protocol for purchasing to support the local economy and ensure value for money.	October 2016
Medium Term Financial Strategy	Establishes current financial situation and future savings/spends. Covers a 5 year period but is re-approved annually.	December 2016
Fee charging Strategy	To review and analyse the fee structure of council services and to establish a five year plan for setting appropriate service fees.	December 2016
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.	February 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
Asset Management Strategy	To maximise the potential of the council's asset portfolio	November 2020
Environmental and Housing Services – Interim Group Manager Richard Kirk		
Hackney Carriage & Private Hire Licensing Policy	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.	August 2016

Strategies & Policies	Summary	Review date
Sex Establishment Licensing Policy	Policy on the regulation of sex establishments	September 2016
Mobile Homes & caravan site Licensing Policy	Policy sets out licensing of residential and temporary caravan sites and mobile homes.	October 2016
Safeguarding Children	Council's duty to safeguard and promote the welfare of children and steps to ensure services for children are safe and accessible.	January 2017
Housing and Homelessness Strategy	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.	January 2017
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.	January 2017
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 Tewkesbury Borough.	March 2017
Street Trading Licensing Policy	Policy on approving applications for street trading consents	April 2017
Interim Environmental Health 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 Environmental Health.	July 2018
Action for Affordable Warmth 2013-18	A strategy for Gloucestershire and South Gloucestershire to assist with fuel poverty, improve energy efficiency in houses and provide advice.	December 2018

Strategies & Policies	Summary	Review date
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
Gambling Act 2005- Statement of Principles	The Licensing Authority's approach to applications under the Gambling Act 2005 and the information it expects applicants to provide.	November 2019
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).	November 2020
Development Services - Group Manager Julie Wood		
Joint Core Strategy (JCS)	The JCS strategy & the Tewkesbury Borough Plan will together replace the Tewkesbury Borough Local Plan and provide that function.	In development
Tewkesbury Borough Plan (TBP)	The Tewkesbury Borough Plan and the JCS will together replace the Tewkesbury Borough Local Plan and provide that function.	In development

Strategies & Policies	Summary	Review date
Economic Development and Tourism Strategy	Describes how the council will support the borough's economy.	November 2016
Car Parking Strategy	Council agreed and implemented a new parking strategy in April 2015 of which a new parking order and charges have been implemented.	July 2016
Playing Pitch Strategy	Outlines future playing pitch requirements and standards for the borough.	November 2016
Health and Well Being Strategy	This strategy provides the framework to help deliver health and well-being initiatives to our communities.	April 2017
One Legal - Group Manager Peter Lewis		
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
Whistle-blowing Policy	The policy provides details on how employees can raise serious concerns within the Council without fear of reprisal.	March 2017
Anti-Fraud and Corruption Strategy	Details the Council's policies and procedures in place to respond to suspected fraudulent activity.	March 2017

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	14 June 2016
Subject:	Health and Wellbeing Strategy Monitoring Report
Report of:	Julie Wood, Development Services Group Manager
Corporate Lead:	Rachel North, Deputy Chief Executive
Lead Member:	Councillor R E Allen
Number of Appendices:	Two

<p>Executive Summary:</p> <p>The report and attached appendix outline the progress on the actions contained with the Health and Wellbeing Strategy 2013 to 2016, as well as providing a framework for future health and wellbeing work.</p>
<p>Recommendation:</p> <ol style="list-style-type: none"> 1. To consider the progress made in relation to the implementation of the actions in the Health and Wellbeing Strategy 2013 - 2016. 2. To agree the framework outlined in Appendix 2 to the report as the future priorities for health and wellbeing.
<p>Reasons for Recommendation:</p> <p>To report on progress and achievements, as well as outlining a future framework. To understand the priorities for health and wellbeing work.</p>

<p>Resource Implications:</p> <p>None arising from this report.</p>
<p>Legal Implications:</p> <p>None directly resulting from this report.</p>
<p>Risk Management Implications:</p> <p>None directly resulting from this report.</p>
<p>Performance Management Follow-up:</p> <p>Performance has been monitored by the Overview and Scrutiny Committee on an annual basis.</p>

Environmental Implications:

None directly.

1.0 INTRODUCTION/BACKGROUND

1.1 Following the Leisure and Culture Strategy Member Working Group undertaking a review of the Leisure and Culture Strategy, the Health and Wellbeing Strategy was adopted by Overview and Scrutiny in July 2013 and approved by the Executive Committee in September 2013. The strategy covered the period 2013 - 2016. The paragraphs below and Appendix 1 to the report set out the progress and achievements in delivering the strategy.

1.2 The strategy focussed on three key themes:

1. To support, encourage and enable healthy, active lifestyles.
2. To facilitate opportunities for children and young people.
3. To provide an infrastructure that makes it easier to be healthy.

2.0 PROGRESS AGAINST THE ACTION PLAN

2.1 Progress on the Health and Wellbeing Strategy is attached at Appendix 1, within the right hand column. Three key achievements and activities are outlined below.

3.0 NEW LEISURE FACILITY

3.1 After many years of planning and development, the new Tewkesbury Leisure Centre will open ahead of schedule on 30 May 2016. The facility has also been built on budget. The facility has seen a lengthy planning process over a number of years incorporating choosing an appropriate site, selecting the right facility mix and securing funding. Throughout this process the council has worked closely with the Swimming Bath Trust.

3.2 To support the Council through the development process a project management company, Pick Everard, was appointed. The facility was designed by Pozzoni architects and built by Wilmott Dixon. Pick Everard also assisted with the appointment of an operator to manage the facility over the next fifteen years. Places for People were successfully appointed through a tender process. The existing Cascades staff have now transferred to People for Places and will work from the new facility. Cascades will close on 29 May.

3.3 The impressive new facility will provide increased water space, a wider range of facilities and a new, fresh, modern but welcoming environment in which to encourage greater numbers of people to participate in sport and health related activity.

4.0 TEWKESBURY RUGBY CLUB

4.1 In partnership with the Council, Tewkesbury Rugby Club has successfully developed its facilities and as a result has increased youth participation of both boys and girls to unprecedented levels. Developing the changing facilities and securing new playing areas has enabled the club to take on more junior and female teams and enter them into competitive leagues. An additional rugby pitch has been marked out adjacent to one of the current pitches on the Vineyards to facilitate this increase. The club now has over 20 male and female teams ranging from under 7's right the way through every age group to the first team.

- 4.2** Tewkesbury Borough Council awarded the club £70,000 from the capital grant scheme to contribute to a £380,000 project which included self-contained shower units so that both youth and female rugby could take place in addition to men's rugby. The changing facilities were lifted out and built clear of the flood plain so that future incidents of flooding wouldn't cause the damage that it has incurred in the past. World Cup winner Phil Vickery opened the new facility in December 2015 and now the club hopes to encourage a wide range of other sports and activities on site.
- 4.3** In addition the club works closely with the Council to help local events and smaller clubs. The club is the current site for the Tewkesbury Half Marathon and also hosts the Tewkesbury Parkrun every Saturday providing parking and refreshments. It is a very successful community club which works well with Tewkesbury Borough Council as it continues to develop.

5.0 SOCIAL PRESCRIBING

- 5.1** Social prescribing is a way to link people with non-medical activities and opportunities in their community. People are referred or signposted by primary care staff based in surgeries and by other health professionals such as district/community nurses.

The referral is initially dealt with by a coordinator who is responsible for linking the person with an appropriate service, activity or opportunity in their area. In many cases these activities are provided by the voluntary and community sector. The original intention was to focus on frequent attenders at surgeries for whom it was recognised that there were often no medical issues and a social approach would provide the greatest help.

- 5.2** The programme has been operating in the county as a pilot with the support of the Clinical Commissioning Group (CCG). Following an evaluation of the programme by Public Health Gloucestershire and the procurement of some additional funding, the pilot has been extended to include the whole county. To extend the provision, more coordinators are being employed. The coordinators will work with the person to find the best solution for them and will introduce the person to their chosen activity or opportunity. The kind of support depends on the individual but can include healthy living - including weight management and exercise, building networks and making friends in the community, caring for someone in your home or elsewhere, housing-related issues or mental health and wellbeing.

- 5.3** Within Tewkesbury Borough there are three pilot social prescribing schemes - one for each of the three GP cluster areas that cover all the Borough GP practices. The Gloucester City scheme which covers Brockworth, Churchdown and Highnam surgeries and Tewkesbury town scheme which covers the two Tewkesbury town GP practices, both employ a Social Prescribing Hub Co-ordinator who take the referral directly from the GP and work with the patient on a one to one basis. The Cheltenham scheme, which covers the GP practices in Bishops Cleeve and Winchcombe, works differently in that the GP's directly make referrals to appropriate local organisations, groups or services. Referral numbers as of 31 March 2016:

- Tewkesbury locality: 78.
- Gloucester locality: 67 (specifically in Tewkesbury Borough).
- Cheltenham locality: 40 (specifically in Tewkesbury Borough).

- 5.4** The Council provides a supporting role in terms of providing information for the three CCG areas, via our Place Approach, and helping to develop the schemes, as well as involvement in the strategic direction for social prescribing.

5.5 In 2016/17 Gloucestershire Clinical Commissioning Group, Gloucestershire County Council and Gloucestershire Care Services are evaluating the pilot scheme with a view to potentially having a single scheme operating across the county. In addition they are looking to integrate social prescribing with other similar local services such as Local Area Coordinators to develop a more joined up and efficient service.

5.6 Initial findings have shown a positive impact on those affected by lower level mental health, as well as isolation and loneliness. Participants have re-engaged with groups, activities, friends and society in general.

6.0 FUTURE FRAMEWORK

6.1 Now that the lifespan of the current strategy is complete, the future priorities for the Council need to be formed. The Council does not have a specific health and wellbeing service and there is also no statutory obligation to have a Health and Wellbeing Strategy. Within the Council although the focus for the previous strategy had been health improvement, it could be argued that all services contribute to the health and wellbeing of all our communities, whether it is Housing, Environmental Health or Economic Development.

6.2 The Council currently has a number of policies that it works to, that strongly influence the health and wellbeing of our residents – particularly in relation to physical activity and mental wellbeing. The Council also works with key partners who focus on health. Therefore, the future plan is to use these existing priorities that have been identified, rather than develop a brand new strategy. By following the vision for our community work and adapting it specific to health, the Council can focus on helping communities to help themselves to be healthy.

6.3 Therefore, a future framework for health and wellbeing would incorporate the following already identified priorities, either by the Council itself, or its partners. This is shown diagrammatically in Appendix 2. This incorporates:

1. Supporting our partners to enable healthier communities.
2. Supporting the health priorities that arise through the Place Programme.
3. Using the Council Plan priorities that influence health improvement.
4. Implementing the policies relating to health (i.e. infrastructure) identified through the Joint Core Strategy, Borough Plan and Neighbourhood Development Plans.
5. By implementing the actions identified in the Sports, Social and Open Study (due to be completed Autumn 2016).
6. By implementing the emerging county 'Enabling Active Communities' programme.

6.4 It is anticipated that a health framework incorporating these priorities would help our communities to help themselves to be healthy. Therefore the recommendation is to adopt this framework as a way forward for the Council's health and wellbeing priorities.

7.0 OTHER OPTIONS CONSIDERED

7.1 None.

8.0 CONSULTATION

8.1 Consultation was carried out with the community and health organisations during the development of the strategy. Members were also involved in the development of the strategy through a Member Working Group.

- 9.0 RELEVANT COUNCIL POLICIES/STRATEGIES**
- 9.1 Council Plan 2012-2016.
- 10.0 RELEVANT GOVERNMENT POLICIES**
- 10.1 The strategy is impacted by changing government policy or by new government projects and incentives, especially where delivery related to funding and partnership working.
- 11.0 RESOURCE IMPLICATIONS (Human/Property)**
- 11.1 From within existing resources.
- 12.0 SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)**
- 12.1 As outlined in the report.
- 13.0 IMPACT UPON (Value For Money/Equalities/E-Government/Human Rights/Health And Safety)**
- 13.1 None.
- 14.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS**
- 14.1 Overview and Scrutiny Committee - 6 March 2012, 8 October 2012, 9 July 2013, 22 July 2014.
Executive Committee – 4 September 2013.

Background Papers: None.

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Appendices: One – Strategy Action Plan.
Two – Framework.

Tewkesbury Borough Council Health and Wellbeing Strategy 2013-2016			
Aim: to improve the health and wellbeing of our communities to improve their quality of life			
Theme One: to support, encourage and enable healthy, active lifestyles			
Objective	Action	Delivery Method (How)	Progress
To identify and address health inequalities across the borough	<ul style="list-style-type: none"> • Work with other agencies/organisations to identify needs and delivery opportunities. 	Sport England Active People survey NHS health profile Evidence from local communities	<i>Health summary of the borough identified through:</i> <ul style="list-style-type: none"> • Tewkesbury Borough Health Profile • MAIDeN statistics • Active People survey • SDO based at Active Glos monthly • Contributing to Clinical Commissioning Group Locality Plans
	<ul style="list-style-type: none"> • Liaise with youth clubs / schools / NHS / doctor surgeries etc to ascertain target groups and areas 	GP cluster meetings NHS feedback C&YP Network	<i>Liaison has occurred through the following means:</i> <ul style="list-style-type: none"> • Health Forum jointly organised with Tewkesbury GP cluster • Carers Forum • Tewkesbury Borough Children and Young People's Network • Neighbourhood Community Safety meetings • Community projects

	<ul style="list-style-type: none"> • Health profiles of communities 	Anecdotal evidence from community leaders Maiden	<ul style="list-style-type: none"> • <i>See above.</i> • <i>MAIDeN produce area profiles of borough (three areas)</i> • <i>Work with GCC on Active Together, Healthy Together, C&YP Funding.</i>
Work in partnership with the voluntary, education, health and private sector to provide accessible and beneficial opportunities	<ul style="list-style-type: none"> • Work with NHS and three GP clusters within borough to develop a pilot exercise referral scheme 	Hosted scheme at Cascades Support Roses Theatre artilft arts in health scheme	<ul style="list-style-type: none"> • <i>Exercise referral scheme introduced, based at Cascades. Mixed success due to amount of referrals received.</i> • <i>Social Prescribing launched in all 3 CCG clusters</i>
	<ul style="list-style-type: none"> • Work with Severn Vale and other housing associations to deliver health sessions for older people in the community 	Direct delivery in partnership with housing associations	<ul style="list-style-type: none"> • <i>Tai chi and postural stability sessions were delivered in Severn Vale and community locations across the borough (externally funded).</i> • <i>Council moved from direct delivery to wider advisory role and to promote community initiatives.</i>
	<ul style="list-style-type: none"> • Work with Swimming Bath Trust to progress the work streams for a new leisure facility 	Progress workstreams on governance, facility mix, site, costs, business case.	<ul style="list-style-type: none"> • <i>Facility to open May 16</i> • <i>Places for People appointed to manage new facility</i> • <i>Worked with SBT sub-group, which jointly meets with member reference group to discuss progress and delivery</i>

	<ul style="list-style-type: none"> • To work with the University of Gloucestershire and IMJIN barracks to develop options for new leisure facilities 	<p>Project feasibility Evidence of need from community / national governing bodies.</p>	<ul style="list-style-type: none"> • <i>Military Covenant signed.</i> • <i>Covenant funding reduced.</i> • <i>Ongoing discussions on links to community, scope of project and relevant funding.</i>
	<ul style="list-style-type: none"> • Investigate potential for workplace health scheme 	<p>Develop scheme with NHS and local businesses.</p>	<ul style="list-style-type: none"> • <i>'Keep Safe, Keep Healthy' scheme launched at the council to encourage healthy, active lifestyles in partnership with British Heart Foundation.</i> • <i>TBC signed up for national scheme 'Workplace Challenge' pilot scheme in preparation for borough roll out.</i> • <i>SDO leading on Health at Work Scheme inc. weight loss and healthy eating club; lunchtime walks; pedometer challenges and activities are being offered to all TBC employees and our partners</i>
	<ul style="list-style-type: none"> • Enable events on council land 	<p>Web based process</p>	<ul style="list-style-type: none"> • <i>Property team manage process for community and other organisations to hold events on council land. Thirteen events in year on inc. Triathlon, half-marathon, playdays, circus, Italian markets, medieval festival, mop fair, cycle event.</i>

			<ul style="list-style-type: none"> • <i>Parkrun held every Saturday on Vineyards. 100 runners and 20 volunteers weekly</i> • <i>Monthly cycling events held on Vineyards</i> • <i>Adizone used by school, sports clubs and activity groups on a daily basis.</i>
	<ul style="list-style-type: none"> • Promote walking and cycling as form of transport as well as for enjoyment e.g. walking for health in partnership with Ramblers Association 	<p>Supporting leaders Training Promotion</p>	<ul style="list-style-type: none"> • <i>Health walks in Winchcombe, Brockworth, Churchdown and Tewkesbury. New accreditation system with Ramblers Assoc – Tewkes and Winch signed up.</i> • <i>Tour of Britain travelled through borough</i> • <i>New cycling routes and maps produced for Winchcombe.</i> • <i>Established Tewkesbury Cycling Club for young people. Up to 100 participants a week and events held on Vineyards</i>

	<ul style="list-style-type: none"> • Draw partners' attention to what is available in the Borough and funding pots to overcome financial barriers 	<p>County web programme Awareness raising</p>	<ul style="list-style-type: none"> • <i>Funding advice factsheet produced and available</i> • <i>Letters of support (where appropriate) provided for community organisations when submitting funding bids</i> • <i>Capital and revenue grants awarded to community groups.</i> • <i>Community Funding Officer appointed. Over 150 community groups have been worked with in last 12 months.</i>
	<ul style="list-style-type: none"> • Work with the Roses Theatre (or other arts/cultural providers) to support projects that have a positive impact on health/mental wellbeing 	<p>Identify joint projects and needs of the community</p>	<ul style="list-style-type: none"> • <i>In partnership with Art Shape delivered inclusive film, dance and making things workshops in Brockworth, Bishops Cleeve and Tewkesbury town. 36 young people attended ages 10-18, 17 of which had special needs.</i> • <i>In partnership with The Everyman Theatre delivered an interactive day for residents. BME families gained an insight into what it is like both on stage and off stage during a production.</i> • <i>Working with NHS to strengthen cultural commissioning in health</i>

			<ul style="list-style-type: none"> • <i>Roses providing domestic violence mentoring</i> • <i>Roses hosting Learning Site –secured further funding through Barnwood Trust to provide support to individuals with mental health needs and community groups</i>
	<ul style="list-style-type: none"> • Promote partners’ healthy eating campaigns within the community 	Promotional material Healthy workplaces Promote healthy recipes and nutrition within BN	<ul style="list-style-type: none"> • <i>Weight loss club includes all our partners in the building and scales remain in place for all year round weight monitoring</i> • <i>Promote partner healthy eating campaigns to our contacts</i> • <i>Tewkesbury Food Festival re-introduced</i>
To make the best use of technology to improve the way we communicate with our communities and increase participation	<ul style="list-style-type: none"> • Continue to develop and invest in the current computerised management system at Cascades to enable online payments 	Identify funding Install system	<ul style="list-style-type: none"> • <i>Places for People operating new digital management system through the new facility</i>
	<ul style="list-style-type: none"> • Utilise website to better communicate with the public 	Work with IT to ensure information user friendly	<ul style="list-style-type: none"> • <i>Database and search engine for sports organisations compiled and hosted on website.</i>

	<ul style="list-style-type: none"> • To take advantage of social networking 	Develop use of facebook and twitter to engage with community	<ul style="list-style-type: none"> • <i>Sports development facebook has 600 followers.</i> • <i>Council's facebook page being used to respond to residents on the leisure centre designs.</i>
	<ul style="list-style-type: none"> • Introduce Borough wide Sports Networks to share resources, experience and expertise amongst volunteers 	Instigate borough and community forums – virtual or real	<ul style="list-style-type: none"> • <i>Change of approach – now relates to place approach to focus on three areas. Three forums across borough to highlight sport, activity and health issues and needs.</i>
To provide a clear identity for the Health and Wellbeing service	<ul style="list-style-type: none"> • Develop a clear corporate branding and awareness programme. 	Produce one branding across service	<ul style="list-style-type: none"> • <i>Change of approach – integration of health and wellbeing across services rather than specific to one department.</i> • <i>Development of Place Programme taken this approach a step further and allows for greater awareness/support in neighbourhoods</i>
To increase the number of volunteers working to encourage healthy lifestyles	<ul style="list-style-type: none"> • Instigate campaign to encourage clubs and organisations to enrol volunteers with possible partnership funding for training and assistance 	Through sports networks Parish seminars Work with GAVCA	<ul style="list-style-type: none"> • <i>Provided funding to develop additional coaches for walk and run leaders across borough.</i> • <i>Active Gloucestershire provide bursary scheme for coach development and safeguarding</i>

	<ul style="list-style-type: none"> • Support health walk and women's running network leaders 	Promotion Training Website	<ul style="list-style-type: none"> • <i>Support provided through promotion, monitoring and affiliation to relevant governing bodies, as well as accreditation to new scheme. 400 approx on running and 70 on accredited health walks</i>
	<ul style="list-style-type: none"> • Investigate opportunities to work with the IMJIN to support volunteers 	Develop relationship with IMJIN to identify needs for the Community Covenant	<ul style="list-style-type: none"> • <i>Reducing resource, turnover and capacity at IMJIN has made this difficult to develop.</i> • <i>IMJIN keen to help on one-off events e.g. Tewkesbury Half Marathon</i> • <i>Successful Community Covenant grant bid by Young Glos to work in GL3 and Imjin Barracks with yp in Innsworth and Churchdown</i>
	<ul style="list-style-type: none"> • Work with Active Glos and Glos Uni utilising the Sports Placement Scheme and student releases 	Identify placement opportunities	<ul style="list-style-type: none"> • <i>Placement scheme discontinued</i> • <i>Sports development work experience provided at council</i>

To support, encourage and enable the voluntary sector to increase participation in healthy lifestyles i.e. sports clubs and community groups	<ul style="list-style-type: none"> • Develop with partners to utilise current skills to develop volunteer sector 	Identify skill gaps Share resources	<ul style="list-style-type: none"> • <i>Closer working with Active Glos to develop opportunities.</i> • <i>Support for VCS to develop Women's Running Network, Junior Athletics, Health Walks through increasing number of coaches/leaders to support numbers taking part</i>
	<ul style="list-style-type: none"> • Work with Tewkesbury Athletics Club to sustain the half marathon and school's run 	Confirm future management arrangements for the event	<ul style="list-style-type: none"> • <i>Half marathon delivered by new organisation – Tewkesbury Half Marathon Inc. with support from TBC to identify marshals</i> • <i>Majority of Tewkesbury athletics club participate in the event</i> • <i>Running and triathlon clubs supported through volunteering</i>
To promote community health and wellbeing opportunities and activities	<ul style="list-style-type: none"> • To provide an up to date directory of local clubs, activities and organisations on the council website 	Work with brochure suppliers Features in Borough News Make more accessible on the web	<ul style="list-style-type: none"> • <i>10,000 copies of directory researched, published, promoted and distributed.</i> • <i>Funded at no cost to TBC</i>
	<ul style="list-style-type: none"> • To provide positive experiences to encourage marketing by word of mouth 	Good customer service Ensure opportunities and activities meet/exceed expectations	<ul style="list-style-type: none"> • <i>220,000 visitors to Cascades annually</i> • <i>Regular customer surveys</i> • <i>Customer consultation for new facility</i>

	<ul style="list-style-type: none"> • Encourage health articles in local media 	Work with comms officer to develop articles of interest Develop positive relationship with local media	<i>Articles in media relating to:</i> <ul style="list-style-type: none"> • <i>New leisure centre</i> • <i>Community grants for community facilities and activity</i> • <i>Half marathon</i> • <i>Community sports development opportunities</i> • <i>Radio Winchcombe</i> • <i>SDO has monthly spot in Tewkesbury Direct</i>
	<ul style="list-style-type: none"> • Link in with health trainer project 	Work together on joint initiatives to improve health of targeted people	<ul style="list-style-type: none"> • <i>Health Trainer (not TBC appointment) works with community one on one basis – linking into social prescribing</i>
To ensure that leisure and cultural activities and facilities are open to all sectors of the population	<ul style="list-style-type: none"> • Respond to needs identified through health inequalities research 	Accessible activities in accessible places	<ul style="list-style-type: none"> • <i>Link to external funding to help inform areas of greatest need</i> • <i>Health needs data informed CCG Locality Plans and also GCC Active Together and Healthy Together funding programmes</i>
	<ul style="list-style-type: none"> • Publicise activities in an accessible form 	Provide promotional material in different mediums to target cross section of community	<ul style="list-style-type: none"> • <i>Sports development facebook page</i> • <i>Leisure centre consultation</i> • <i>Sports brochure available in hard copy or via website</i>

	<ul style="list-style-type: none"> • Where relevant, ensure capital grant agreements make reference to health inequalities 	<p>Include within criteria Target money in areas of greatest health need to address inequalities</p>	<ul style="list-style-type: none"> • <i>Grant criteria includes requirement to meet council priorities including supporting the health and wellbeing of our residents</i>
Theme Two – to facilitate opportunities for children and young people			
To use activities as a diversion from anti-social behaviour	<ul style="list-style-type: none"> • Work with the community safety partnership and new police commissioner role i.e. to instigate further opportunities for bootcamps, gardening projects 	<p>Identify hotspots and develop activities with young people that provide positive diversion</p>	<ul style="list-style-type: none"> • <i>£50,000 distributed annually to youth providers across borough to encourage activity and reduce ASB</i> • <i>Successful bid to PCC</i>
	<ul style="list-style-type: none"> • To work in partnership on the Families First initiative 	<p>Identify how health and wellbeing opportunities can meet needs of these families</p>	<ul style="list-style-type: none"> • <i>Developed into Families First Plus – wider criteria to target families in greatest need</i>
	<ul style="list-style-type: none"> • To maximise opportunities for the swimming lesson programme at Cascades 	<p>Effective marketing Positive experiences Competitive pricing</p>	<ul style="list-style-type: none"> • <i>Over 700 young people on Learn to Swim, Dinky Diver and Parent & Toddler sessions at Cascades</i>
	<ul style="list-style-type: none"> • Link police / ASB professionals with community clubs and help supply extra funding and training at these clubs if prepared to welcome potential ASB affected young people 	<p>Identify clubs Identify young people Match clubs and young people</p>	<ul style="list-style-type: none"> • <i>Linking in C&YP at risk of ASB into sports clubs</i> • <i>Links to Families First Plus and key workers working with c&yp</i>

To work with partners to enable or provide opportunities that excite young people into being active	<ul style="list-style-type: none"> To enable non-traditional sporting opportunities such as skate parks, green gyms, parkour, cheerleading, geocaching, ultimate frisbee. 	Through infrastructure requirements for new developments Develop clubs in communities	<ul style="list-style-type: none"> <i>New outdoor Gym at Pound Farm in Brockworth – training sessions run to introduce people to the equipment</i> <i>New MUGAs negotiated on major new developments eg. Cold Pool Lane, Stoke Orchard</i> <i>Development of Churchdown Skate Park, recognised nationally as excellent facility</i> <i>New skate park and MUGA at Coopers Edge</i> <i>Sportivate funding for cheerleading activities secured</i>
	<ul style="list-style-type: none"> Use the successful aspects of Team GB at London 2012 to stimulate youngster's interest in varied pastimes such as judo / rowing etc 	Use role models Develop and work with clubs that are Olympic sports i.e. provide taster days and link with schools	<ul style="list-style-type: none"> <i>Helped establish number of clubs inc. Tewkesbury Rowing Club, White Tiger Taekwondo, women's running clubs, athletics club</i>
	<ul style="list-style-type: none"> To promote and enable specific opportunities for girls and other under represented groups 	Through clubs and schools Survey potential girl participants	<ul style="list-style-type: none"> <i>Gala and specific sessions for people with disabilities at Cascades</i> <i>Women's only sessions at Cascades</i> <i>Older aged sessions at Cascades</i> <i>Support development of women's only running sessions</i>

			<ul style="list-style-type: none"> • <i>Women's sessions at Tewkesbury Rugby club</i> • <i>Supported and signed up for national campaign 'This Girl Can'.</i>
Assisting youth organisations in response to the county youth service changes	<ul style="list-style-type: none"> • To work with partners to allocate county council grant funding 	Partnership of relevant organisations formed to distribute funding Work with partners to administer funding that will have best long term benefit for young people	<ul style="list-style-type: none"> • <i>£50,000 (GCC funds) distributed to organisations to deliver youth provision where GCC had withdrawn provision (Northway, Churchdown, Tewkesbury, Brockworth, Winchcombe, Bishops Cleeve)</i>
	<ul style="list-style-type: none"> • To strengthen the youth organisation's network 	Identify needs of young people's organisations and how network can work best for them Investigate how youth forums could be enabled	<ul style="list-style-type: none"> • <i>Network meets quarterly to discuss issues, mutual support, sharing resources and to learn good practice. Network facilitated by TBC.</i>
	<ul style="list-style-type: none"> • To support rural, as well as urban, youth work 	Volunteer development Share resources Training	<ul style="list-style-type: none"> • <i>Youth providers opening opportunities to rural community i.e. Winchcombe Youth Centre through GCC grant</i>
	<ul style="list-style-type: none"> • Encourage use of youth centres for wider sporting activity 	Working with youth organisation's network Linking clubs and activity leaders with facilities	<ul style="list-style-type: none"> • <i>Youth providers looking to generate income to sustain youth activity and therefore opening up facility for wider sporting use i.e. GL3 Community Hub</i>

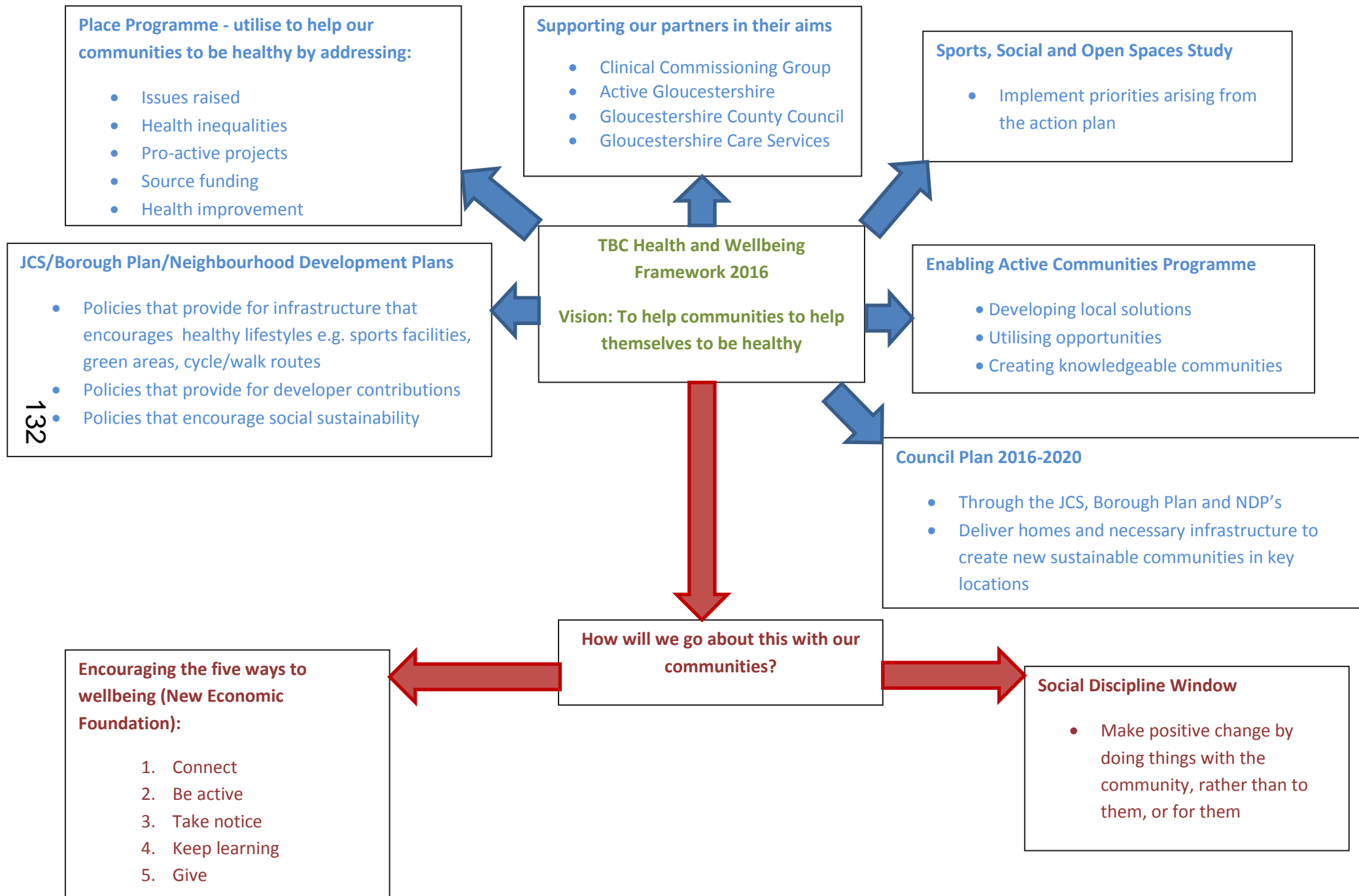
Theme Three: to provide an infrastructure that makes it easier to be healthy			
To assess and respond to the health and wellbeing infrastructure needs for existing and new communities	<ul style="list-style-type: none"> To review and work on procedures for new provision as part of s106 	Consult with communities Policy on future management for open space	<ul style="list-style-type: none"> <i>Communities consulted as part of the s106 process to identify infrastructure needs related to new development</i> <i>Community Development Officers working across an area each is helping to build relationships with parishes to encourage a proactive approach from them in planning for the future of their area, including asset mappings and assessment of need</i> <i>Working with parishes in preparation for CIL – if council decides to go with this approach</i>
	<ul style="list-style-type: none"> To put a plan in place for improving play areas 	Survey facilities Identify funding Work with parish / town councils	<ul style="list-style-type: none"> <i>Asset team surveying all council play areas and investigating transfer to parish councils</i> <i>Community Development officers working with parishes to identify possible facilities for improvement</i>

	<ul style="list-style-type: none"> • To work with communities to improve facilities where a need is identified 	<p>Identify needs with parish/town councils and clubs</p>	<p><i>Assistance provided for:</i></p> <ul style="list-style-type: none"> • Northway play area, skate and BMX • Brockworth Outdoor Gym • Witcombe Hall • Minsterworth Village Hall • Tewkesbury Rugby Club • Woodpeckers, Ashleworth • Cold Pool Lane sports facilities • Involve local parish in play areas designs as part of new developments/s106
<p>To maximise the potential of and access to high quality outdoor spaces for the community to use and enjoy</p>	<ul style="list-style-type: none"> • Recognise and investigate the potential to maximise use of council owned and other land 	<p>Proactively approach potential hirers Develop plans for major areas of open space i.e. Vineyards Promote use of trees and woodland</p>	<ul style="list-style-type: none"> • Parkrun and half marathon held on council land • Cold Pool Lane sports facilities – potentially offered to community club to manage • New leisure centre on council land • New rugby pitch provided on the Vineyards • Football pitch provided on Wheatpieces open space • New changing rooms at Highnam playing field • Investigate how new pitches secured through 106 can be best used and managed by the community

	<ul style="list-style-type: none"> • To officially open public open space/play areas when adopted from developers 	<p>Launch events Invite press Celebrate new facilities</p>	<ul style="list-style-type: none"> • <i>New play facilities launched in Stoke Orchard and Coopers Edge Play Area, MUGA and skate park</i>
	<ul style="list-style-type: none"> • Work with the Tewkesbury Nature Reserve Board to develop the nature reserve 	<p>Develop project plan and vision Make best use of s106 / prepare for CIL</p>	<ul style="list-style-type: none"> • <i>TBC and Bloor transferred land to TNR</i> • <i>Bovis given approval to TNR to use their land</i> • <i>TNR successful in external funding to sustain future</i>
	<ul style="list-style-type: none"> • Promote use of existing outdoor facilities 	<p>Promote uses for adiZone and other facilities</p>	<ul style="list-style-type: none"> • <i>Facilities promoted on website i.e. Brockworth Outdoor Gym, adiZone used for running groups</i> • <i>Working as part of Cotswold Tourism on Great Outdoors campaign</i> • <i>Outreach Netball sessions on MUGA's</i>
Where relevant, to make the best use of s106/CIL for our communities	<ul style="list-style-type: none"> • Utilise funding for new facilities and infrastructure to make it easier and attractive to be healthy i.e. walking and cycling as natural form of transport 	<p>Influence developers Ensure health is a key consideration for design of new spaces</p>	<p><i>New facilities planned, being built or due to be transferred:</i></p> <ul style="list-style-type: none"> • <i>Stoke Orchard MUGA</i> • <i>Alderton Play Area</i> • <i>Cold Pool Lane, Badgeworth playing pitches, play area, MUGA</i> • <i>Winchcombe play area</i> • <i>Hucclecote Pitches/MUGA and allotments</i> • <i>Invista development – football cricket and play area</i> • <i>Bentham Domes – alternate provision</i>

			<ul style="list-style-type: none"> • <i>Perrybrook – discussions over development of sports hub model linked to Millbrook School</i>
	<ul style="list-style-type: none"> • To launch public art in Whittle Square, Coopers Edge. 	Work with local parishes and artist to provide community opening	<ul style="list-style-type: none"> • <i>Whittle Cones installed</i> • <i>Opening event for community held</i> • <i>Further public art planned for yr 3 on site</i>

Appendix Two - Framework



TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	14 June 2016
Subject:	Housing, Renewal and Homelessness Strategy Review Monitoring Report
Report of:	Richard Kirk, Interim Environmental and Housing Services Group Manager
Corporate Lead:	Rachel North, Deputy Chief Executive
Lead Member:	Councillor D M M Davies
Number of Appendices:	One

Executive Summary:

The Housing, Renewal and Homelessness Strategy 2012-16 was developed by an Overview and Scrutiny Working Group and it was adopted by Council in September 2012.

The Overview and Scrutiny Working Group requested that outcomes identified in the strategy action plan be monitored and regular updates presented to the Overview and Scrutiny Committee.

This report presents Committee with a summary of the key activities that have been achieved in the last 12 months (2014/15 financial year) against the 2012-16 action plan. A more comprehensive update of actions achieved against each of the action plan targets can be found at Appendix 1.

The strategy reaches end of life this year. A further Housing, Renewal and Homelessness Strategy 2017-21 will be drafted using the same joint strategy format. The Homelessness element of the strategy will be progressed initially with a view to adoption before January 2017.

Recommendation:

To CONSIDER the achievements made to date in respect of the outcomes identified in the Housing, Renewal and Homelessness Strategy 2012-2016 Action Plan.

Reasons for Recommendation:

The Homelessness Act 2002 and Local Government Act 2003 require all District Councils to develop a strategy that sets out the Council's policies, commitments and programme for a wide range of housing matters. Following development of the Council's Housing, Renewal and Homelessness Strategy 2012-16, the Overview and Scrutiny Working Group requested that outcomes identified in the strategy action plan be monitored and regular updates be presented to the Overview and Scrutiny Committee.

Resource Implications:

Staff time and Member time. Resource implications will be met from existing budget allocations and, where they cannot, will be subject to a growth bid within the Council's Medium Term Financial Strategy and a separate report to Members.

Legal Implications:

The Council is required to have a Housing and Homelessness Strategy in place so that its duties under the Housing Act 1996 (as amended) and Homelessness Act 2002 and Local Government Act 2003 can be met.

Risk Management Implications:

The review of activities against the strategy action plan has identified that the aims and objectives of the strategy are being delivered in a timely way. This significantly reduces the risk of not meeting statutory housing and homelessness duties. The strategy should be reviewed in approximately 12 months to ensure that the strategy and associated action plan continues to be relevant in the future.

Performance Management Follow-up:

The Housing, Renewal and Homelessness Strategy 2012-16 reaches end of life at the end of December 2016. A new Housing, Renewal and Homelessness Strategy for 2017-21 will be drafted in the next 6 months. The current format of a joint Housing, Renewal and Homelessness Strategy will be maintained, but the homelessness element will be progressed as a matter of priority to ensure compliance with Gold Standard at the time of review.

Environmental Implications:

There are positive environmental implications in the delivery of the strategy objectives e.g. the strategy supports the delivery of new energy efficient homes and energy efficiency improvements in the existing housing stock across the borough. The development of more affordable homes, especially those to be developed in rural areas, may have a negative impact upon the environment, however the level of environmental impact and measures to mitigate them will be assessed as part of a formal planning application.

1.0 INTRODUCTION/BACKGROUND

- 1.1** The Homelessness Act 2002 (as amended) and Local Government Act 2003 require all District Councils to develop a strategy that sets out the Council's policies, commitments and programme for a wide range of housing matters. The Housing, Renewal and Homelessness Strategy 2012-16 was developed by an Overview and Scrutiny Working Group and was adopted by Tewkesbury Borough Council in September 2012. A review of the activities against the strategy action plan has been undertaken as requested by the Overview and Scrutiny Committee Working Group.

2.0 UPDATE AND KEY ACTIVITIES

- 2.1** The following is a summary of the key activities, identified within the Housing, Renewal and Homelessness Strategy 2012/16, which have been achieved since April 2015:

2.1.1 **New Homes**

229 new-build affordable homes were completed during 2015/16. This exceeds the target to achieve 150 new homes and 35-40% affordable housing was secured on qualifying sites over the last three years. There was a mix of property types and tenures across all of the sites and this supports the housing need of a range of client groups with different incomes.

2.1.2 Of the 229 completed affordable homes 31% were developed to the Code for Sustainable Homes Level 4 or higher energy efficiency standards or equivalent standard. All other homes met the minimum requirement of Level 3, which is now the Building Regulations standard for all homes.

Year	Total AH	Social rent	Affordable rent	Shared ownership
2012/2013	139	51	42	46
2013/2014	155	70	36	49
2014/2015	145	40	78	23
2015/16	229	70	69	90

2.1.3 A total of 13 new affordable properties have been delivered using the cross-subsidy model in Winchcombe and Badgeworth. Further to this, two rural exception developments are in the planning system for the Parishes of Minsterworth and Sandhurst. Minsterworth has planning permission for 13 affordable homes and Sandhurst has eight affordable homes and eight market homes for families and smaller accommodation for downsizers.

The young person's supported accommodation within Tewkesbury Borough has been improved by G3/Rooftop this year. The housing association has replaced their outdated provision at Tolsey House with a redevelopment of 41 High Street in Tewkesbury Town to provide high quality self-contained accommodation for young vulnerable adults on a single site with Jubilee House.

2.1.4 **Homelessness and Homelessness Prevention**

Our Housing Advice Team provided assistance to over 1500 customers at the Borough Council offices during 2015/16 of which 1350 received housing advice and assistance for housing difficulties/homeless prevention.

2.1.5 A greater emphasis on Homelessness Prevention has been successfully implemented within the Borough in line with the DCLG's criteria for 'Gold Standard' to enable those threatened with homelessness to avoid homeless crisis by staying in their existing home (where reasonable and successfully affordable), and to move to a property of their choice in the private rented sector without the need for costly emergency accommodation if it not possible to sustain their current home. This is demonstrated in our performance:

Year	Successful homeless prevention cases	Homelessness approaches	Homelessness acceptances	Emergency accommodation (snapshot 31.3)
2014/15	94	124	111	22
2015/16	172	88	57	13

We are continuing to follow the Gold programme to implement continuous improvement to services with the DCLG and our peer review is timetabled for February 2017.

For more information on the Gold Standard and the requirements of Tewkesbury Borough Council you can visit <http://home.practitionersupport.org/> or discuss with the Housing Services Manager.

2.1.6 **Our prevention activities include:**

Housing Services are working with Revenues and Benefits to contact all those who are currently claiming discretionary housing payments (DHP) to cover the financial shortfall in their rent through under occupation. This work will be ongoing.

Welfare reform -We have also identified several cohorts of households likely to be affected by the forthcoming changes associated with the Welfare Reform Bill (2016) and will be working closely with Revenues and Benefits and partner agencies through the financial Inclusion partnership work to assist affected households in the forthcoming year.

Places of Safety -The six District Councils in Gloucestershire and the Police and Crime Commissioner (PCC) pilot sanctuary scheme to offer target hardening and sanctuary room measures to residents wanting to remain in their homes and at risk of domestic violence was very successful and has been extended until March 2017. 13 households from Tewkesbury Borough accessed assistance through this scheme during 2015/16 and all continue to remain in their homes. All received target hardening measures (lock changes and minor adaptations) were funded by the PCC. No households required Sanctuary Measures which would have been part funded by TBC. All those who benefited were female households.

Financial housing options - Following on from the presentation to the Overview and Scrutiny Committee regarding the redeployment of financial housing options in July 2015, we have successfully assisted our first applicants with deposits and rent in advance to move to alternative accommodation in areas where they want to live near to existing support (i.e. families and schools). We have assisted six households with a deposit to move to private rented accommodation within the borough and a further 20 without financial assistance, alleviating pressure on the households, homelessness, and social housing within the area. Our financial housing options are currently funded through reserves and we will be requesting a growth bid to request funding from the DCLG homelessness prevention budget to maintain our homeless prevention commitment in the next financial year.

Places of Safety - A joint bid from the six District Councils in Gloucestershire to the DCLG was successful in securing £500,000 for 'Places of Safety' to provide safe self-contained emergency accommodation for those fleeing Domestic Abuse in April 2015. 12 properties will be made available across the county for this purpose in partnership with Gloucestershire Domestic Abuse Support Services (GDASS) and local housing associations. Four properties are currently available across Gloucestershire, and in Tewkesbury Borough, Severn Vale Housing Society is currently identifying two properties which will be available by July 2016.

ASB - The Council's Antisocial Behaviour Youth Diversion Worker has continued to engage with young and vulnerable (aged 11-19) members of the community. These cases cross over from ASB to Families First and also to projects such as sexual exploitation work. 37 young people and their families have been engaged with over the course of the year – and 17 have been resolved.

Homelessness

Emergency accommodation - Sourcing emergency accommodation within the Borough for homeless households continues to be problematic. Discussions, however, are ongoing with a new housing provider to source and lease emergency and temporary accommodation within our area. If successful, we hope to reduce dependence on unsuitable bed and breakfast accommodation, facilitate continuity of support for homeless households, and reduce the impact of emergency accommodation costs on housing benefit.

Assertive Outreach - St Mungo's Broadway was awarded the contract to provide a Countywide Assertive Outreach Service for Rough Sleepers in May 2015. This is funded through Department for Communities and Local Government funding following a partnership bid from the District Councils in Gloucestershire to provide a local service which meets the Government's 'No Second Night Out' approach and the 'Gold Standard' for homelessness services. The rough sleepers estimate for Tewkesbury Borough in 2015 was zero. Whilst there is a low prevalence of rough sleeping within the borough, it does continue to occur and

cause concern. Since the inception of the Assertive Outreach project earlier this year 46 referrals made to St Mungo's from Tewkesbury Borough from via members of the public, Housing Services, or the Parish Councils (some of these may include referrals for the same individuals – as referrers often do not know the identity of those sleeping rough and they are not static). The Assertive Outreach funding will end in August 2016, and we are currently looking for alternative funding opportunities to maintain the service as this is a valued service.

2.1.7 Choice Based Lettings

Lettings - 409 social housing properties were let in the Borough in this financial year. A breakdown of the housing need of successful applicants indicates that 79% of these lettings were to households in: emergency, urgent or significant housing need.

Choice Based Lettings Software -There has been a re-procurement of the County Choice Based Lettings software provider this year and the contract has been awarded to Locata which is considered to offer a better service to applicants and a more cost effective solution to the current Gloucestershire Homeseeker partners – there will be an update on this to Executive Committee in July 2016.

2.1.8 Home Improvements and Adaptations

Safe at Home - The “Safe at Home” Home Improvement Agency continues to provide advice, information and help to the most vulnerable households in the Borough. They continue to provide assistance in finding builders and contractors when someone qualifies for a Disabled Facilities Grant and help to ensure the work is carried out to a good standard.

Handyman - A popular aspect of the Safe at Home service is the handyman service who not only provide a service to install minor adaptations to properties if a homeowner needs it, for instance grab rails and key safes, but they also provide a private service at a small cost to a defined client group who may need help with small jobs around the home. This helps keep the householder safe. In the 12 months to April 2016, 254 private small repair jobs were completed by the Safe at Home handyman service.

Warm and Well - Tewkesbury Borough Council, along with the other six District Councils in the county and South Gloucestershire, has been awarded £3 million government funding to help residents to keep their houses warm and lower their energy bills. The “Central Heating Fund Scheme”, run by Warm and Well, is predominantly aimed at properties that are currently heated by costly 'on peak' electric systems or solid fuel, although the replacement of other forms of heating systems will also be considered. The aim is to replace these with modern energy efficient condensing boilers, which could save a household on average £250 a year, based on a family in a three bed semi-detached house. The grants are an opportunity for households which have previously been stuck with more expensive forms of heating to have new efficient gas central heating installed. This will help lower bills and potentially bring people out of fuel poverty. It is estimated up to 1,000 homes could be installed with new heating systems across Gloucestershire and South Gloucestershire with the government funding. Households most at need will be targeted first with the funding so that their homes are warmer and cheaper to heat. There are qualifying criteria for the scheme and if households are either in receipt of certain benefits or have considerably high fuel bills in comparison to their household income then they may be eligible.

Householders may be entitled to a grant for cavity wall and loft insulation through the Warm and Well scheme, which can save £160 per year on fuel bills. The Warm and Well advice line dealt with 74 enquiries from households in the Borough between 1 April 2015 and 31 March 2016.

3.0 OTHER OPTIONS CONSIDERED

3.1 None – this is an update on progress made to date.

4.0 CONSULTATION

4.1 None – updates have been provided by the relevant Service Managers.

5.0 RELEVANT COUNCIL POLICIES/STRATEGIES

5.1 Housing, Renewal and Homelessness Strategy 2012-16.

6.0 RELEVANT GOVERNMENT POLICIES

6.1 The main documents driving Government Housing Policy and Legislation are:

- National Planning Policy Framework 2012.
- Homelessness Act 2002 and Housing Act 1996 (as amended) (Housing Standards).
- Local Government Act 2003.
- Housing and Regeneration Act 2008.
- Housing Grants, Construction and Regeneration Act 1996 (Housing grants, loans and home improvement assistance).
- The Future Home Improvement Agency (CLG 2009).
- Equality Act 2010.
- Laying the Foundations: A Housing Strategy for England (Nov 2011).
- Localism Act 2011.
- The Growth and Infrastructure Act 2013.
- The Welfare Reform Bill (2016).
- The Housing and Planning Bill (2015).

7.0 RESOURCE IMPLICATIONS (Human/Property)

7.1 None directly associated with this report other than staff and Member time. Any resources associated with the actions in the strategy will form part of the Council's Medium Term Financial Strategy and Asset Management Plan. Resource implications will be met from existing budget allocations and, where they cannot, will be subject to a growth bid within the Council's Medium Term Financial Strategy and a separate report to Members.

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

8.1 The strategy includes considerations of sustainability and energy efficiency in addition to the social and economic implications.

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

9.1 Housing is a basic human need. An Equality Impact Assessment was undertaken prior to the Council's adoption of the strategy in September 2012, this is still relevant.

10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

- 10.1** The Housing, Renewal and Homelessness Strategy 2012-16 has been approved and adopted by Council in September 2012.

Background Papers: Existing strategies and policies are available on the Council's website.

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Appendices: 1. Housing, Renewal and Homelessness Strategy 2012-16 Action Plan
Update June 2016.

Appendix 1 Tewkesbury Borough Council Housing, Renewal & Homelessness Strategy 2012-16 Action Plan Update

THEME ONE: Housing Supply and Delivery of Good Quality Affordable Homes

Priority 1.1 Housing Supply

Objective 1.1	Make sure there is sufficient housing supply to meet needs within the constraints of the borough																												
Measures	Increase in net number of dwellings																												
	An average of 100 affordable homes per annum in any three year period 2012-16																												
We will achieve the objective by:	Outcome	Date for Delivery	Update/Progress																										
Liaise with the Homes and Communities Agency and Registered Providers to deliver priority schemes within Tewkesbury Borough and to support appropriate bids for Homes And Communities Agency or other available funding for affordable housing	Increase in the net number of affordable homes delivered with grant funding/other public subsidy.	Annually 2012-16	<p>Development programme in Tewkesbury has been successful and the 2011-15 funding round has achieved 197 units for the borough. Total number of new Affordable Housing units completed in Tewkesbury Borough as follows:</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Total AH</th> <th>Social rent</th> <th>Affordable rent</th> <th>Shared ownership</th> </tr> </thead> <tbody> <tr> <td>2012/2013</td> <td>139</td> <td>51</td> <td>42</td> <td>46</td> </tr> <tr> <td>2013/2014</td> <td>155</td> <td>70</td> <td>36</td> <td>49</td> </tr> <tr> <td>2014/2015</td> <td>145*</td> <td>40</td> <td>78</td> <td>23</td> </tr> <tr> <td>2015/16</td> <td>229</td> <td>70</td> <td>69</td> <td>90</td> </tr> </tbody> </table> <p>*includes 4 supported housing beds for young people</p> <p>This financial year we have exceeded the 2015-16 annual target (150) with a total of 229 new affordable homes built. This has been the largest delivery of affordable homes in a financial year since financial year 2007/08 when we saw 247 affordable homes delivered. Since this time annual Affordable Housing delivery has been reflective of the housing economy – 08/09=129, 09/10=37, 10/11=60, 11/12=41, 12/13=139, 13/14=156, 14/15=145. The Affordable Housing achieved in recent years reflects the council's ability to negotiate the required contributions under planning obligations.</p> <p>Our position to achieve 150 new affordable homes per annum to 2020 remains strong as we have secured 35%-40% Affordable Housing on qualifying sites over the last 3 years. These sites are coming to fruition with the large developments seeing new housing until 2019, namely Cleevelands and Homelands in Bishop's Cleeve.</p>		Year	Total AH	Social rent	Affordable rent	Shared ownership	2012/2013	139	51	42	46	2013/2014	155	70	36	49	2014/2015	145*	40	78	23	2015/16	229	70	69	90
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Providing for housing supply through the Core Strategy	Core Strategy Adopted 2014	2014	Work on the JCS is ongoing; submitted November 2014; examination in progress.
Delivery of affordable housing through new approaches and innovative funding options (including cross-subsidy) with Registered Providers and other housing partners, or use public-owned land made available for affordable housing development	Increase in the number of affordable homes delivered through new approaches mentioned within the strategy or on land made available by the council or other public body	Annually 2012-16	<p>3 Affordable Rent units were delivered in the rural parish of Badgeworth using the model of cross-subsidy. The market houses enabled the delivery of these affordable homes on the rural exception development.</p> <p>Another cross subsidy scheme of 11 market and 10 affordable homes in Winchcombe has also completed this financial year. This scheme includes a large home for a family with a member who is disabled.</p> <p>The re-development of garage sites in Bishops Cleeve has brought about 21 affordable homes, of which 6 homes will meet the needs of families with a member who is disabled.</p> <p>Planning permission for 13 affordable homes for Minsterworth was granted in 2016</p>

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Objective 1.2 Deliver a mix of house types and tenures to reflect local need			
Measures		Affordable homes completed are in accordance with latest evidence of need	
We will achieve the objective by:	Outcome	Date for Delivery	Update/Progress
Provide appropriate pre-application advice, negotiation with developers and Registered Providers, comment on and inform planning applications	All schemes that include affordable housing, where appropriate, and supported by evidence, will provide a mix of property types and affordable tenures.	Annually 2012 - 16	<p>All housing projects with an Affordable Housing threshold receive appropriate advice and guidance during the planning stages. Recent projects include Alderton, Gothington, Longford, Stoke Orchard, Toddington and Twyning.</p> <p>The flexibility of delivery in the future, however, is likely to be affected by the Housing and Planning Bill's emphasis on affordable home ownership.</p>
Make sure the evidence of need is up to date.	Increase in the number of new Parish Housing Needs Surveys completed or renewed.	Annually 2012-16	A number of Parish Housing Needs Surveys have been completed by GRCC to evidence local housing need.

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	Housing needs assessment and other data sources of housing need are up to date	2014-16	The renewal of the Strategic Housing Market Assessment was completed in 2014.
	Completion of a new Gypsy & Traveller Accommodation Assessment (GTAA) in 2012	2012	A work plan is in place to profile all areas of the borough. The GTAA was completed in 2013 and further work has been commissioned.

Objective 1.3	Support the delivery of new housing throughout the borough through the emerging Core Strategy		
Measures	Policy supports a contribution towards affordable housing. Number of homes completed and reported in the Annual Monitoring Report		
We will achieve the objective by:	Outcome	Date for Delivery	Update/Progress
Making sure that the policies within the Core Strategy include affordable housing requirements.	Core Strategy Adopted 2014	2014	Work on the JCS is ongoing; submitted November 2014; examination in progress. Further information can be found at www.gct-jcs.org
Monitor completions of housing across the borough.	Annual Monitoring Report (AMR) completed and numbers of housing (incl. affordable housing) reported.	Annually 2012-16	The AMR data is compiled by the Planning Policy team annually and published when completed.

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Objective 1.4		Encourage the Construction of High Quality Housing		
Measures	Planning policy supports the development of high quality housing. Number of homes developed to the required standard.			
We will achieve the objective by:	Outcome	Date for Delivery	Update/Progress	
Making sure that Developers are aware of the Homes And Communities Agency Design and Quality (or replacement) standards for affordable housing construction.	Better quality affordable homes.	2012-16	All new affordable homes meet the Homes And Communities Agency required design and quality standards for affordable housing construction and this is secured through s106 agreements. From 2015 the HCA has removed all such requirements however the council will continue to seek compliance with the appropriate standards as far as possible, such as space standards. The previously sought Code for Sustainable Homes Level 3 is now within Building Regulations for all new homes.	
Assisting in producing Supplementary Planning Documents or Design Briefs to secure housing standards	SPD provides developers with guidance on design and delivery of affordable housing	Annually 2012-14	Affordable housing policies will form part of the development of the JCS and Local Plan. Work on these documents continues.	

Objective 1.5		Work to Bring Empty Homes Back Into Use		
Measures	Number of empty homes brought back into use			
We will achieve the objective by:	Outcome	Date for Delivery	Update/Progress	
Evaluating empty properties for priority action	Priority actions taken on those properties that are having a detrimental effect on neighbourhoods, are in poor condition, or have been empty longest.	Annually from 2012	6 complaints were received regarding empty properties between April 2015 and March 2016, all of which had priority due to disrepair and poor conditions. All but two complaints were brought to a conclusion, the two remaining are in the process of being resolved.	
Using a range of enforcement actions to bring the homes back into use	Most effective and appropriate powers used for each case	Annually from 2012	The council continues to bring homes back into use through information and advice services to home owners and formal Notices to take action. Examples include properties that have been sold after informal discussions with the owner, through to property improvements after service of formal notices.	

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THEME TWO: Homelessness and Homelessness Prevention

Priority 2.1 Continue to provide housing advice and homelessness prevention to those who require it

Objective 2.1.1	Prevent Homelessness			
Measures	Homelessness Cases as a percentage of the number of advice cases 10% per annum 2012-16			
We will achieve the objective by:	Outcome	Date for Delivery	Update/Progress	
Provide comprehensive housing options advice to all customers and provide all customers threatened with homelessness with individualised written Housing Options advice	All customers requiring the service are able to access it and all those in serious housing difficulty will have the information and advice they need to avoid homelessness	2012-16	<p>Our Housing Advice Team continues to provide assistance to over 1500 customers at the Borough Council officer per annum. During 2015/16 1350 of these customers received housing advice and assistance for housing difficulties/homeless prevention.</p> <p>We have improved our framework for providing written advice so that all customers facing housing difficulty will have bespoke written housing advice they can take away to resolve their difficulties. This is to provide a better service for those in housing difficulty and to be compliant with the guidelines of best practice.</p> <p>2015/16 – we have increased the number of successful homeless preventions within the borough to 172 households from 94 during 2014/15.</p> <p>These results have impacted positively on homelessness and temporary accommodation use:</p>	
Participate in the Mortgage Rescue Scheme	All eligible households are referred to the Mortgage Rescue Scheme.	2012-16	<p>The Mortgage Rescue Scheme was discontinued by the DCLG at the end of 2013 to new applicants. The Council continues to offer housing advice, negotiations and money advice in association with advice agencies and homelessness assistance to this group.</p>	

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<p>Develop Enhanced Housing Options with other agencies to provide help and support with employment, training and benefit advice.</p>	<p>Repeat homelessness reduced by tackling the root causes.</p>	<p>Annually 2012-16</p>	<p>The housing advice team are going to be implementing and administering a new framework for providing continuous improvement in front line housing services through the development and delivery of the Gold Standard Challenge. This is based on the Government report 'Making Every Contact Count'. More information can be found at http://home.practitionersupport.org/. The initial stage of Gold Standard is a peer review by partner local authorities (known as a DPR). The first DPR was conducted in April 2016 in Stroud DC which was unfortunately unsuccessful in attaining the standard. The timetable for further reviews has been deferred (to incorporate the implementation of the new Choice Based Lettings System. The further reviews will re-commence in July 2016 (South Glos) and then deferred until November 2016. Tewkesbury Borough Council's revised review date is February 2017</p>
<p>Continue to develop the Assertive Outreach model with St Mungo's Broadway</p>	<p>To prevent and reduce rough sleeping and implement a no second night out alternative</p>	<p>Ongoing</p>	<p>St Mungo's Broadway has been awarded the Assertive Outreach Service within the County and is working with Tewkesbury Borough Council to identify rough sleepers and reduce the numbers in the borough.</p> <p>In November 2015 there no rough sleepers were estimated in Tewkesbury Borough on the night of the count; across the county there were 20 rough sleepers verified in the 2015 Rough Sleepers estimate held in November 2015.</p> <p>The prevalence of rough sleeping is low within the borough but does continue to occur and cause concern. Since the inception of the Assertive Outreach project earlier this year 46 referrals made to St Mungo's from Tewkesbury Borough from via members of the public, Housing Services, or the parish councils (some of these may include referrals for the same individuals – as referrers often do not know the identity of those sleeping rough and they are not static).</p>

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			The Outreach funding will end in August 2016, and the county housing teams are currently looking for alternative funding.
Continue to work within the County Sanctuary Scheme with the PCC	To prevent households being forced to leave their homes when threatened with domestic violence.	Ongoing – extended until March 2017	The pilot project has been successful in supporting 13 households to remain in their homes during 2015/16 through target hardening and sanctuary measures and will continue to support those experiencing threats of violence who wish to remain in their homes. All successes have been achieved through target hardening measures.
Continue to assist residents within Tewkesbury Borough to understand and manage the effects of Welfare Reform	To prevent households losing their home because of welfare reform – ie the benefit cap, under occupation charge, universal credit	Ongoing	Our Housing Advice Team continues to work closely with the Revenues and Benefits team to identify and assist those affected by Welfare Reform. Changes pending introduction through the Welfare Reform and Work Bill 2016 are likely to financially impact on several additional cohorts within the Borough including U35s, large families, and those in affordable rented properties and we will be working closely with Revenues and Benefits and partner agencies within the Borough to prevent homelessness through financial hardship.

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Objective 2.1.2		Provide social housing for those in the most need																																																					
Measures		Emergency Banding Households are Housed within a reasonable timescale																																																					
We will achieve the objective by:	Outcome	Date for Delivery	Update/Progress																																																				
Continue to implement the Gloucestershire Homeseeker allocations procedure	All households in emergency band are housed appropriately within a reasonable timescale	2012 and ongoing	Rehousing statistics: Households rehoused 2015-16 by banding																																																				
			<table border="1"> <thead> <tr> <th></th> <th colspan="5">Bedroom need</th> <th></th> </tr> <tr> <th>Banding</th> <th>1</th> <th>2</th> <th>3</th> <th>4</th> <th>5</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Emergency</td> <td>6</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>6</td> </tr> <tr> <td>Gold</td> <td>50</td> <td>61</td> <td>19</td> <td>6</td> <td>2</td> <td>138</td> </tr> <tr> <td>Silver</td> <td>65</td> <td>61</td> <td>40</td> <td>10</td> <td>2</td> <td>178</td> </tr> <tr> <td>Bronze</td> <td>30</td> <td>41</td> <td>12</td> <td>4</td> <td>0</td> <td>87</td> </tr> <tr> <td>Total</td> <td>151</td> <td>163</td> <td>71</td> <td>20</td> <td>4</td> <td>409</td> </tr> </tbody> </table>					Bedroom need						Banding	1	2	3	4	5	Total	Emergency	6	0	0	0	0	6	Gold	50	61	19	6	2	138	Silver	65	61	40	10	2	178	Bronze	30	41	12	4	0	87	Total	151	163	71	20	4	409
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- The average time on the register for any household will depend upon personal circumstances and the appropriateness of the properties available and whether the household bids on available properties.
- Whilst it appears that households banded as emergency were the least successful band, it is important to note that emergency band constitutes only 1.7% (33 households) of households on the housing register. The band includes emergency situations but also half of this band is made up of under occupying applicants in social housing wishing to downsize but who do not bid. This band was successful on 1.4% of all lets.
- Gold band constitutes 7.3% (113 households) of the housing register and includes those who are homeless or very overcrowded. This band was successful for 33.1% of all lets during the financial year.
- Silver Band constitutes 32.83% (618 households) of the housing register and includes those in significant need to move or one bedroom overcrowded. This group were successful for 38% of all lets.
- Bronze band constitutes 60% (1125 households) of the housing register and includes those who have no housing need (i.e. they are in housing which is considered suitable) but wish to move. This group were successful on 21.25% of all lets.

Working with partners to reduce under-occupation	Agreed action plan in place	April 2013 ongoing	We have continued to work with Revenues and Benefits to identify those who are struggling financially as a result of under occupation. Housing Services contact those who have applied for discretionary housing payments to cover under occupation to give advice on housing options.
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Priority 2.2: Temporary & Supported Housing

Objective 2.2.1	Where possible provide sufficient temporary accommodation to meet need.		
Measures	Zero Use of Bed and Breakfast Accommodation		
We will achieve the objective by:	Outcome	Date for Delivery	Update/Progress
Review the need for emergency and temporary accommodation	Clarity about the need for temporary accommodation. Local provision of appropriate accommodation	July 2012	Following a successful bid to the DCLG for dispersed refuge accommodation for those fleeing domestic abuse, two properties will be procured in each district of Gloucestershire during 2016-17 to accommodate this group. Gloucestershire Domestic Abuse Support Service (GDASS) will lease these properties and offer support to occupants. 2 properties have been sourced in Forest of Dean and Stroud District. SVHS have agreed to provide two properties in Tewkesbury Borough with a launch date of July 2016.

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			<p>We have changed the tenure of the 5 temporary houses within Tewkesbury Borough (managed by Stonham) to Licence agreements as appropriate with emergency homeless accommodation. These properties are used as an alternative to B&B accommodation and are a valuable resource.</p> <p>The Crashpad service for young people was introduced in the financial year 2014-15 throughout the county in young people's supported accommodation to avoid the use of bed and breakfast for very young people. G3 has provided a Crashpad service within Tewkesbury Town for this purpose and the provision has been used for homeless 16 and 17 year olds within the district.</p> <p>Single older (aged 35+) chaotic homeless people with health problems and alcohol and/or drug dependency continue to need emergency homeless accommodation. We have difficulty in sourcing longer term solutions for this client group as all landlords across are reluctant to consider them. We continue to be reliant on B&B accommodation out of Tewkesbury District for this group.</p> <p>Negotiations are ongoing, however, with Meers Plexus to provide emergency and temporary accommodation within the borough for single person households and difficult to place families. If successful this solution could provide a viable alternative to bed and breakfast and reduce the housing subsidy deficit for homeless households.</p>
<p>Work with RPs and private landlords to maximise the availability of stock to house those needing temporary accommodation</p>	<p>Different types and models of temporary accommodation available.</p>	<p>April 2013 & ongoing</p>	<p>The housing advice team continues its work in ensuring that opportunities to support residents through working with the private sector as well as housing associations. See above</p>

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Objective 2.2.2	Work with Supporting People and local Registered Providers to make best use of existing accommodation-based housing related support and supported move-on accommodation available where appropriate.			
Measures	Zero under-use of existing supported housing provision			
We will achieve the objective by:	Outcome	Date for Delivery	Update/Progress	
Work with partners to review the need for supported accommodation and under-use/gaps in provision	Gaps in provision and under-use of existing provision identified	April 2013 then reviewed annually thereafter	Supporting People contracts have been in place for 2 years and are working well to support our residents. We continue to be active members of the Supporting People Core Strategy Group in order to monitor this work. Reductions in the Supporting People funding and the possible effects of the Welfare Reform bill 2016 may impact on the success of these schemes and we will be working with partners to minimise the effects of these on vulnerable households.	
Work with Registered Providers to re-model existing supported housing where appropriate or provide new supported move-on accommodation to meet needs.	Better use of existing stock and new/extended provision where the need has been identified and resources available to support.	April 2013 & ongoing	The council continues to work with its housing and housing-related support providers to provide suitable move-on accommodation for our residents. Funding and capacity at all levels continues to hamper our progress. The council is committed to re-addressing these issues with its partners over the next 12 months.	

Objective 2.2.3	Work with Supporting People to facilitate additional investment into floating support services across Tewkesbury Borough to assist people to live independently			
Measures	Increased investment into floating support services in the borough			
We will achieve the objective by:	Outcome	Date for Delivery	Update/Progress	
Work with Supporting People and partner support providers to extend support services to borough residents in need.	Realising opportunities to increase the number of additional residents who could be helped.	April 2013 and ongoing	As above, the council continues to work with Supporting People in commissioning and when appropriate re-commissioning housing-related support to maximise the opportunities for our residents. Contracts for community-based housing related support are in place, and we work closely with support providers to ensure that our clients access all assistance possible.	

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Priority 2.3 Working with the private housing sector

Objective 2.3.1	Work with the private housing sector to provide additional affordable accommodation to meet needs		
Measures	Increased number of private rent homes accessible to people in housing need		
We will achieve the objective by:	Outcome	Date for Delivery	Update/Progress
<p>Work with private housing landlords and Meers Plexus (or other housing support providers) to identify additional private rented properties that could be let to households in need.</p>	<p>Increased number of homes available</p>	<p>September 2012 ongoing. Opportunity-led.</p>	<p>The Gloucestershire Private Sector Leasing Scheme is a project to lease properties from private landlords to provide housing for local people from all sectors of the community.</p> <p>Since the previous update, the Gloucestershire Private Sector Leasing Scheme has transferred from Chapter 1 Housing Association to Meers Plexus. Plexus is dedicated to managing residential property in partnership with landlords, investors and local authorities. Plexus are keen to continue and expand the service, including looking at opportunities to manage a wider range of properties to support households in need. To that end, Plexus and officers are scheduled to meet to see how this can be realised.</p> <p>At March 2016, the numbers of properties managed by the service fell slightly from 12 to 9 properties</p> <p>Working with the private sector continues to be ad hoc but our relationships and contacts with the right organisations such as the National Landlords Association and Gloucestershire Landlords Association has helped to spread the message of encouraging landlords to make their properties available. For example, officers meet regularly with both organisations in order to discuss issues of mutual interest.</p>
<p>Maintain the “Fit to Rent” Landlord Accreditation Scheme and hold at least one large-scale landlord accreditation training/awareness session per year</p>	<p>Landlords wanting to work with the council better trained to provide quality accommodation and management.</p>	<p>Annual</p>	<p>At April 2016, there continued to be 6 landlords with 9 properties awarded ‘Fit to Rent’ status. Promotion of this accreditation continues in partnership with the other Gloucestershire district authorities through the National Landlords Association and Gloucestershire Landlords Association.</p>

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Priority 2.4 Work in Partnership to reduce homelessness

Objective 2.4.1	Develop our partnership working to improve outcomes for people who are homeless or at risk of homelessness		
Measures	Delivery of agreed outcomes to meet customer needs		
We will achieve the objective by:	Outcome	Date for Delivery	Update/Progress
Continue to organise quarterly housing partnership meetings with Registered Providers and private housing landlords	Quarterly meetings attended and positive outcomes realised through improvement to accessing services, provision of support and improvement of relationships.	2012 & ongoing	All meetings attended i.e. Registered Providers Meeting, Gloucestershire Housing Officers Group, Gloucestershire Homeseeker Management Board and Gloucestershire Homes and Communities Agency continue to provide a valuable and proactive approach to achieving our housing, housing-related support and homelessness outcomes for our residents as identified in our Housing & Homelessness Strategy and Action Plan 2012-16.
Continue to reduce the risk of homelessness through the provision of services to young people (and their families) through the Anti-Social Behaviour (ASB) Youth Diversion Officer	Reduced number of evictions where ASB is the root cause of the threatened eviction.	2012 & ongoing	The council's Anti-Social Behaviour Youth Diversion Worker has continued to engage with young and vulnerable (aged 11-19) members of the community. These cases cross over from ASB to Families First and also to projects such as sexual exploitation work. 37 young people and their families have been engaged with over the course of the year 2015/16. Although cases do not have a definitive beginning and end time and may come back again for further work on a different subject – 17 of these cases have been currently resolved.

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THEME THREE: Housing to Meet the Needs of Specific Groups

Priority 3.1 Older People

Objective 3.1.1	To support independent living for older people and the delivery of suitable older person accommodation		
Measures	<ul style="list-style-type: none"> ● Increased proportion of new-build affordable homes built to lifetime Homes Standard -10% of all affordable homes developed per annum between 2012-16 ● Number of households aged over 65 having assistive technologies installed in their homes - Annual 2012-2016 ● Number of older people accessing Home Improvement Agency (HIA) services - Annual 2012-2016 ● Number of older people receiving affordable warmth improvements - Annual 2012-2016 		
We will achieve the objective by:	Outcome	Date for Delivery	Update/Progress
Delivering affordable homes that are built to Lifetime Homes (LH) Standard	Increased proportion of affordable housing developed to LH standard	2012-16	Target is 10% of all new affordable homes completed annually. 2012/13 = 33% 2013/14 = 15% 2014/15 = 10% This is now a historic standard – this financial year we delivered 5 (2%) properties with partial lifetime homes and 62 (31%) code 4 building regulations sustainable homes.
Work with RP's and partners to offer advice and assistance with grants loans and support services (e.g. HIA handyman services) to older people to help insulate, adapt and maintain homes.	Increase in the number of older people accessing these service	2012-16	We continue to actively promote Gloucestershire Safe at Home Improvement Agency and the Warm & Well Home Energy Efficiency Advice scheme when visiting eligible customers and advice that it might be of benefit to them. Promotion of both continues through the borough website and leaflets. We also work with Severn Vale Housing Society where minor adaptations are completed for vulnerable residents. In the 12 months to April 2016, 254 private small repair jobs were completed by the Safe at Home handyman service. This doesn't include all the minor works on homes completed by them to speed up hospital discharges

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Promote the benefits of assistive technologies (e.g. Telecare) to older people and their families to provide the security and reassurance needed for independent living	Increase in the number of older people having assistive technologies installed in their homes	2012-16	The Safe at Home service continues to promote, provide and install Telecare systems.
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Objective 3.1.2	Work with Registered Providers to review the use of existing sheltered housing schemes and identify opportunities for remodelling for a different client group where appropriate.		
Measures	Review completed		
We will achieve the objective by:	Outcome	Date for Delivery	Update/Progress
Work with Registered Providers to review the use of existing sheltered housing schemes and identify opportunities for remodelling for a different client group where appropriate.	Review completed Opportunities identified	2012-16	We are continually monitoring this work of our housing associations as they update their asset management strategies. Our aim is to ensure that sheltered housing remains fit-for-purpose and continues to meet future or changing needs. The ability to adapt many schemes within the borough depends highly on its design, suitability for alteration and the costs of doing so.

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Priority 3.2 People with Disabilities

Objective 3.2.1	Support access to housing that meets everyone's needs		
Measures	<ul style="list-style-type: none"> Increased proportion of new-build affordable homes built to lifetime Homes Standard (As mentioned in 3.1.1 above) - 10% of all affordable homes developed per annum between 2012-16 Number of Disabled Facilities Grants (DFGs) awarded to qualifying residents - Annual 2012 – 2016 		
We will achieve the objective by:	Outcome	Date for Delivery	Update/Progress
Continue to promote and deliver Disabled Facility Grants (DFG's) to qualifying residents.	Increase in the number of older people's homes suitably adapted.	2012-2016	Between 1 April 2015 and 31 March 2016, a total of 99 grants were approved to a value of £543,351 An Overview and Scrutiny Working Group reached conclusions for improving the service that the council delivers and an improvement work plan is being worked upon by multiple agencies.

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Continue to prioritise disabled people for wheelchair accessible properties as they become available for re-letting through Gloucestershire Homeseeker	Disabled people allocated tenancies for wheelchair accessible properties	2012-16	The Strategic Housing & Enabling Officer is working closely with developers to ensure that a suitable number of accessible homes are built in the borough to ensure that the number of such homes is increased and people's housing options are enhanced. The ability to let properties largely depends upon the suitability of the home for the individual client.
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Priority 3.3 Younger People

Objective 3.3.1	To support independent living for younger people		
Measures	<ul style="list-style-type: none"> • Number of young people helped by ASB youth diversion officer • Number of young people being offered a starter tenancy 		
We will achieve the objective by:	Outcome	Date for Delivery	Update/Progress
Reduce the risk of homelessness due to ASB through the provision of support services to young people and their families.	Reduced number of evictions where ASB is the cause.	2012 and ongoing	Partnership work is on-going between the Council's housing team, Police and registered providers to prevent the eviction cases where ASB has been identified as a possible reason for eviction.
Working with G3 and other support providers to make sure that young people continue to receive housing related support and develop life skills that will help them to sustain their tenancies	Increased number of young people able to move into independent accommodation	2012 onwards & reviewed annually	Partnership working is continuing with G3 who is providing 'Skills for Life' training for young entering into their first tenancy or who are struggling with their first tenancy.
Provide support by being a 'Bare Trustee' for young people to get their own tenancy/Equitable Tenancies	Increased number of young people benefitting	2012 onwards	Currently the council acts as 'Bare Trustee' for young people in need of housing and require their own tenancy/equitable tenancy.

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Priority 3.4 Military Personnel

Objective 3.4.1	Assist with meeting the needs of serving armed forces personnel and those leaving the service			
Measures	Number of Military Personnel cases receiving housing options advice or housing assistance			
We will achieve the objective by:	Outcome	Date for Delivery	Update/Progress	
Working closely with the local military bases to understand the impact of the SDSR on the demand for housing in the borough.	Better ability to respond to the demand for housing or housing services	2013 and ongoing	Officers have visited the ARRC military base in the borough and offered assistance. However to date, this offer of assistance has not been taken up.	
Working in partnership with military personnel liaison officers to review cases of irregular occupiers.	Cases reviewed and potential barriers addressed.	2013 onwards	Officers have visited the ARRC military base in the borough and offered assistance. However to date, this offer of assistance has not been taken up.	
Identifying the needs of seriously injured or disabled service personnel.	Better knowledge of any increase in demand for housing and other services.	2012-2016	The lack of response from the military has resulted in little progress on this to date. However, military personnel can apply to be re-housed through the Gloucestershire Homeseeker scheme and any medical or physical needs will be identified through the application process. This will include supporting documentation from Occupational Therapists and doctors.	

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Priority 3.5 Travelling Show People, Gypsies and Travellers

Objective 3.5.1	Undertake a reassessment of the Gypsy, Traveller and Show People communities needs			
Measures	Assessment completed - December 2012			
We will achieve the objective by:	Outcome	Date for Delivery	Update/Progress	
Working in Partnership with other Gloucestershire Councils to complete a new assessment of the accommodation needs of Gypsies, Travellers and travelling Show People	Assessment completed and published	June 2013 - completed	The Assessment completed and published October 2013.	

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Objective 3.5.2	Address the accommodation needs of Travelling Show People, Gypsies and Travellers		
Measures	Core Strategy Adopted Number of planning applications decided Number of Gypsy, Traveller and Travelling Show People seeking housing options advice		
We will achieve the objective by:	Outcome	Date for Delivery	Update/Progress
Provide housing options advice for those Gypsies, Travellers and Show People seeking bricks and mortar accommodation.	Advice provided	2012-2016	Advice has been provided when required by those customers who have approached the Council's Housing Advice Team for assistance.
Ensuring that the emerging Core Strategy includes policies relating to the provision of accommodation to meet the needs of Gypsies and Travellers and Travelling Show People.	Core Strategy meets the needs of Gypsies and Travellers and Travelling Show People	2014	The GTAA 2013 report will provide an evidence base on which to develop appropriate policies in the JCS and Local Plan. Additional work will be commissioned by the council to provide evidence for available, developable and deliverable sites sufficient to meet the need indicated for the Borough by the GTAA.
Consider planning applications relating to Gypsies, Travellers and Travelling Show People in light of the existing and emerging planning policies and the evidence of need for accommodation.	Planning decisions meet the needs of Gypsies and Travellers and Travelling Show People	2012 onwards – demand-led	All Gypsies, Travellers and Travelling Show People related planning applications have been responded to by Housing and Planning Policy in accordance with the need identified by the GTAA 2013 and in line with the emerging Local Plan.

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Priority 4.1 Supporting Neighbourhoods

Objective 4.1.1	Promote mixed, sustainable and safe communities			
Measures	<ul style="list-style-type: none"> • Results from new-build affordable housing surveys - Increased levels of satisfaction with their new homes. More than 60% satisfied. • Strategic Tenancy Adopted - November 2012 			
We will achieve the objective by:	Outcome	Date for Delivery	Update/Progress	
Undertaking satisfaction surveys of all new-build affordable housing occupiers	Survey completed and results show at least 60% satisfaction rate	Annually September 2012-2016	<p>Following the council restructure in 2013 and a new post being created at this time, a 2013 survey was not undertaken. Due to staff capacity it has been suggested that the council monitors satisfaction levels via housing association complaints processes.</p> <p>The Strategic Housing & Enabling Officer meets quarterly with all operating housing associations to discuss new-build Affordable Housing related issues. These meetings address any issues raised to the council about a new-build home and that they are dealt with promptly by the housing association in question.</p>	
Prepare a Strategic Tenancy Strategy in line with the Localism Act 2011	Tenancy Strategy adopted	December 2012 - complete	The Strategic Tenancy Strategy was developed and adopted in December 2012.	
Working with the Police, Registered Providers and other partners to tackle ASB and Hate Crime (and the fear of such issues) in neighbourhoods	Reduction in levels of ASB and Hate Crime incidents	Annually 2012-2016	<p>Hate Crime is a regular agenda item at the Anti-Social Behaviour meeting with partner agencies.</p> <p>In addition Police Officers attend the County Hate Crime Meeting and provide feedback to the council so that any actions to prevent ASB and Hate Crime incidents can be taken by relevant parties.</p>	
Working with Registered Providers to develop local lettings plans for new developments where appropriate	Lettings plan in place	2012 onwards demand-led	Local Lettings Plans have been agreed with the appropriate housing association in cases where by the Affordable Housing types and location have been justified to require it.	

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Objective 4.1.2	Provide targeted groups with the help to maintain their homes			
Measures	Number community activities delivered across the borough			
We will achieve the objective by:	Outcome	Date for Delivery	Update/Progress	
Working with partners and local communities to deliver community activities, with the local community leading the way.	Community activities that identify and address community needs are completed with help from the council.	2012 and ongoing	Community Development Officers have engaged with Registered Providers, Parish Councils and Community Groups to identify opportunities and ways in which they can jointly deliver community events that will promote social cohesion, engagement and involvement of the residents moving into the large scale new developments. A community event took place in Bishops Cleeve in 2014 and an event is taking place in Churchdown in November 2015.	

Priority 4.2 Housing Standards

Objective 4.2.1	Work with landlords and property owners to improve housing conditions			
Measures	<ul style="list-style-type: none"> • Percentage of clients contacted within three working days of making a complaint about housing standards - 100% • Number of Category one hazards dealt with as a percentage of category one hazards identified -95% • Increase in the number of properties approved under the Fit to rent scheme - Annual increase 2012 - 2016 			
We will achieve the objective by:	Outcome	Date for Delivery	Update/Progress	
Respond quickly to customer complaints about housing conditions.	All clients being contacted within 3 working days	2012-2016	93% response rate.	
Taking appropriate action to deal with identified HHSRS Category 1 hazards.	Reduction in the number of Category one hazards identified	2012-2016 annual	6 Category 1 hazards removed between 1 st April 2015 and 31 st March 2016 as a result of interventions by Tewkesbury Borough Council officers.	
Continue to operate the Fit to Rent Scheme in the borough.	Increase in the number of accredited properties.	Annually 2012-2016	At April 2016, there continued to be 6 landlords with 9 properties awarded 'Fit to Rent' status. Promotion of this accreditation continues in partnership with the other Gloucestershire district authorities through the National Landlords Association and Gloucestershire Landlords Association.	

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Objective 4.2.2		Improve energy efficiency and reduce fuel poverty		
Measures		<ul style="list-style-type: none"> • Increased number of new-build homes to Code for Sustainable Homes (CSH) level 3 or higher - 10% annually • Increased number of energy efficiency measures installed • Deliver actions in the Strategy for Gloucestershire and South Gloucestershire Action for Affordable Warmth 2008+ 		
We will achieve the objective by:		Outcome	Date for Delivery	Update/Progress
Negotiating with developers and Registered Providers to develop more homes to the Code for Sustainable Homes (CSH) level 3 or above		10% annual increase in the number of homes built to CSH level 3 or higher.	2012-2016	<p>Homes developed to the Code for Sustainable Homes Level 3 or equivalent:</p> <p>2012/13 – 73 2013/14 – 123 2014/15 – 122</p> <p>During 2014/15 we have also seen 23% of affordable new build homes built to the higher standard of Code 4; an increase from last year of 21%.</p> <p>CSH level 3 is now the standard for all new housing.</p>
Working with providers of home energy efficiency measures to improve access to initiatives and guide customers accordingly.		Increase in the number of energy efficiency measures provided through the Warm & Well scheme or similar.	2012-2016 annual	In 2016, the seven local authorities in Gloucestershire and South Gloucestershire were awarded £3 million in grant funding for first time central heating systems, which will be administered through the Warm and Well scheme. The scheme is predominantly aimed at properties that are currently heated by costly 'on peak' electric systems, although the replacement of other forms of heating systems will also be considered. The aim is to replace these with modern energy efficient condensing boilers, which could save a household on average £250 a year, based on a family in a three bed semi-detached house. It is estimated up to 1,000 homes could be installed with new heating systems across Gloucestershire and South Gloucestershire with the government funding.

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Continue to work in partnership to support and carry out the actions within the Strategy for Gloucestershire and South Gloucestershire Action for Affordable Warmth 2008+	Improved affordable warmth in the borough.	Annually 2012-16	Officers attended meetings of the partnership and have continued to support delivery of the actions in the strategy.
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Objective 4.2.3		Explore the links between housing and health		
Measures		Increased number of clients accessing HIA services. Gloucestershire Health and Wellbeing Strategy actions achieved		
We will achieve the objective by:	Outcome	Date for Delivery	Update/Progress	
Continuing to contribute to the work of the Gloucestershire Health and Wellbeing Board and the healthy housing related actions in the Gloucestershire Health and Wellbeing Strategy	Improved health outcomes for residents of the borough	2012-16	The council continues to contribute to the actions of the Board through support of the Warm & Well Scheme and Safe at Homes Scheme and through removing Category 1 hazards in properties	
Working in partnership with health and other Gloucestershire local authorities to promote healthy and independent living through services provided through the countywide Home Improvement Agency (HIA) contract	Increased number of clients accessing services from the HIA that allows individuals to live healthily and independently in their own home.	2012-16 annual	The council is an active member of all partnerships and is able to challenge the work of the Safe at Homes Improvement Agency (bi-monthly meetings) to ensure that the services are well promoted and taken up.	