

21 April 2017

Committee	Overview and Scrutiny
Date	Tuesday, 2 May 2017
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 (during office hours staff should proceed to their usual assembly point; outside of office hours proceed to the visitors' car park). Please do not re-enter the building unless instructed to do so.

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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 meeting held on 21 March 2017.	
5.	CONSIDERATION OF THE EXECUTIVE COMMITTEE FORWARD PLAN	16 - 21
	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 2017/18	22 - 33
	To approve the Overview and Scrutiny Committee Work Programme for the forthcoming year.	
7.	ANNUAL OVERVIEW AND SCRUTINY COMMITTEE REPORT 2016/17	34 - 57
	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.	
8.	CUSTOMER CARE STRATEGY	58 - 64
	To consider the progress made in relation to the actions contained within the Customer Care Strategy Action Plan 2016/17 and to endorse the action plan for 2017/18.	
9.	REVIEW OF COMMUNICATIONS STRATEGY 2014-16	65 - 77
	To consider the progress made in delivering the Communications Strategy Action Plan 2014-16.	
10.	ECONOMIC DEVELOPMENT AND TOURISM STRATEGY REVIEW REPORT	78 - 95
	To endorse the Economic Development and Tourism Strategy and recommend to the Executive Committee that the Strategy be adopted.	
11.	ANNUAL REVIEW OF UBICO	96 - 104
	To consider the 12 month update on the services provided by Ubico and to agree that the annual report for 2017/18 be brought to the Overview and Scrutiny Committee meeting in July 2018 in order to align with the financial year.	

Item	Page(s)
12. REVIEW OF ENVIRO-CRIMES	105 - 111
To consider the current position in relation to enviro-crimes and the proposed action plan for tackling enviro-crimes.	
13. DISABLED FACILITIES GRANTS REVIEW MONITORING REPORT	112 - 119
To consider the progress made against the recommendations arising from the Disabled Facilities Grants Review.	

DATE OF NEXT MEETING

TUESDAY, 13 JUNE 2017

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 Chair 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, 21 March 2017 commencing at 4:30 pm

Present:

Chair
Vice Chair

Councillor P W Awford
Councillor Mrs G F Blackwell

and Councillors:

K J Cromwell, Mrs J E Day, R D East, D T Foyle, Mrs J Greening (Substitute for G J Bocking), 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

also present:

Councillors R E Allen, M Dean and R E Garnham

OS.82 ANNOUNCEMENTS

- 82.1 The evacuation procedure, as noted on the Agenda, was advised to those present.
- 82.2 The Chair welcomed Richard Bradley, Deputy Chief Executive of the Office of the Police and Crime Commissioner, to the meeting and indicated that he would be giving a presentation at Agenda Item 11. He also welcomed the new Heads of Community Services and Development Services, Peter Tonge and Annette Roberts, to the meeting. It was noted that Councillor R E Garnham, the Council's representative on the Gloucestershire Police and Crime Panel, would be providing an update at Agenda Item 7. Councillors R E Allen and M Dean were present as observers.

OS.83 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

- 83.1 Apologies for absence were received from Councillor G J Bocking. Councillor Mrs J Greening would be acting as a substitute for the meeting.

OS.84 DECLARATIONS OF INTEREST

- 84.1 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.

84.2 The following declaration was made:

Councillor	Application No./Item	Nature of Interest (where disclosed)	Declared Action in respect of Disclosure
P W Awford	Agenda Item 13 – Flood Risk Management Group Monitoring Report.	<p>Tewkesbury Borough Council representative on the Lower Severn Internal Drainage Board.</p> <p>Member of Severn Wye Regional Flood Defence Committee.</p> <p>Member of Wessex Regional Flood Defence Committee.</p> <p>Life Member of the National Flood Forum.</p>	Would speak and vote.

84.3 There were no further declarations made on this occasion.

OS.85 MINUTES

85.1 The Minutes of the meeting held on 7 February 2017, copies of which had been circulated, were approved as a correct record and signed by the Chair.

OS.86 CONSIDERATION OF THE EXECUTIVE COMMITTEE FORWARD PLAN

86.1 Attention was drawn to the Executive Committee Forward Plan, circulated at Pages No. 11-17. 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.

86.2 The Chair noted that the Forward Plan was more populated than it had been in recent months. The Chief Executive indicated that the Overview and Scrutiny Committee's recent comments had been noted and, whilst it was not always possible to plan which items of business would come forward, he accepted that the Committee needed to see the Forward Plan to be able pick up on any areas which may require additional support etc. The Democratic Services team worked with Officers to ensure that the plan was populated regularly and he thanked the Chair for noting the progress that had been made.

86.3 It was

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

OS.87 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2016/17

- 87.1 Attention was drawn to the Overview and Scrutiny Committee Work Programme 2016/17, circulated at Pages No. 18-20, which Members were asked to consider.
- 87.2 In response to a query regarding the Economic Development and Tourism Strategy Review, Members were advised that this was an item for consideration later on the Agenda. It was noted that the Working Group report would be brought to the next meeting of the Overview and Scrutiny Committee on 2 May 2017. It was subsequently

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

OS.88 GLOUCESTERSHIRE POLICE AND CRIME PANEL UPDATE

- 88.1 Members received an update from Councillor Rob Garnham, the Council's representative on the Gloucestershire Police and Crime Panel, on matters discussed at the last meeting of the Panel held on 14 March 2017.
- 88.2 Councillor Garnham advised that the newly appointed Temporary Chief Constable, Rod Hansen, was present at the meeting. Mr Hansen had been appointed by the Police and Crime Commissioner for up to one year in order to provide continuity. This was important given the government's direction regarding the future of the Fire Service and whether or not it would form part of the remit of the Police and Crime Commissioner. Comments had been made in relation to the nature of the appointment and the fact that the Police and Crime Panel had not been given any opportunity to endorse Mr Hansen in his role. It was suggested that the role of the Police and Crime Panel in the appointment of the previous Chief Constable had not gone well and that lessons could have been learnt from that experience. The appointment was robustly defended by the Police and Crime Commissioner who informed the Panel that the Chair had been notified of the decision the day before any public announcement had been made, nevertheless, Members felt that the Police and Crime Panel could have been more involved.
- 88.3 There were no crime statistics to present as the national website had not been updated since his previous report in February. In respect of emergency services collaboration, the Police and Crime Commissioner's office had made a grant bid to the national Police Transformation Fund and received £100,000 to enable further work to be undertaken. External consultants would be appointed to review the business case and Andrew North had been appointed as an assurance adviser. The Police and Crime Commissioner confirmed once again that he was open to all possibilities and would only make a decision once the business case had been delivered. The Panel had also been advised that the sale of the land that was previously the Constabulary HQ at Lansdown Road in Cheltenham had now been completed and CALA Homes would be taking possession of the site. It was hoped that there would be an additional town centre police presence at Cheltenham Borough Council offices shortly.
- 88.4 Members were informed that, in December 2016, Her Majesty's Inspectorate of Constabulary (HMIC) had released its latest leadership and legitimacy reports for all 43 forces in England and Wales. The effectiveness report for Gloucestershire Constabulary had only been released at the start of March 2017. In terms of the leadership report, the overall view was that there were no causes for concern and only two areas for improvement, however, improvements were needed in respect of both legitimacy and effectiveness. It was important to put this into context and there had been a detailed presentation and discussion in relation to the reports which had also included some very good comments about the work of the Constabulary. National comparisons of levels of crime at the time of the

inspection, and for the current year to date, as well as the direction of the force and delivery i.e. crimes per 1,000 citizens, were also provided. When these figures were analysed and compared with the family of most similar forces this did not appear to reflect the HMIC findings; Gloucestershire was doing far better than some of the forces graded by the HMIC as performing better. The analysis had included the level of risk to the work of the Constabulary; Gloucestershire had been found to have very low risk. It could be that more focus was needed in the areas which were examined by HMIC, and assurance was provided that the Constabulary was learning from the reports; however, it was recognised that those areas may not be the main priority for the public, the Chief Constable and the Police and Crime Commissioner of Gloucestershire. Update reports would be provided to the Police and Crime Panel on the areas of concern that had been highlighted.

- 88.5 Councillor Garnham advised that the author of the Community Safety Review, John Bensted, had attended the meeting to provide a brief update on his work. The review was now entering the implementation phase and assurance had been given that the new structure still allowed local Community Safety Partnerships to continue their work. It was noted that the next Police and Crime Panel meeting was due to be held on 14 July 2017.
- 88.6 In response to a query regarding the emergency services collaboration and the external consultants that had been appointed to review the business case, Councillor Garnham advised that Gloucestershire County Council, and the government, each had a view, however, the Police and Crime Commissioner had been given a mandate to make the final decision. The Deputy Chief Executive of the Office of the Police and Crime Commissioner confirmed that there was a process to go through; the Police and Crime Commissioner had to make his case and there would then be a 12 week consultation process. A final decision would be made by the government and that would lead to a number of options around the total governance of the Fire Service which was another issue in itself. He stressed that, if the facts did not stack up then the Police and Crime Commissioner would not proceed; however, Councillor Garnham reiterated that simply stating that the status quo was preferable was not an option.
- 88.7 A Member queried when the review of Community Safety Partnerships was due to be completed as the Tewkesbury Borough Community Safety Partnership was on hold and nobody seemed to know what was happening. The Deputy Chief Executive of the Office of the Police and Crime Commissioner explained that the review had commenced in the summer of 2016 and had concluded at the end of the year. There was still a lot of work to do in terms of implementation which was more of a challenge than the actual review given the significant changes proposed. John Bensted was working with partners to achieve the best outcomes for all rather than simply imposing the new system upon them; this was a very important message.
- 88.8 The Chair thanked the Council's representative for his 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 Police and Crime Panel be **NOTED**.

OS.89 GLOUCESTERSHIRE HEALTH AND CARE OVERVIEW AND SCRUTINY COMMITTEE UPDATE

- 89.1 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 its last meeting held on 7 March 2017.
- 89.2 In light of the closure of Cleeve Link – one of the Council's home care providers – the Committee had received an update from the Cabinet Member for Older People, the Adult Social Care Commissioning Director and Deputy Commissioning Director. The Committee appreciated the goodwill and commitment of Cleeve Link staff in continuing to deliver care to their customers following the closure, particularly as many of them had not received payment for some weeks. Over the weekend following the closure, the County Council had supported these staff by providing free petrol/diesel (via the Gloucestershire Fire and Rescue Service) and food and had subsequently organised a payroll run to ensure that people were paid. Members had been pleased to note that Officers were working with other providers to ensure that these vulnerable people continued to receive care in the long term.
- 89.3 Councillor Day went on to advise that the Committee had been pleased to welcome the Chief Executive and Chair of the Gloucestershire Hospitals NHS Foundation Trust to the meeting. The Chief Executive had apologised that she was not able to present the findings of the financial governance review at the meeting as originally planned. Whilst the Committee was frustrated with the delay, Members had acknowledged that this was not of the Trust's making. There had been a robust and detailed discussion of the Trust's current financial position and the recovery plan and it was noted that the Trust planned to return to a breakeven position by the end of March 2019. The Committee was, of course, concerned as to the potential impact of the Trust's financial situation on services.
- 89.4 The Committee had received an update on the Ambulance Response Programme from the South Western Ambulance Service NHS Foundation Trust Director of Operations. Members had been informed that the additional time available under the Ambulance Response Programme to triage calls had meant better identification of which calls required an eight minute response, and the despatch of the clinically appropriate vehicle rather than the nearest. The South Western Ambulance Service NHS Foundation Trust had been consulting staff on changes to the rota and they would be implemented in April 2017; this would ensure that the right number of staff were on at the right time and in the right place, to better manage peak demands. Alongside this there would be a re-profiling of vehicles in Gloucestershire. This would mean 16 more double-crewed ambulances and a reduction in the number of rapid response vehicles.
- 89.5 In terms of the non-emergency patient transport service, it had been disappointing to note that a significant number of aborted journeys resulted from patients cancelling their hospital appointment but not their transport, or making their own way to the hospital without cancelling their transport. A text reminder service was being introduced that month which it was hoped would reduce these wasted journeys.
- 89.6 The Chair thanked the Chief Executive and his team for the prompt circulation of an email explaining the situation regarding Cleeve Link. The Chief Executive indicated that Gloucestershire County Council's emergency planning team had done a fantastic job and had worked very hard, particularly over the first weekend, to ensure that care to vulnerable people was maintained under very difficult circumstances.

- 89.7 The Chair thanked the Council's representative for her update and indicated that it would be circulated to Members 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.90 PERFORMANCE REPORT - QUARTER 3 2016/17

- 90.1 The report of the Head of Corporate Services, circulated at Pages No. 21-60, attached performance management information for the third quarter of 2016/17. The Overview and Scrutiny Committee was asked to review and scrutinise the performance information and, where appropriate, identify any issues to refer to the Executive Committee for clarification or further action to be taken.
- 90.2 Members were advised that this was the third quarterly monitoring report for 2016/17 and progress against delivering the objectives and actions for each of the Council Plan priorities was reported through the Performance Tracker, attached at Appendix 1 to the report. Key actions which had advanced since quarter two were highlighted at Paragraph 2.3 of the report and included: approval of the refurbishment of the reception area and top floor; the successful launch of the Council's website, which continued to enjoy attention nationally; and the adoption of a new Housing and Homelessness Strategy for 2016-20. Due to the complex nature of the actions being delivered, there were inevitably some which were not progressing as smoothly or quickly as envisaged and these were detailed at Paragraph 2.4 of the report. In terms of Key Performance Indicators (KPIs), Members were informed that the status of each indicator was set out at Paragraph 3.2 of the report. Of the 17 indicators with targets, 13 indicators were performing better than the previous year with only two performing worse than the previous year. Areas of interest included: KPIs 14, 15 and 16 which related to the processing of planning applications and showed a significant improvement in performance compared with 2015/16; KPI 20 relating to the number of reported enviro-crimes where there had been a significant drop in the reports of abandoned vehicles and fly-tipping incidents; and KPI 30 which showed that the amount of waste being recycled or composted had improved compared to the previous year and the level of contamination had also dropped.
- 90.3 A Member raised concern that the report seemed to be quite negative and gave the impression that a significant number of actions were not being achieved within their timescales. He questioned how this could be addressed. The Chief Executive indicated that the covering report aimed to extract the actions where performance was not as anticipated; some of these were things within the Council's control and others were due to outside organisations which impacted upon the Council. The report did not highlight the majority of actions which were performing positively. In an organisation like Tewkesbury Borough Council, with a huge agenda to address, there would inevitably be some negatives to address and it was these areas which were drawn to the Committee's attention. He welcomed comments and questions from Members on any specific actions and issues.

- 90.4 During the debate which ensued, the following queries and comments were made in relation to the Performance Tracker:

Priority: Finance and Resources

<p>P30 – Objective 3 – Action c) Undertake a review of the discretionary trade waste service to ensure it is operating on a viable commercial level – A Member raised concern that there was no timeline for the review.</p>	<p>The Head of Community Services clarified that there were two reviews - one had been commissioned by Ubico and one was being undertaken by the Council. It had been felt that it would be sensible to wait until Ubico had appointed consultants to start its work; now that had been done, a scope would be put together for the Council's review and it was anticipated that this would move forward quickly.</p>
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Priority: Economic Development

<p>P34 – Objective 3 – Action a) Produce a vision for the J9 area – A Member sought an update as to how this was progressing.</p>	<p>The Chief Executive advised that the removal of the Ministry of Defence site at Ashchurch was not the Council's decision and it had been necessary to develop a way forward through the Joint Core Strategy. This had been discussed with Members of the J9 Area Member Reference Panel and a consultant had been engaged to help produce and deliver the vision. A successful bid for £234,000 of funding been made to the Homes and Communities Agency, with the potential for more following further discussions. A meeting of the J9 Member Reference Panel would be taking place very shortly to consider an action plan to take this forward. He stressed that this was a major piece of work and there would be no simple solution.</p>
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Key Performance Indicators for Priority: Housing

<p>P46 – KPI 15 – Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the applicant – A Member felt that Officers spent a lot of time on the finer details of planning applications and yet they were often still refused which she found difficult to understand.</p>	<p>The Head of Development Services advised that, whilst she could not comment on any particular application without knowing the details of the scheme, it was important to recognise that planning was a very complex matter and there were different issues to take into consideration, even with small householder applications. Officers worked hard to achieve the right solutions for as many parties as possible. If Members had queries about specific applications she would be more than happy to look at those on an individual basis.</p>
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P46 – KPI 15 – Percentage of ‘minor’ applications determined within 8 weeks or alternative period agreed with the applicant - A Member questioned whether it would be appropriate for an update to be brought to the Overview and Scrutiny Committee on the second phase of the Planning Systems Review.

The Head of Development Services indicated that she was keen to look at performance and build upon the improvements that had already been made. She hoped to do this sooner rather than later and would add the update to the Committee’s Work Programme in the coming months. In response to a query regarding staffing, she advised that the department was almost at full capacity; some appointments had been made but the people were not yet in post. A Member questioned how performance had improved during quarter three without the new staff being in post and she explained that this had been down to a number of improvement projects and the use of temporary staff. The Deputy Chief Executive indicated that he was keen to improve efficiency within the Planning service. There had been a lot of discussions about whether the department had enough staff, however, it was important to also look at the approximate number of planning applications per Officer and the efficiency of processing applications in order to establish whether productivity was being hampered and what could be done to address this.

Key Performance Indicators for Priority: Corporate

P54 – KPI 20 – Number of reported enviro-crimes – A Member noted that there had been a significant reduction in the number of reported fly-tipping incidents; however, he understood from Officers that it was not always possible to get hold of a camera and he sought clarification as to whether the necessary equipment was available.

The Head of Community Services undertook to find out how many cameras were available and report back to Members following the meeting. He advised that 89 fly-tipping incidents had been reported in the last quarter, which was a reduction; some would have been individual bags being put out early as opposed to huge fly-tips. He had signed off two fly-tipping prosecutions in the last week and was about to rejuvenate the conversation with Parish Councils in relation to the employment of an Environmental Warden. His team was looking at hotspots for dog fouling and the Public Protection Orders which would allow fixed penalty notices to be issued in those areas. He undertook to look into the availability of cameras - he confirmed that they were all deployed but he did not know their exact locations - and indicated that he would report back to Members outside of the meeting.

P58 – KPI 29 – Average number of sick days per full time equivalent – A Member noted from the report that there was an increasing trend in short term sickness and sought assurance that this was being monitored.

The Head of Corporate Services advised that there was often an increase in short term absences during quarter 3 which covered the winter period when colds and other viruses were more prevalent. He confirmed that this was something which was being monitored and he pointed out that a review of the Absence Management Policy was one of the pending items in the Overview and Scrutiny Committee Work Programme. The Internal Audit team had also been tasked with looking at absence management and ensuring that the policy was applied consistently. A new Human Resources system was currently being considered which would be more focused on self-service; at present absence management was very much a manual exercise and the new system would help to manage the process more effectively.

- 90.5 Having considered the information provided and views expressed, it was
RESOLVED That the performance management information for quarter 3 of 2016/17 be **NOTED**.

OS.91 REVIEW OF BOROUGH NEWS

- 91.1 The report of the Head of Corporate Services, circulated at Pages No. 61-64, advised Members of the need to review the Tewkesbury Borough News. Members were asked to establish an Overview and Scrutiny Committee Working Group to undertake the review and to approve the proposed Terms of Reference for the Working Group as set out at Appendix 1.
- 91.2 The Communications and Policy Manager advised that a Member workshop had been held in October 2016 to gain feedback on corporate communications. One specific area discussed was the Tewkesbury Borough News which had generated a lot of discussion around cost, quality, regularity of production and format. Given that it was a high profile communication tool for the Council, it was felt that it may be beneficial for an Overview and Scrutiny Committee Working Group to be established in order to carry out the review. The Working Group would be asked to investigate three options: to retain Tewkesbury Borough News in its current format and circulation; to retain Tewkesbury Borough News but consider an alternative format and/or circulation e.g. digital options/issue twice-yearly/reduced circulation; or, to stop producing Tewkesbury Borough News. The proposed Terms of Reference for the Working Group were attached at Appendix 1 to the report. It was suggested that the Working Group comprise five Members, plus the Lead Member for Customer Focus, and that the review be conducted over three meetings during May and June 2017.
- 91.3 A Member questioned whether it would be possible to publicise the fly-tipping prosecutions, which had been referenced by the Head of Community Services earlier in the meeting, in the Tewkesbury Borough News. The Communications and Policy Manager advised that the spring edition of the Tewkesbury Borough News was just being finalised; she undertook to find out more about the two cases and include them in the summer edition, if appropriate. She pointed out that a previous prosecution had been publicised in this way as well as having press releases issued. A Member suggested that it would be helpful to have a list of prosecutions to distribute to Parish Councils for inclusion in their Parish magazines and

newsletters. The Head of Community Services provided assurance that any successful prosecutions would be widely publicised and the relevant information disseminated to partners.

RESOLVED

1. That an Overview and Scrutiny Committee Working Group be established to review the Tewkesbury Borough News comprising the following Members:

Councillors Mrs G F Blackwell, D T Foyle, Mrs S E Hillier-Richardson, Mrs H C McLain and Mrs P E Stokes plus the Lead Member for Customer Focus.

2. That the Terms of Reference for the Working Group be **APPROVED** as set out at Appendix 1 to the report.

OS.92 PRESENTATION FROM THE OFFICE OF THE POLICE AND CRIME COMMISSIONER

92.1 The Chair introduced Richard Bradley, Deputy Chief Executive of the Office of the Police and Crime Commissioner, and indicated that he would be giving a presentation on the role, responsibility and action plan of the Office of the Police and Crime Commissioner.

92.2 The following key points were made during the presentation:

- The Police and Crime Commissioner – Martin Surl – elected November 2012, re-elected May 2016, Independent. Deputy Police and Crime Commissioner – Chris Brierley – appointed October 2016 to support the Police and Crime Commissioner.
- Main Responsibilities – Police Reform and Social Responsibility Act 2011: secure an efficient and effective police force for the area; appoint the Chief Constable, hold to account for running the force and dismiss them if necessary; set the police and crime objectives for the area through a Police and Crime Plan; set the force budget and determine the precept; contribute to the national and international policing capabilities set out by the Home Secretary; bring together community safety and criminal justice partners to make sure local priorities are joined up.
- The Role – Cutting crime; improving outcomes for local people; working in partnership with local leaders for community safety, youth, justice, health and safeguarding/civil contingencies; award grants for community safety objectives; pool funding with local partners.
- Future Responsibilities for the Police and Crime Commissioner – Fire and Rescue; Criminal Justice (courts, youth justice, victim and witnesses, offender management, oversight of Crown Prosecution Service).
- Police and Crime Plan – ‘Less crime, more peace and good order’; accessibility and accountability; older but not overlooked; young people becoming adults; safe days and nights for all; safe and social driving; safer cyber.
- Police and Crime Plan 2017-21 Approach – e.g. Neighbourhood Policing, Community Safety Review, Restorative Gloucestershire, Rural Policing, Home Secretary Directives, information sharing, strength-based working.
- Funding – Priority Leads - £1.5M over four years; Community Fund - £1.1M annual fund, more than 350 projects being funded within Gloucestershire, each one must meet one or more of the six priorities, look for projects that are sustainable and had match funding; Ministry of Justice funding - £750,000 annual fund for victims and restorative justice; Speed Enforcement Camera System (SPECS) fund; High Sheriff’s fund.

- Accessibility and Accountability – e.g. Restorative Gloucestershire, Gloucestershire Constabulary, Gloucestershire Fire and Rescue Service, Gloucestershire Constabulary 101.
- Older But Not Overlooked – e.g. Barnwood Trust, Gloucestershire Age UK, Cheltenham Polish Tenants and Residents Association, Small Sparks Grants, World Jungle, You're Welcome Keep Safe Scheme, Gloucestershire Deaf Association.
- Young People Becoming Adults – e.g. Gay-Glos, The Door Youth Project, Prince's Trust, Young Gloucestershire.
- Safer Days and Nights – e.g. University of Gloucestershire, Student Community Patrol, Hello Gloucester, Street Pastors, Cheltenham Safe, Hollie Gazzard Trust.
- Safe and Social Driving – e.g. Gloucestershire Rural Community Council, Road Safety Gloucestershire, Gloucestershire Group Advanced Motorists, Pathfinder, Special Constabulary.
- Safer Cyber – e.g. Everyman Theatre, Gloucestershire Business Show, Think U Know, Circles South West.
- Victim Capacity – e.g. Safe at Home, Stroud Beresford Group, Hope House Sexual Assault Referral Centre, Gloucestershire Rape and Sexual Abuse Centre, Victim Support.

- 92.3 A Member questioned whether there were any groups for organised crime and drugs. The Deputy Chief Executive of the Office of the Police and Crime Commissioner advised that a joint policing panel on organised crime had been set-up in 2016 and each of the local authorities in the county had been invited to send a representative to the first group; it was noted that the Head of Community Services was the Tewkesbury Borough Council representative. The main focus was on crimes associated with the dangerous drug network, for instance, "cuckooing", which involved a drug dealer befriending a vulnerable individual who lived alone; like a cuckoo, the dealer moved in, took over the property and turned it into a drugs den. It was noted that there had been at least two incidents in the county which had resulted in homicide. The community safety structure had an important role to play in this regard as it presented a real opportunity for the Police to work with partners, Officers and Councillors who represented the areas where these crimes were being committed and who could share intelligence in order to be more effective. In response to a query regarding reporting, the Head of Community Services indicated that the sensitive nature of the information shared at the organised crime panel meetings made it difficult to do this in the public domain; however, he undertook to provide something which would give Members assurance that it was being adequately addressed.
- 92.4 A Member queried whether there were enough resources to carry out all of the current work which had been highlighted as well as the potential increase associated with the new areas being allocated. The Deputy Chief Executive of the Office of the Police and Crime Commissioner indicated that the answer was probably no; he reiterated that a business case needed to be produced in respect of the Fire and Rescue Service and, if the outcome was a positive one, additional administrative resource would be needed.
- 92.5 With regard to community safety, the Deputy Chief Executive of the Office of the Police and Crime Commissioner showed a slide which set out the 'Safer Gloucestershire' model being worked to. Local delivery was through a place-based multi-agency forum including community safety, health and wellbeing and social inclusion. He explained that, under the current arrangements, representatives were attending different meetings where they often talked about

the same individual and the new structure would merge these without losing the statutory element. He also advised that the Community Safety Partnership was responsible for calling for, and managing, domestic homicide reviews, of which there had been two in Tewkesbury Borough. Home Office guidance stated that these reviews should be completed within six months and, whilst the ones in Tewkesbury Borough had been timely, others within the county were taking a long time which was not effective or appropriate. Nobody was currently holding this process to account and Safer Gloucestershire would now have that oversight. In terms of timescales, he advised that a meeting was being held in May to find out what partners wanted Safer Gloucestershire to do. The Chief Executive indicated that the review of the Tewkesbury Borough Community Partnership was not dependent upon this wider review and, now that the Head of Community Services was in post, work would commence to set-up the new local structure.

- 92.6 A Member raised concern that he had attended an event at his local village hall where the Police had been invited to speak but only a handful of people had turned up and he questioned what could be done to encourage people to engage with the Police. The Deputy Chief Executive of the Office of the Police and Crime Commissioner indicated that the communications team looked at different ways to connect with communities and used social media, such as Twitter and Facebook, as well as more traditional routes like newspapers and radio. The Police had lost over 300 officers in the last four years through austerity measures and therefore it was not possible for them to attend every Parish Council meeting so it was important to make these connections in different ways which was a real challenge. A Member indicated that, without regular meetings, he found it difficult to know what work was being targeted by the Police and how the community could help to move that forwards. The Deputy Chief Executive of the Office of the Police and Crime Commissioner agreed and felt that information sharing was key; having the right people in the room to talk about individuals allowed a more complete picture to be built and the various partners could respond collectively.
- 92.7 A Member indicated that his area was a hotspot for fly-tipping. 'Stop and search' events had previously been successful in terms of the information this had uncovered e.g. vehicles without waste carrier licences, vehicles using red diesel etc. and he queried whether there were plans to hold more of these in the future. The Head of Community Services agreed that stop and search events could be really effective as they sent out a clear message about behaviour that would not be tolerated. He had a great deal of experience of such interventions and intended to hold two or three each year. He had not yet had an opportunity to speak to his Police colleagues but he provided assurance that he would do so at the appropriate time.
- 92.8 Another Member went on to query why the Police and Crime Commissioner had withdrawn his support for the Road Safety Partnership. In response, the Deputy Chief Executive of the Office of the Police and Crime Commissioner advised that drivers caught speeding may be offered the opportunity to pay to go on a speed awareness course, as an alternative to a fine and penalty points, based on the theory that it was better to educate than enforce. It had become clear that some of the money collected from the scheme was used for administration rather than for education and therefore the Police and Crime Commissioner had made the decision to take a step back until this matter was resolved; legislation would make clear what the money could be used for.

- 92.9 The Chair thanked the Deputy Chief Executive of the Office of the Police and Crime Commissioner for his informative presentation and indicated that hard copies of the Police and Crime Plan would be available for Members following the meeting. It was

RESOLVED That the presentation from the Deputy Chief Executive of the Office of the Police and Crime Commissioner be **NOTED**.

OS.93 ECONOMIC DEVELOPMENT AND TOURISM STRATEGY REVIEW UPDATE

- 93.1 The Chair indicated that the Head of Development Services would be providing an update on the progress of the Economic Development and Tourism Strategy Review.

- 93.2 Members would be aware that the Overview and Scrutiny Committee had previously established a Working Group in order to assist with the development of a new Economic Development and Tourism Strategy. Economic development and tourism was one of four key themes in the Council Plan. The Council had successfully applied for funding which had enabled a consultant to be appointed to carry out an employment land review, economic assessment and land survey to inform the strategy. This work had been completed and presented to all Members at a seminar in October 2016. Since that time, the Economic Development and Tourism Strategy Review Working Group had been designing the strategy and building on the recommendations in the consultant's report. The Working Group would be meeting on 30 March 2017 to approve the draft strategy, along with a year one action plan, which would be presented for consideration by the Overview and Scrutiny Committee at its meeting on 2 May 2017. The Overview and Scrutiny Committee would be asked to endorse the strategy and action plan and to recommend them to the Executive Committee for adoption at its meeting on 7 June 2017.

- 93.3 A Member indicated that he had expressed concern on several occasions that the review had been ongoing for some time and yet there was no evidence of any outcomes. He felt that the Committee needed some reassurance about the work that was underway in order for Members be able to give the local communities which they represented some insight into what was planned. The Head of Development Services provided assurance that there was a very clear work programme which Members would see when the strategy came forward at the next meeting. The Economic and Community Development Manager advised that there was currently a great deal of work underway, particularly in respect of Tewkesbury Town centre, and not all of it related directly to the strategy. If Members had any specific queries, or if businesses needed any advice or support, the team would be more than happy to help. The Chief Executive explained that Tewkesbury Borough was the greatest growth area in Gloucestershire and this would be reflected in the strategy which intended to address the wider, strategic issues as well as the more routine, day-to-day aspects of economic development.

- 93.4 A Member raised a specific concern about the loss of traders from Tewkesbury Town market. The Economic and Community Development Manager advised that Officers regularly communicated with Cotswold Markets - who ran the market in Spring Gardens, as well as the farmers' market and annual food and drink festival - and, whilst there had been some concerns, he had been informed that there had been an improvement by the end of 2016. The development of the Spring Gardens site would provide an opportunity to promote the market and bring in more customers. Another Member expressed concern about the High Street market taking trade away from the shops in the High Street and the problems which this caused for people living in the town as a result of overflow traffic. He was informed that only one comment had been received from a concerned trader, however, there were mixed views about the market. A meeting was due to be

arranged with County Highways to discuss the impact on the roads and whether it supported the local economy in the way it could do.

93.5 Having considered the information provided, it was

RESOLVED That the Economic Development and Tourism Strategy Review update be **NOTED**.

OS.94 FLOOD RISK MANAGEMENT GROUP MONITORING REPORT

94.1 Attention was drawn to the report of the Head of Community Services, circulated at Pages No. 65-79, which provided an update on the progress of the Flood Risk Management Group action plan and reviewed the Terms of Reference for that group. Members were asked to consider the progress that had been made and to recommend to the Executive Committee that the revised Terms of Reference and action plan be adopted; that a review of the Terms of Reference be carried out within the first 12 months of the term of the new Council; and that progress against the action plan continue to be monitored by the Overview and Scrutiny Committee on an annual basis.

94.2 The Head of Community Services explained that the Overview and Scrutiny Committee currently received an annual update on the work of the Flood Risk Management Group and the progress made against its work plan. It was noted that the action plan was a living document to which funding or partnership opportunities were added as and when they arose. It included the routine maintenance carried out on watercourses on land owned by the Council. The work plan at Appendix 1 reflected the report that had been presented at the Flood Risk Management Group meeting on 13 March 2017. At that meeting, the Working Group had also considered the Terms of Reference and thought them still to be relevant and necessary, however, it was felt that it would be more appropriate to undertake a review as to whether there was an ongoing role for the group in line with the term of the Council as opposed to on an annual basis. If this was agreed, the Overview and Scrutiny Committee would continue to monitor progress against the action plan on an annual basis. The proposed amendments to the Terms of Reference were set out in Appendix 2 to the report.

94.3 With regard to the maintenance of Tewkesbury Borough Council-owned watercourses, a Member questioned why the charges had doubled when comparing the work completed in 2016/17 against that proposed for 2017/18. The Flood Risk Management Engineer explained that two contractors had been procured to carry out the maintenance work over the next three years. This would involve flail cutting of the banks twice yearly in June/July and October/January and de-silting where necessary on a three year programme; this was doubling the amount of work being undertaken and would mean that banks were cut more regularly. In addition, the 2016/17 costs did not account for reactionary work e.g. trees falling into watercourses. Efficiencies had been made in terms of the total budget so it would actually cost less overall. In terms of the grant applications, set out at Pages No. 76-77, a Member noted that the Brockworth scheme had been delayed due to landowner objections and she questioned whether this had been resolved. The Flood Risk Management Engineer advised that the matter had not yet been concluded but progress was being made and there was light at the end of the tunnel.

94.4

It was

RESOLVED

1. That the progress made against the Flood Risk Management Group Action Plan be **NOTED**.
2. That it be **RECOMMENDED TO THE EXECUTIVE COMMITTEE** that:
 - a) the revised Terms of Reference and Flood Risk Management Group Action Plan be adopted;
 - b) a review of the Terms of Reference take place within the first 12 months of the term of the new Council; and
 - c) progress against the Flood Risk Management Group Action Plan continue to be monitored by the Overview and Scrutiny Committee on an annual basis.

The meeting closed at 6:25 pm

EXECUTIVE COMMITTEE FORWARD PLAN 2016/17-2017/18

REGULAR ITEM:

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

Addition to 26 April 2017

- Neighbourhood Area Designation Application - Bishop's Cleeve Parish.
- 'Fixing our Broken Housing Market' Housing White Paper Consultation.
- Confidential Item: Sale of Garage Site.
- Confidential Item: Options Appraisal.

Committee Date: 7 June 2017

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Appointment of Portfolio Holders and Support Members (Annual)	To approve the Portfolio Holders and Support Members for the forthcoming Municipal Year.	Lin O'Brien, Head of Democratic Services.	No.
Economic Development and Tourism Strategy.	To approve the amended Economic Development and Tourism Strategy following an Overview and Scrutiny review.	Andy Sanders, Economic and Community Development Manager.	Yes, deferred from April 2017 to allow for Overview and Scrutiny Committee consideration.
Communications Strategy.	To approve the Communications Strategy.	Clare Evans, Communications and Policy Manager.	No.
Financial Outturn Report incl. capital financing and earmarked reserves (Annual).	To consider the Council's financial outturn.	Simon Dix, Head of Finance and Asset Management.	Brought forward from July 2017.
Driving Licence, Insurance, MOT Checks Policy.	To approve the Policy.	Simon Dix, Head of Finance and Asset Management.	No.

Committee Date: 7 June 2017			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Joint Core Strategy Strategic Allocation Sites: Allocation of Affordable Housing.	To consider changes to the allocation of affordable housing on the Strategic Allocation sites in the Joint Core Strategy and to make a recommendation to Council on the way forward.	Paula Baker, Housing Services Manager.	No.
Workforce Development Strategy.	To approve the Workforce Development Strategy.	Janet Martin, Human Resources Manager.	Yes deferred from February 2017.
Confidential Item: Spring Gardens/Oldbury Road Regeneration.	To consider the information provided and agree a way forward.	Simon Dix, Head of Finance and Asset Management.	Yes – Deferred from April 2017 to allow time for further information to come forward to allow a decision on the matter.
(To be considered in private because of the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)).			

Committee Date: 12 July 2017			
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 2016/17 (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, Head of Corporate Services.	No.

Committee Date: 30 August 2017			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Financial Update – Quarter One 2017/18 Performance (Annual).	To consider the quarterly budget position.	Simon Dix, Head of Finance and Asset Management.	No.

Committee Date: 11 October 2017			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Management Report – Quarter One 2017/18 (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, Head of Corporate Services.	No.

Committee Date: 22 November 2017			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Financial Update – Quarter Two 2017/18 Performance (Annual).	To consider the quarterly budget position.	Simon Dix, Head of Finance and Asset Management.	No.
Housing Strategy Review Action Plan (Annual)	To approve the Housing Strategy Review Action Plan on an annual basis.	Paula Baker, Housing Services Manager.	No.
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.

Committee Date: 3 January 2018			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Management Report – Quarter Two 2017/18 (Annual).	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter two performance management information.	Graeme Simpson, Head of Corporate Services.	No.

Committee Date: 31 January 2018			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Budget 2017/18 (Annual)	To recommend a budget for 2017/18 to the Council.	Simon Dix, Head of Finance and Asset Management.	No.
Financial Update – Quarter Three 2017/18 Performance (Annual).	To consider the quarterly budget position.	Simon Dix, Head of Finance and Asset Management.	No.

Committee Date: 14 March 2018			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required

Committee Date: 25 April 2018			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Management Report – Quarter Three 2017/18 (Annual).	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter three performance management information.	Graeme Simpson, Head of Corporate Services.	No.
Flood Risk Management Group Terms of Reference and Action Plan (Annual).	To undertake an annual review of the Terms of Reference of the Flood Risk Management Group and action plan.	Peter Tonge, Head of Community.	No.
Council Plan Update 2016/17 – Year Three (Annual).	To consider the Council Plan and make a recommendation to Council.	Graeme Simpson, Head of Corporate Services.	No.
High Level Service Plan Summaries (Annual).	To consider the key activities of each service grouping during 2017/18.	Graeme Simpson, Head of Corporate Services.	No.

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	2 May 2017
Subject:	Overview and Scrutiny Committee Work Programme 2017/18
Report of:	Graeme Simpson, Head of Corporate Services
Corporate Lead:	Mike Dawson, Chief Executive
Lead Member:	Councillor Mrs E J MacTiernan, Lead Member for Organisational Development
Number of Appendices:	One

Executive Summary:

The work programme detailed in Appendix 1 provides the core work activities of the Committee. The programme as it stands is a combination of standing agenda items such as performance management information, complaints, policy and strategy updates and new areas of review that have emerged and have been built into the programme. The programme remains flexible, allowing new areas of activity that will emerge during 2017/18 to be built in.

Recommendation:

To APPROVE the Overview and Scrutiny Work Programme 2017/18.

Reasons for Recommendation:

The Overview and Scrutiny Committee must deliver the work required of it as set out in the Council's Constitution. This must be set within the context of the Council's priority areas and the resources available to undertake the review.

Resource Implications:

The Overview and Scrutiny Committee has an annual budget of £1,000 to support delivery of its work programme.

Legal Implications:

None directly arising from this report.

Risk Management Implications:

Effective Overview and Scrutiny supports delivery of the Council's vision, values and priorities.

Performance Management Follow-up:

The work programme is a standing item on the agenda of each Overview and Scrutiny Committee.

Environmental Implications:

None.

1.0 INTRODUCTION/BACKGROUND

- 1.1** The work programme detailed in Appendix 1 provides the core work activities of the Committee for 2017/18. The programme as it stands is a combination of standing agenda items such as performance management information, complaints, six monthly policy and strategy updates and new areas of review that have emerged and have been built into the programme.

2.0 2017/18 WORK PROGRAMME

- 2.1** Some of the Committee's work cannot be planned, for example, any new areas of review that may emerge during the year; referral of issues from Council; call-in of decisions etc. The programme is therefore based upon what is known at this point in time but remains flexible, to allow changes to be made where appropriate.
- 2.2** Attention should be drawn to the Committee's Agenda for 13 June 2017 – 'policies and strategies'. On an annual basis, a list of policies and strategies is brought before the Committee. This will further help inform the Committee's work programme.
- 2.3** Another area that traditionally generates additional work activity for the Committee is presentational reviews. The most common source for these types of presentations is when the Committee reviews the performance management information and asks for further, specific information on a Council Plan activity. Presentations are often made by one of the Council's key partners, as they contribute to the delivery of the Council's priorities. There are also a small number of pending items in the programme which will be brought to fruition during the year.

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** Possible use of the £1,000 budget to support any scrutiny reviews that may arise.

- 8.0 SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)**
- 8.1** The Committee will consider these implications when undertaking reviews and in making its recommendations.
- 10.0 IMPACT UPON (Value For Money/Equalities/E-Government/Human Rights/Health And Safety)**
- 10.1** The Committee will consider these implications when undertaking reviews and in making its recommendations.
- 11.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS**
- 11.1** None.

Background Papers: None

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Appendices: Appendix 1 – Overview and Scrutiny Work Programme 2017/18

OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2017/18

REGULAR ITEMS:

- Executive Committee Forward Plan
- Overview and Scrutiny Committee Work Programme 2017/18

Addition to

Deletion from

Committee Date: 13 June 2017

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Citizens' Advice Bureau Presentation.	To provide an update on CAB activity in the borough.	Andy Sanders, Economic and Community Development Manager	No.
Performance Management – Quarter 4 and Full Year 2016/17.	To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.	Graeme Simpson, Head of Corporate Services	No.
Corporate Policies and Strategies.	For potential review by the Overview and Scrutiny Committee during 2017/18.	Graeme Simpson, Head of Corporate Services	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 (6 June 2017).	N/A	No.

NB – Changes from previous work programme highlighted in bold

Committee Date: 18 July 2017			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
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 (11 July 2017).	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 (14 July 2017).	N/A	No.
Tewkesbury Borough News Review Report	To consider the outcomes of the Review.	Clare Evans, Communications and Policy Manager	No.

Committee Date: 5 September 2017			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Report – Quarter 1 2017/18.	To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.	Graeme Simpson, Head of Corporate Services	No.
Complaints Report	To consider – annual update.	Graeme Simpson, Head of Corporate Services	No.

Committee Date: 17 October 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.
Update from Joint Waste Team	To receive an update from the Joint Waste Team on the business plan.	Peter Tonge, Head of Community Services / Rachel Capon, Contracts Manager – Joint Waste Team.	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 (12 September 2017).	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 (8 September 2017).	N/A	No.

Committee Date: 28 November 2017			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Report – Quarter 2 2017/18.	To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.	Graeme Simpson, Head of Corporate Services	No.
Review of Ubico	To consider – six month update.	Peter Tonge, Head of Community Services	No.
Disabled Facilities Grants Review Monitoring Report	To consider - six monthly update.	Peter Tonge, Head of Community Services	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 (14 November 2017).	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 (8 November 2017).	N/A	No.

Committee Date: 9 January 2018			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Gloucestershire Families First Update	To consider – annual update.	Adrian Goode, Community Development Officer	No.

Committee Date: 6 February 2018			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
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, Head of Corporate Services	No.

Committee Date: 20 March 2018			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Report – Quarter 3 2017/18.	To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.	Graeme Simpson, Head of Corporate Services	No.
Flood Risk Management Group Report	To receive an annual report on the progress against the Flood Risk Management Action Plan.	Peter Tonge, Head of Community Services	No.

Committee Date: 1 May 2018			
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 2018/19.	To approve the Overview and Scrutiny Committee Work Programme for the forthcoming year.	Graeme Simpson, Head of Corporate Services	No.
Annual Overview and Scrutiny Report 2017/18.	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, Head of Corporate Services	No.
Housing, Renewal and Homelessness Strategy Review Monitoring Report	To consider – six month update.	Paula Baker, Housing Services Manager	No.
Review of Ubico	To consider – six month update.	Peter Tonge, Head of Community Services	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.	Peter Tonge, Head of Community Services	No.

PENDING ITEMS

Agenda Item	Overview of Agenda Item
Community Safety Partnership	Agreed by the Overview and Scrutiny Committee at its meeting on 7 February 2017 that updates would be provided as the County Community Safety Partnership progressed.
Risk Management Strategy Review	Agreed by the Overview and Scrutiny Committee at its meeting on 14 June 2016.
Absence Management Policy Review	Agreed by the Overview and Scrutiny Committee at its meeting on 14 June 2016.
Financial Inclusion	Requested by the Overview and Scrutiny Committee on 12 April 2016 – report to be considered by the Committee prior to the Executive Committee.
Economic Development and Tourism Strategy Monitoring Report	Pending outcome of Working Group Review.
Enviro-Crimes	Pending outcome of meeting on 2 May 2017.
Review of Communications Strategy	June 2018

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	2 May 2017
Subject:	Overview and Scrutiny Annual Report 2016/17
Report of:	Graeme Simpson, Head of Corporate Services
Corporate Lead:	Mike Dawson, Chief Executive
Lead Member:	Councillor Elaine MacTiernan, Lead Member for Organisational Development
Number of Appendices:	One

Executive Summary:

The role of the Overview and Scrutiny Committee is to assure that the Council's work is transparent, that it is held accountable for its decision-making, and that the needs of the community are considered. Reporting the work of the Overview and Scrutiny Committee through an annual report provides an opportunity for both the Council and the public to view the work of the Committee.

Recommendation:

To APPROVE the Overview and Scrutiny Annual Report 2016/17.

Reasons for Recommendation:

It is important 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. It is also a requirement of the Council's Constitution that the Overview and Scrutiny Committee must report annually to the Council on its workings.

Resource Implications:

None.

Legal Implications:

None.

Risk Management Implications:

None.

Performance Management Follow-up:

Annual review of the work of the Committee provides transparency and accountability and helps the Overview and Scrutiny Committee prepare its work programme.

Environmental Implications:

None.

1.0 INTRODUCTION/BACKGROUND

- 1.1** The Overview and Scrutiny function must deliver the work required of it as set out in the Council's Constitution. The Committee has a formal work programme for the year and it ensures the volume of work does not compromise the depth of examination required, does not duplicate the work of other Committees and adds value.

2.0 OVERVIEW AND SCRUTINY COMMITTEE ANNUAL REPORT

- 2.1** Not only is it a requirement of the Council's Constitution to report the activities of the Committee on an annual basis but it is good practice. The annual report demonstrates the broad coverage of activities that the Committee has scrutinised and reviewed during the year. This coverage has been undertaken through a combination of the following;

- Progress reports from officers on the delivery of key strategies and policies
- Quarterly performance management reporting
- Working groups to review specific areas of interest
- Presentations from officers and external organisations
- Scrutiny review of new strategies and policies

The 2016/17 annual report can be found at Appendix 1.

- 2.2** Following approval of the report, it will be presented by the Chair of Overview and Scrutiny Committee at Council on 16 May 2017. This fulfils the reporting requirement within the Council's Constitution.

3.0 OTHER OPTIONS CONSIDERED

- 3.1** None.

4.0 CONSULTATION

- 4.1** None.

5.0 RELEVANT COUNCIL POLICIES/STRATEGIES

- 5.1** None.

6.0 RELEVANT GOVERNMENT POLICIES

- 6.1** None.

7.0 RESOURCE IMPLICATIONS (Human/Property)

- 7.1** None

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

- 8.1** None

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

10.1 None

11.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

11.1 None.

Background Papers: None

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Appendices: Appendix 1 – Overview and Scrutiny Committee Annual Report
2016/17

Overview and Scrutiny Committee's annual report

2016-17



May 2017

Message from the Chairman of Overview and Scrutiny Committee, Councillor Phil Awford



I am pleased to present the 2016-17 Annual Report of Tewkesbury Borough Council's Overview and Scrutiny Committee. Since May 2015, I have chaired the committee, supported by Councillor Gill Blackwell as vice chair, and by a very able and committed group of councillors.

This has been another productive year for the committee. Providing support to key priority areas, facilitating the delivery of new strategies - such as the Housing and Homelessness strategy and the Economic Development and Tourism Strategy.

The committee has also not been frightened to challenge itself, and with an independent facilitator has reviewed the committee's own effectiveness. Recommendations made will ensure the value of the committee is maximised.

We continue to monitor the progress of important activities such as formal complaints, Ubico performance, the communications strategy and enviro-crimes. The committee also continues to receive quarterly performance information on the delivery of the new Council Plan (2016-2020).

The committee also received presentations from key partners to build up our knowledge and understanding of how partners help deliver our priorities. These included the Office of the Police and Crime Commissioner, Healthwatch Gloucestershire and Gloucestershire Fire and Rescue Service.

Looking ahead, I am positive the committee will add even greater value to support the council in its future challenges, and through the work of the committee this will have a positive impact on our communities. I would like to take this opportunity to thank all the committee members for their contributions and continued support.

Best wishes

Councillor Phil Awford

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The role of overview and scrutiny

The role of overview and scrutiny is an important one in the council's governance structure, in providing challenge and driving improvement. It is often referred to as the “critical friend” of the council and can hold a magnifying glass over any area which is causing concern or issues for local residents.

Formal work programme

Tewkesbury Borough Council has a single overarching Overview and Scrutiny Committee that examines all areas of the council's business.

The Overview and Scrutiny Committee has a number of roles within the council. These include:

- Holding the Executive Committee to account by thoroughly scrutinising their decisions to ensure that the council continues to provide the best services possible for Tewkesbury Borough residents.
- As part of this role, the committee has the power to ‘call-in’ decisions made by the Executive Committee and request that they consider them again, taking into account the issues raised by the committee.
- Acting as a ‘critical friend’ to the Executive Committee by reviewing council policies and strategy, making recommendations where appropriate.
- Overviews of work areas or topics of interest to the committee and members of the council –

including feedback from the Gloucestershire Police and Crime Panel and the Gloucestershire County Council Health and Care Overview and Scrutiny Committee.

- Performance and financial monitoring, to ensure the council services are sustainable and to the highest possible standard.
- Commissioning reviews of services/topics that impact on the council or on the lives of Tewkesbury Borough residents.
- Pre-scrutiny of items prior to their consideration by the Executive Committee.
- Complaints – on an annual basis a report is received summarising customer complaints and Local Government Ombudsman complaints made in the year. This helps to identify trends and potential opportunities to learn from the complaints made.
- Setting up task and finish groups to focus on specific reviews and recommend ways to improve existing practices within the council. A flow chart on how to consider potential scrutiny reviews can be found at Appendix A.

Overview and scrutiny activity during 2016-17

Scrutiny reviews of policy and strategy

Review of Car Parking Strategy **29 November 2016**

Following work by an Overview and Scrutiny Working Group, a new Car Parking Strategy was approved by Council on 27 January 2015. A report on the success of the strategy was considered by committee, which was pleased to be informed that the aspiration to encourage visitors to stay longer was being achieved and that overall ticket sales had also increased. Recommendations in relation to the introduction of mobile phone technology, improved signage and a programme of inspections and maintenance were also confirmed as implemented.

Presentations made to overview and scrutiny

Gloucestershire Families First Update **12 April 2016**

The committee has received a number of updates on the progress of the scheme since its inception in 2012. Gloucestershire has seen great success in delivering the scheme and was one of the first in the country to achieve its targets and expand the scheme further. It was explained to committee that one of the reasons behind the underlying success is the number of agencies working together under one roof within the Public Services Centre.

More details can be found [here](#).

Citizens Advice Bureau (CAB) **presentation 14 June 2016**

The bureau manager demonstrated to the committee how the council receives value for money in relation to the £54k granted to CAB. The presentation gave an insight into the breadth of advice given, the parts of the borough which were seeking advice and this was supported with a couple of case studies.

More information on the discussion can be found [here](#).

Planning review presentation **19 July 2016**

The planning service is a high profile, front line service which deals with a significant number of transactions, queries and applications. To improve its performance and customer focus, the service undertook a review to see how it could do things better.

A presentation given by the development manager explained this was an ongoing piece of work with particular emphasis around the use of ICT, customer improvements and website information. The committee recognised the importance of this work whilst being delivered against a backdrop of unprecedented numbers of applications and related pressures.

More information can be found [here](#).

Healthwatch Gloucestershire Presentation

6 September 2016

At the request of the committee, a presentation was given by the chief executive of Healthwatch Gloucestershire.

The presentation informed the committee on the statutory functions of Healthwatch Gloucestershire along with what areas are most talked about, the areas of increased feedback and what the health and social care issues are within the borough.

The information broadened the committee’s knowledge on how Healthwatch supports the health and well-being of communities and how the council can act as an advocate for this.

More information on the presentation and can be found [here](#)

Gloucestershire Fire and Rescue Service Presentation

10 January 2017

The committee received an informative presentation from the local risk manager of Gloucestershire Fire and Rescue Service.

A strategic review of the service had been undertaken and one of the significant outcomes was that prevention and protection is now at the heart of the service. A national study identified seven at-risk groups within communities. Examples were given on how these groups were being targeted within the borough, particularly successful work undertaken within Priors Park.

Another successful outcome was an 82% reduction in false alarms for automatic fire detection devices within commercial premises and committee was interested to know how this had been achieved.

More information can be found [here](#).

Overview and scrutiny working groups

Scheme of public participation at planning committee review working group.

A working group reviewed the [Scheme of Public Participation at Planning Committee](#) following council’s decision to introduce the scheme for a one year trial period.

The group interviewed numerous stakeholders as part of the process and it was concluded that the opportunity to speak at Planning Committee is valued. It supports an open, transparent and accountable local government and the scheme should be introduced on a permanent basis. Council supported this and resolved on 17 May 2016 that the scheme be confirmed as a permanent arrangement.

Housing Strategy review working group

A working group was set up to develop a new [Housing Strategy](#). Housing is a key priority in the new Council Plan. The resultant work has produced a strategy which pulls together the council’s strategic priorities around housing,

including homelessness and tenancy management. The strategy was approved at Council on 10 January. An action plan for the first year was agreed and is to be updated annually to allow the council to be proactive as well as reactive to the changing needs of the community, and to respond when new government policies are implemented.

Other general areas of review

Performance management (quarterly report)

The committee has an important role in scrutinising the delivery of the council’s priorities. To achieve this, on a quarterly basis, the committee receives a Council Plan Performance Tracker. This provides a wealth of information in relation to the overall progress of the Council Plan’s actions. The committee reviews and scrutinises the information including missed target dates, progression of key projects and outcomes, and where appropriate, refer for a response or action from the Executive Committee. During the year, the committee has consistently challenged areas such as planning performance, sickness absence and the level of enviro-crimes.

Review of Ubico (12 month update) 12 April 2016

Ubico is the local authority management company which delivers the council’s waste and recycling, grounds maintenance and street cleaning services. Given the high profile of the service, delivery of the contract is monitored annually by the committee. The first 12 month review took

place and performance was robustly scrutinised. In particular, members requested more effective performance information on the grounds maintenance and street cleaning services.

Revenues and Benefits Improvement Project (12 month update) 12 April 2016

Members were advised that the transformation project started in the summer of 2014. Following the presentation at its meeting on 7 April 2015, the Overview and Scrutiny Committee had resolved that a further update be provided in 12 months. The update reported that performance was being successfully sustained and remains in the top quartile nationally, the service previously being bottom quartile performers. Committee passed on its congratulations to the team.

Review of complaints (six monthly) 12 April 2016 and 6 September 2016

Complaints are an important indicator as to how well the council is performing. As such, on a six monthly basis, committee receives a report on numbers, type, by service and any resulting improvements. On an annual basis, the report from the Local Government Ombudsman is also presented. Reports were brought to the committee on 12 April and 6 September 2016. Committee supported an officer recommendation that given the low number of complaints received an annual report would suffice for future reporting.

“The committee considered the latest information on the extent of enviro-crimes, **with particular focus on fly-tipping.**”

Review of Communications Strategy 2014-2016 (annual review)

14 June 2016

The committee was involved in the development of this strategy. It provides the framework to promote and protect the reputation of the council. The annual review considered the progress made against the actions within the strategy. The majority of actions have been completed or are ongoing into year three. Key actions such as promoting the new leisure centre as well as providing continued support for the Joint Core Strategy have been achieved.

Enviro-Crimes (six monthly update)

19 July 2016

At the Overview and Scrutiny Committee in April, members requested additional information in relation to enviro-crimes. The report focused on the three main enviro-crimes: dog fouling, abandoned vehicles and fly-tipping. Members were informed about current measures being considered and actioned in respect of these. It was recognised that enviro-crimes would continue to be a serious concern for members, and several issues had been raised for officers to address. It was requested that a report be brought back to the committee in six months' time to consider the progress made.

7 February 2017

The committee considered the latest information on the extent of enviro-crimes, with particular focus on fly-tipping. Since the last report there had

been notable activity and progress dealing with enviro-crimes, including the successful prosecution of a householder whose waste had been fly-tipped by a contractor who was not a registered waste carrier. Members were informed about further options that were being explored. An action plan was requested to be brought to the Overview and Scrutiny Committee meeting on 2 May 2017.

Peer Challenge Action Plan (six monthly update)

19 July 2016 and 7 February 2017

Members were given an update to consider the progress made in delivering the recommendations within the Peer Challenge Action Plan. The peer challenge had been an excellent learning opportunity for the council, providing an external health check of the council's position. The second half yearly report confirmed the majority of actions as being complete. Committee agreed to sign off the action plan on the basis that two remaining recommendations were being monitored by Audit Committee.

Gloucestershire Joint Waste Committee (JWC) 2016/17 action plan update and 2017-20 business and action plan outline (annual update)

18 October 2016

Members were updated on the progress against the Gloucestershire Joint Waste Committee Action Plan for 2016/17 and were given a detailed outline business plan for 2017-20. The action plan sets out how the JWC and the Joint Waste Team monitor,

co-ordinate and add improvement to the waste and street cleansing service. Significant actions noted by the committee included the ongoing procurement of a new vehicle fleet, addressing needle contamination within the waste stream, retender of material reclamation facility and recycling awareness campaigns.

Grounds maintenance update (annual update) 18 October 2016

Committee noted the performance of the grounds maintenance service. In particular, the transformational project on tree inspections through introducing mobile technology, the scheduling and quality of grass cuts and general number of service requests received. To monitor performance more effectively, the committee tasked the service to develop a set of performance indicators. These will be reported in 2017/18.

Gloucestershire Families First (Six monthly report) 29 November 2016

Members were given an update to consider the progress made in delivering the Families First Programme and to remove it from the Overview and Scrutiny Committee reporting cycle. The programme had been introduced in 2013 and members were advised that it had proven to be a great success and was now run as ‘business as usual’. Members felt it beneficial for the committee to still be kept informed and that updates be brought on an annual basis as opposed to six monthly.

Disabled Facilities Grants Review Monitoring Report 29 November 2016

An update was given to the committee on the progress made against recommendations arising from the Disabled Facilities Grants Review. The way in which the council delivered Disabled Facilities Grants was reviewed by working group and adopted in April 2016. The review has streamlined the way the service is delivered and many improvements to the service have already been made, as well as possible savings to the authority.

Gloucestershire County Council updates

The committee receives regular updates from Gloucestershire Health and Care Overview and Scrutiny Committee, and the Gloucestershire Police and Crime Panel. These updates provide the committee with information on any issues arising and where the council can act as advocates for both community safety and for health and well-being.

For further details on both, Gloucestershire Health and Care Overview and Scrutiny Committee, and the Gloucestershire Police and Crime Panel, see links below to Gloucestershire County Council’s website:

- [Health and Care Overview and Scrutiny Committee](#)
- [Police and Crime Panel](#)

Review of the effectiveness of the Overview and Scrutiny Committee

10 January 2017

Members are keen for the committee to maximize the value of overview and scrutiny within the council. As part of this process, a committee meeting was peer reviewed by an independent assessor, Ann Reeder. Initial observations were fed back to the committee directly following the meeting with a draft formal report considered by Overview and Scrutiny on 10 January 2017.

Ann had highlighted numerous examples of good practice and how the committee really added value when undertaking reviews. In terms of improvement, there were three overarching recommendations:

1. The identification of key partners who contribute to the delivery of the council's priorities and programming in their attendance at the Overview and Scrutiny Committee – it was felt that it would be more beneficial to focus on partners who would help to deliver the Council Plan rather than choosing them randomly due to an interest in a particular area.
2. Consistency of approach across all monitoring reports e.g. the use of RAG (Red, Amber, Green) or direction of travel indicators – It was agreed that this would be advantageous and officers would ensure that future reports included a RAG rating or direction of travel indicators in a similar way to the performance tracker.

3. Ongoing training and development, particularly in respect of effective questioning and developing the relationship between the Executive Committee and Overview and Scrutiny Committee.

Looking forward to 2017/18

The committee has an exciting work programme for the forthcoming year. The hard work of the Economic Development and Tourism Strategy working group will come to fruition in the early part of 2017/18 when the draft strategy will be considered. This is a key strategy for the council, as we have an ambition to be the 'primary growth engine for Gloucestershire'.

The review of Tewkesbury Borough News will start in May 2017. This promises to be a good piece of work on one of the council's key communication tools and whether we can do things differently.

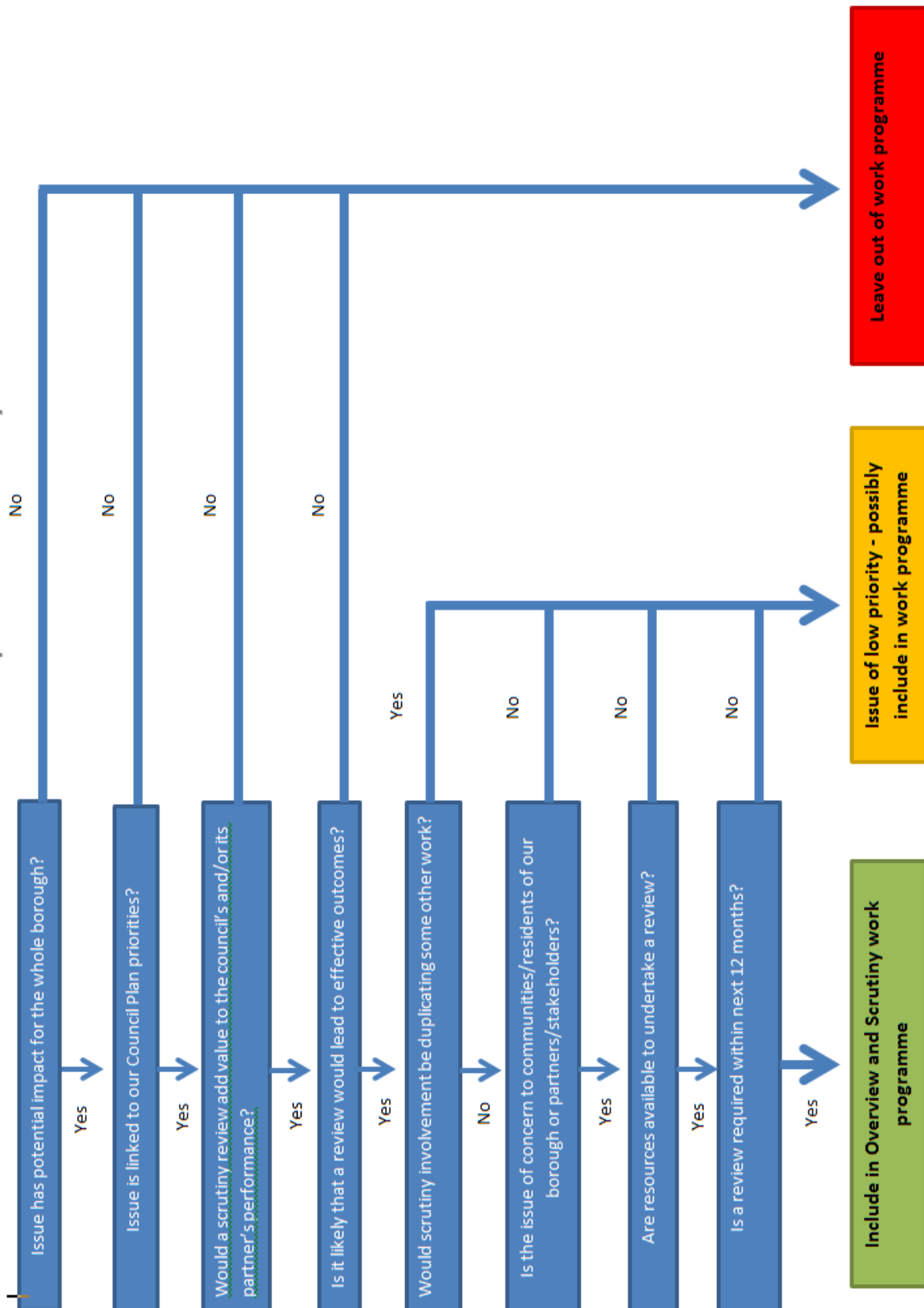
The committee's work programme also includes periodic review of key strategies such as Housing and Homelessness, Communications and Customer Care and ongoing scrutiny of key performance areas such as the Council Plan, enviro crimes and Ubico. The programme is flexible so any new areas for review can be added. The 2017-18 work programme can be found in Appendix B.

The committee also looks forward to challenging its effectiveness and ensuring it continues to play an important role in helping deliver successful outcomes for both the council and its communities.

Members of the Overview and Scrutiny Committee 2015-2016

			
Chair Councillor Phil Awford Highnam with Haw Bridge	Vice Chair Councillor Gill Blackwell Hucclecote	Councillor Bob East Cleeve St Michael's	Councillor David Foyle Churchdown Brookfield
			
Councillor Graham Bocking Innsworth with Down Hatherley	Councillor Harry Turbyfield Brockworth	Councillor Heather McLain Ashchurch with Walton Cardiff	Councillor Janet Day Winchcombe
			
Councillor Kevin Cromwell Tewkesbury Priors Park	Councillor Mark Williams Coombe Hill	Councillor Mike Sztymiak Tewkesbury Town with Mitton	Councillor Pearl Stokes Churchdown St John's
			
Councillor Philip Surman Shurdington	Councillor Ruth Hatton Brockworth	Councillor Terence Spencer Twynning	

Flowchart on how to select a potential scrutiny review



Committee Date: 13 June 2017				
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required	
Citizens' Advice Bureau Presentation.	To provide an update on CAB activity in the borough.	Andy Sanders, Economic and Community Development Manager	No.	
Performance Management – Quarter 4 and Full Year 2016/17.	To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.	Graeme Simpson, Head of Corporate Services	No.	
Corporate Policies and Strategies.	For potential review by the Overview and Scrutiny Committee during 2017/18.	Graeme Simpson, Head of Corporate Services	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 (6 June 2017).	N/A	No.	

Committee Date: 18 July 2017			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
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 (11 July 2017).	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 (14 July 2017).	N/A	No.

Committee Date: 5 September 2017			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Report – Quarter 1 2017/18.	To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.	Graeme Simpson, Head of Corporate Services	No.
Complaints Report	To consider – annual update.	Graeme Simpson, Head of Corporate Services	No.

Committee Date: 17 October 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.	
Update from Joint Waste Team	To receive an update from the Joint Waste Team on the business plan.	Peter Tonge, Head of Community Services / Rachel Capon	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 (12 September 2017).	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 (8 September 2017).	N/A	No.	

Committee Date: 28 November 2017				
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required	
Performance Report – Quarter 2 2017/18.	To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.	Graeme Simpson, Head of Corporate Services	No.	
Review of Ubico	To consider – six month update.	Peter Tonge, Head of Community Services	No.	
Disabled Facilities Grants Review Monitoring Report	To consider - six monthly update.	Peter Tonge, Head of Community Services	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 (14 November 2017).	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 (8 November 2017).	N/A	No.	

Committee Date: 9 January 2018			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Gloucestershire Families First Update	To consider – annual update.	Adrian Goode, Community Development Officer	No.

Committee Date: 6 February 2018			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
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, Head of Corporate Services	No.

Committee Date: 20 March 2018			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Report – Quarter 3 2017/18.	To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.	Graeme Simpson, Head of Corporate Services	No.
Flood Risk Management Group Report	To receive an annual report on the progress against the Flood Risk Management Action Plan.	Peter Tonge, Head of Community Services	No.

Committee Date: 1 May 2018				
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 2018/19.	To approve the Overview and Scrutiny Committee Work Programme for the forthcoming year.	Graeme Simpson, Head of Corporate Services	No.	
Annual Overview and Scrutiny Report 2017/18.	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, Head of Corporate Services	No.	
Housing, Renewal and Homelessness Strategy Review Monitoring Report	To consider – six month update.	Paula Baker, Housing Services Manager	No.	
Review of Ubico	To consider – six month update.	Peter Tonge, Head of Community Services	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.	Peter Tonge, Head of Community Services	No.	

PENDING ITEMS

Agenda Item	Overview of Agenda Item
Community Safety Partnership	Agreed by the Overview and Scrutiny Committee at its meeting on 7 February 2017 that updates would be provided as the County Community Safety Partnership progressed.
Risk Management Strategy Review	Agreed by the Overview and Scrutiny Committee at its meeting on 14 June 2016.
Absence Management Policy Review	Agreed by the Overview and Scrutiny Committee at its meeting on 14 June 2016.
Financial Inclusion	Requested by the Overview and Scrutiny Committee on 12 April 2016 – report to be considered by the Committee prior to the Executive Committee.
<i>Economic Development and Tourism Strategy Monitoring Report</i>	<i>Pending outcome of Working Group Review.</i>
Review of Communications Strategy	June 2018
<i>Enviro-Crimes</i>	<i>Pending outcome of meeting on 2 May 2017.</i>
<i>Review of Borough News Monitoring Report</i>	<i>Pending outcome of Working Group Review.</i>

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Report to:	Overview and Scrutiny Committee
Date of Meeting:	2 May 2017
Subject:	Customer Care Strategy
Report of:	Clare Evans, Communications and Policy Manager
Corporate Lead:	Chief Executive, Mike Dawson
Lead Member:	Councillor Mike Dean, Lead Member for Customer Focus
Number of Appendices:	One

Executive Summary:

In our Council Plan, we make the promise that we will put the needs of our customers at the heart of what we do and listen to what they say, treating people fairly and without bias. Our Customer Care Strategy and supporting action plan is an important step to making this a reality.

The Customer Care Strategy details how we plan to deliver our customer care and outlines the organisational commitments we make to our customers. The action plan is reviewed annually and this report provides an overview of the strategy's actions for 2016/17, as well as introducing the new action plan for 2017/18.

Recommendation:

To CONSIDER the progress made in relation to the actions contained within the Customer Care Strategy Action Plan 2016/17 and to ENDORSE the action plan for 2017/18.

Reasons for Recommendation:

An annual action plan ensures we remain focused on providing the best possible service to all of our customers, particularly in terms of resolving queries at the first point of contact. We recognise how important first impressions are, and how vital it is to get things right from the start.

Every time a customer contacts us, we must remember that the way they are treated, the standard of customer care they receive and the quality of the outcome all influence their opinion of us.

Resource Implications:

None directly resulting from this report.

Legal Implications:

The Council's obligations under the Data Protection Act 1998 and the Equality Act 2010 should be taken into account when implementing the recommendations set out in the action plan for 2017/18.

Risk Management Implications:

Without clear customer care standards, there is a risk to our reputation.

Performance Management Follow-up:

Delivery of the strategy's action plan is monitored by the Overview and Scrutiny Committee on an annual basis.

Environmental Implications:

None.

1.0 INTRODUCTION AND BACKGROUND

- 1.1** Our Council Plan highlights our value that we will always put our customers first. We make the promise that we will put the needs of our customers at the heart of what we do and listen to what they say, treating people fairly and without bias. Supporting our values we also have an ethos that whatever we do will be 'better for customers, better for business'. Our Customer Care Strategy is an important step to making these commitments a reality.
- 1.2** The strategy and accompanying action plan was taken to an Overview and Scrutiny Committee workshop on 11 January 2016, where it was endorsed by Members. The Customer Care Standards within the strategy were also reviewed by the Corporate Leadership Team, Operational Team Managers and Group Managers prior to the Overview and Scrutiny Committee workshop.
- 1.3** Our commitment throughout the strategy is to have a 'can-do' attitude and support customers by going the extra mile for them. This will be achieved by providing the customer with an efficient service, delivered by welcoming, knowledgeable and professional staff. To help us achieve these commitments, the strategy is supported by an annual action plan, which details how we will achieve our commitments to customer care. Progress on the action plan, and any new actions, will be reported each year to Overview and Scrutiny Committee.

2.0 PROGRESS ON THE CUSTOMER CARE STRATEGY ACTION PLAN

- 2.1** A review of the 2016/17 actions for the Customer Care Strategy can be found at Appendix 1. 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 – and a brief commentary supports each action. Notably, the introduction of the Customer Care Standards has helped us to ensure customers receive a consistent service from the Council. There are still pockets across the Council where the Customer Care Standards need to be embedded further, and this is a suggested action for 2017/18.

- 2.3** The action 'to carry out a residents' satisfaction survey in 2016/17 and use feedback to improve future service delivery' has been removed from the action plan. Instead, the Lead Member for Customer Focus has requested that a new action to utilise the website and the Council's Citizens' Advice Panel for feedback be included in the action plan for 2017/18.
- 2.4** A plan detailing new actions for 2017/18 can be found at Appendix 2.
- 3.0 OTHER OPTIONS CONSIDERED**
- 3.1** None
- 4.0 CONSULTATION**
- 4.1** The strategy was taken to a workshop of Overview and Scrutiny Committee on 11 January 2016.
- The Customer Care Standards were reviewed by the Corporate Leadership Team, Operational Team Managers and Group Managers prior to the Overview and Scrutiny Committee workshop.
- 5.0 RELEVANT COUNCIL POLICIES/STRATEGIES**
- 5.1** The Council Plan and emerging Digital Strategy.
- 6.0 RELEVANT GOVERNMENT POLICIES**
- 6.1** None
- 7.0 RESOURCE IMPLICATIONS (Human/Property)**
- 7.1** None directly
- 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** None
- 10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS**
- 10.1** None

Background papers: None







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01684 272291 Clare.Evans@teWKesbury.gov.uk

Appendices: Appendix 1 - Customer Care Strategy Action Plan 2016
Appendix 2 - Customer Care Strategy Action Plan 2017





Appendix one

Customer care strategy action plan 2016/17

The following actions will be completed by April 2017

Action	Progress	current status
To introduce a set of customer care standards across the council.	A set of Customer Care Standards have been introduced ensuring our customers receive a consistently high level of customer service from the council. The standards were developed in consultation with services across the council to ensure they are achievable, and have been promoted internally and externally.	
To provide customer service training to all services across the council.	This work is scheduled to take place in May 2017, and is being brought forward to the 2017/18 action plan.	
To support the development of a Digital Strategy.	The Digital Strategy was formally approved at Executive Committee in April 2016, and customer care is an important feature throughout the strategy.	
To support the development of an integrated reception area for the Public Services Centre, which focuses on delivering quality customer care.	The policy and communications manager sits on the Public Services Refurbishment project team, ensuring there is a focus on delivering quality customer care as part of the works	
To review the effectiveness of the Advice and Information Centre buildings	It is anticipated that a review of the effectiveness of Advice and Information Centres will take place during 2017/18. The aim of the review is to ensure they are located in the most appropriate locations around the borough and that they provide an effective and value for money service to the community. This action is being brought forward to the 2017/18 action plan.	
To carry out a residents' satisfaction survey in 2016/17 and use the feedback to improve future service delivery.	Members have asked for alternative ways to gather feedback and options include utilising our website to gather service-level information. This has been brought forward as an action for the 2017/18 action plan. In the absence of this, we also utilise our Citizens' Panel to gather residents' views and to help inform our service delivery (for example the panel was consulted during the development of the new website).	

Appendix one

Action	Progress	current status
To review customer feedback systems to ensure there is a consistent and approach and feedback is acted upon.	Improvement work in Revenues and Benefits and Customer Services has included the development of new locally collected performance data to better manage and monitor delivery. Corporate customer care standards have also been implemented as part of the customer care strategy to ensure our approach to customer feedback is consistent. In addition, our new complaints systems includes a mandatory 'lessons learned' section, which helps to ensure service areas use customer feedback to shape future service delivery.	
To support the Customer Services team to complete Level 3 NVQs in customer service.	In 2016/17, two further members of the Customer Services team completed NVQ Level 4 in Customer Services and the team leader completed her NVQ Level 5 in Management.	
To introduce a virtual customer forum to gain feedback on various issues, including emerging strategies and policies.	A Citizens' Panel was launched in early 2016, and currently has 230 members. This virtual customer forum allows us to gather the views of customers when we need it – for example we have asked for their feedback during the development of the new website, to feed into our communications survey, and we are currently seeking views on Tewkesbury Borough News to feed into the review being carried out by an Overview and Scrutiny working group.	
To develop a new complaints framework	A new complaints framework was launched in March 2016, which introduced a new online way of logging and responding to complaints. The new system simplifies and clarifies our corporate complaints procedure, enabling us to run the management of complaints more efficiently and effectively - benefitting both council and customer. The new system encourages services to learn from formal complaints, by requiring a description of the changes that have been made to the service as a result of the complaint, to be logged.	

Action	Description	Responsible officer and start date
To provide customer service training to all front line staff	To ensure staff are trained to understand the importance of putting the customer first, and how to deliver quality customer care.	Customer services team leader June 2017
Promotion of self-service during customer contact	When dealing with customers, encourage self-service for those that are able to access these more economical ways of contacting the council.	Customer services team leader May 2017
To review the effectiveness of the Advice and Information Centre buildings	To carry out a review of the effectiveness of the AICs to ensure they meet the needs of our customers and the council.	Policy and communications manager July 2017
9. Make online forms as customer-friendly as possible	To encourage customers to use our online services and ensure that our online forms are accessible and easy-to-use, arrange for a representative from customer services to sit and input into the 'making online forms great again' project group.	Customer services team leader May 2017
To review the complaints system	A year on from its implementation, carry out a review of the complaints system to ensure it is an effective tool.	Policy and communications manager April 2017
To further embed the customer care standards in teams across the council	To ensure our customers receive consistent excellent customer service, work with operational managers to ensure the standards are being embedded in the way they work.	Policy and communications manager June 2017
To introduce a method of gathering service-level feedback from the website	To work with the web design officer to implement a method on the new website to gather customer feedback, and to work with operational managers to ensure feedback is used to shape future service delivery.	Policy and communications manager. Web design officer September 2017

Action	Description	Responsible officer and start date
To ensure we deliver a customer-focused planning service	To work with the head of development and improve the customer focus of the planning service Head of development	Policy and communications manager May 2017
To support customer-focused Council Plan actions	Ensure customer care is at the heart of the customer-focused Council Plan actions. For example the review of garden waste, and the reception refurbishment.	Various officers overseen by policy and communications manager

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	2 May 2017
Subject:	Review of Communications Strategy 2015-16
Report of:	Graeme Simpson, Corporate Services Group Manager
Corporate Lead:	Mike Dawson, Chief Executive
Lead Member:	Councillor Robert Vines, Leader of the Council
Number of Appendices:	Two

Executive Summary:

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 the final year of the strategy. A new Communications Strategy will be presented to the Executive Committee at its meeting in June.

Recommendation:

To CONSIDER the progress made in delivering the Communication Strategy Action Plan 2014-16.

Reasons for Recommendation:

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.

Resource Implications:

None other than officer time to implement the action plan.

Legal Implications:

None directly arising from this report.

Risk Management Implications:

If the Council does not have an effective strategy in place then this will adversely affect the reputation of the Council.

Performance Management Follow-up:

Progress in delivering the action plan is reported to Overview and Scrutiny Committee on an annual basis.

Environmental Implications:

None directly arising from this report.

1.0 INTRODUCTION/BACKGROUND

- 1.1** The aim of the Council's Communications Strategy 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 work programme. Communications is 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 to members of the Overview and Scrutiny Committee at a workshop on 17 March 2014, and approved by Executive Committee on 30 April 2014.
- 1.5** It was agreed that an annual review take place to ensure there is effective monitoring of the strategy's actions. This report introduces the third and final annual review.

2.0 REVIEW OF YEAR THREE ACTIONS

- 2.1** A review of the specific actions for year three of the Communications Strategy can be found at Appendix 1. The table shows the individual actions, a brief description of what work has been carried out for each action, and their current status.

2.2 Out of the 11 actions, there are two which have not been completed:

Action	Status update
Investigate the use of info-graphics to help visually communicate complicated messages	This is yet to be undertaken and will be taken forward to the new Communications Strategy 2017-20.
Support the production of a residents' survey every two years from 2013.	The last residents' 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.

- 2.3** As this is the final year of the Communications Strategy, the overarching action plan, (which details the actions and their status for years one, two and three), is attached within the main strategy at Appendix 2.
- 2.4** Aside from the two actions described in Paragraph 2.2 above, all other actions have been completed.
- 2.5** It is important to note that these actions are carried out alongside the day-to-day duties of the Communications Team. Last year was a very busy one, with a heavy focus on providing support for the Public Services Centre, the Joint Core Strategy, promoting the Council's new website as well as there being a big increase in the amount of resource needed for monitoring and responding to social media. In addition, the team continues to produce all internal communications, receives a significant number of media enquiries and produces Tewkesbury Borough News (as well as other regular newsletters). This workload was carried out against a reduction in resource for in 2016 as the Communications and Policy Manager was on maternity leave.
- 2.6** A Members' communication workshop was held on 10 October 2016, which was a very positive meeting and it was generally felt that corporate communications to Members worked well and was effective. There were a number of actions agreed within the workshop, including all Members to be copied into editions of Parish Matters; the Overview and Scrutiny newsletter and the Customer Focus Lead Member newsletters to be circulated six monthly rather than quarterly; and to provide quarterly updates to Members on delegated decisions from Executive Committee and Council. These actions have all been implemented.
- 2.7** A new Communications Strategy and accompanying action plan for 2017 to 2020 is being developed and will be presented to Executive Committee in June. It is anticipated that the new strategy will closely reflect the current one, with an emphasis on supporting the Council's Digital Strategy while also ensuring more traditional communications methods remain available.

3.0 OTHER OPTIONS CONSIDERED

3.1 None.

4.0 CONSULTATION

4.1 An Overview and Scrutiny Committee workshop 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

Digital Strategy

Customer Care Strategy

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: Appendix 1 – Year Three Actions
Appendix 2 – Communications Strategy Action Plan

Year three actions		
Action	Progress	Complete
Lead on communications and design to deliver the Transform Tewkesbury Borough work programme.	<p>The final year of the communications strategy has supported the delivery of a range of projects within the Transform programme. For example:</p> <ul style="list-style-type: none"> Promoting the new website in the local press and national trade press. Internal and external communications for the office refurbishment project - the communications and policy manager is part of the internal project team. Promotion of the new waste and recycling vehicle fleet via press releases and through Tewkesbury Borough News. 	Yes
69 Carry out a review with members about internal and corporate communications.	<p>This piece of work was completed in the summer of 2016. The purpose was 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.</p> <p>The feedback from members was positive. Following the review, an Overview and Scrutiny Working Group has been set up to review Tewkesbury Borough News.</p>	Yes
Promote council achievements in the local government arena, such as the Municipal Journal.	<p>The Municipal Journal and other government publicity outlets receive all council press releases. The council is also featured in the Local Government Association's CommsNet 'best practice' web-page, for example in relation to flooding response.</p> <p>In addition, the communications team is, where possible, providing support for award submissions, for example the for rthe new website. The council's public service centre concept has also received recognition within LGA communications. In addition, the new website has received recognition nationally in the local government arena, both online and in hard copy.</p>	Yes
Investigate the use of info-graphics to help visually communicate complicated messages.	<p>This is yet to be undertaken and will be brought forward to the new strategy action plan. It is anticipated info-graphics will be used on social media to promote the council's day-to-day achievements, for example – the number of bins emptied per week/the number of enviro-crimes responded to per week etc.</p>	No






Year three actions		
Action	Progress	Complete
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. In addition, the staff 'Nibblets' sessions are promoted by the Communications team on behalf of the partners.	Yes
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 2017 edition, have asked 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.	Yes
Support the production of a residents' satisfaction 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 will be captured in the 2017 Customer Care Strategy action plan.	No
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. 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
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
Support the council's Customer Care Strategy to promote channel shift and digital ways of communicating.	The Communication team continues to promote the 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

Year three actions		
Action	Progress	Complete
Continue to lead on corporate social media accounts and research the best channels for the council to use.	This was an ongoing 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 2595 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






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	Status
72 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	Status
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	Status
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	Target year	Status
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	
75 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	Status
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: - 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	status
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	



Complete



Not yet complete, but programmed for 2017-2020 action plan



Not complete

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	2 May 2017
Subject:	Economic Development and Tourism Strategy
Report of:	Annette Roberts, Head of Development Services
Corporate Lead:	Robert Weaver, Deputy Chief Executive
Lead Member:	Lead Member for Economic Development and Promotion
Number of Appendices:	One

Executive Summary:

In June 2015 the Overview and Scrutiny Committee resolved to establish a working group to develop a new Economic Development and Tourism Strategy.

This report outlines the working group's progress and asks the Overview and Scrutiny Committee to approve of the new strategy before it is considered by the Executive Committee.

Recommendation:

To ENDORSE the Economic Development and Tourism Strategy and RECOMMEND TO THE EXECUTIVE COMMITTEE that the Strategy be ADOPTED.

Reasons for Recommendation:

The Economic Development and Tourism Strategy is an essential component of the Council's delivery, supporting business growth across the Borough. It will set the context within which the Borough Council will deliver its Economic Development and Tourism Service. Economic development is one of the four main themes with the Council's current Council Plan.

Resource Implications:

No resource implications directly resulting from the report, although the strategy will set the priorities for staff involved in the Economic Development and Tourism service.

Legal Implications:

No legal implications directly resulting from the report recommendation; consideration will be given to any specific legal implications arising from specific work streams as part of the report to Executive Committee.

Risk Management Implications:

There are no risk management implications associated with the report.

Performance Management Follow-up:

The new strategy includes an action plan with clear local indicators by which success will be monitored and reported back through the quarterly Performance Tracker.

Environmental Implications:

None directly associated with this report.

1.0 INTRODUCTION/BACKGROUND

1.1 Tewkesbury Borough Council has had a proactive approach to supporting local business growth, which has been a central priority within the Council Plan since 2011.

1.2 The previous Economic Development and Tourism Strategy 'Regenerating and Growing the Economy' came to the end of its lifespan and, in order to reflect the changing nature of the local economy and the impact on businesses, the Council required a new strategy.

1.3 In June 2015 the Overview and Scrutiny Committee resolved to establish a Working Group to develop a new strategy. The Working Group met on a number of occasions and considered a number of issues and opportunities, incorporating:

- National focus on growth.
- That this was a crux time for Tewkesbury Borough in terms of economic potential e.g. through the M5 Growth Zone, the Network Business Growth Hub.
- The current service delivery and opportunities for growth.
- Analysis of tourism and economy data.
- Review of the Business Grants Scheme.
- Presentations from key partners, including the Local Enterprise Partnership.
- Presentation from the Chief Executive on the major infrastructure projects.
- External funding, including a presentation of DEFRA LEADER funding.
- The group also met at Gloucestershire Airport and received a presentation and tour from the Managing Director.

1.4 A key element for the Working Group was the commissioning and development of an employment land review, economic assessment and business survey. This work was carried out by Bruton Knowles and funded through the Large Sites Infrastructure Fund. This study has been fundamental in the development of the strategy and providing key recommendations for the borough council to take forward. The findings from this work were presented to Members through a seminar.

1.5 The Council has a comparably small and dedicated Economic Development and Tourism resource but has maximised this capacity by working creatively and in partnership to 'punch above its weight' e.g. working with the County's Economic Development unit and Cotswold Tourism. The new strategy reflects the value of future partnership development. The strategy also recognises the role of the Tewkesbury Growth Hub in promoting economic development and tourism in the Borough.

2.0 ECONOMIC DEVELOPMENT AND TOURISM STRATEGY

- 2.1** As a result of the Working Group discussions, and in particular taking account of the Bruton Knowles findings, a draft strategy has been produced. The strategy provides strategic direction up to 2021. The strategy can be found in Appendix 1.
- 2.2** The Working Group focussed on making Tewkesbury Borough the engine room for Gloucestershire's growth. To enable this to happen five key priorities emerged:
1. Employment Land Planning.
 2. Transport Infrastructure Improvement.
 3. Business Growth Support.
 4. Promoting Tewkesbury Borough.
 5. Employability, Education and Training
- 2.3** Under each of these five headings were a number of objectives, which can be found in the strategy. In addition, a number of annual actions have been outlined under each objective.
- 2.4** Although the strategy's legacy for Economic Development and Tourism will be over a sustained period of time, the Council will need to address its priorities now, to enable opportunities for growth to be maximised. The action plan reflects longer term projects, as well as initiatives that can be developed immediately. The actions will be reviewed on an annual basis to ensure that they are still relevant and achievable. The Council is embarking on an exciting period of growth and opportunities may present themselves, which weren't originally envisaged. Therefore the strategy will need to be flexible and dynamic in order to adapt to changing circumstances.
- 2.5** Following the work of the Working Group in putting together these objectives, the Committee is now asked to endorse the strategy before consideration by the Executive Committee.

3.0 OTHER OPTIONS CONSIDERED

- 3.1** No other options considered

4.0 CONSULTATION

- 5.1** Consultation took place with the local business community, business networks and relevant partner organisations in the development of the Bruton Knowles report.
- 6.2** The draft strategy has been considered, and subsequently supported, by the LEP and Business West.

6.0 RELEVANT COUNCIL POLICIES/STRATEGIES

- 6.1** Council Plan
Tourism and Economic Development Strategy 2012 – 2015, Regenerating and Growing the Economy.

7.0 RELEVANT GOVERNMENT POLICIES

- 7.1** Government's National Growth Policy

- 8.0 RESOURCE IMPLICATIONS (Human/Property)**
- 8.1** None directly associated with this report.
- 9.0 SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)**
- 9.1** None directly associated with this report. The Strategy Review will include sustainability implications.
- 10.0 IMPACT UPON (Value For Money/Equalities/E-Government/Human Rights/Health And Safety)**
- 10.1** None directly associated with this report.
- 11.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS**
- 11.1** None

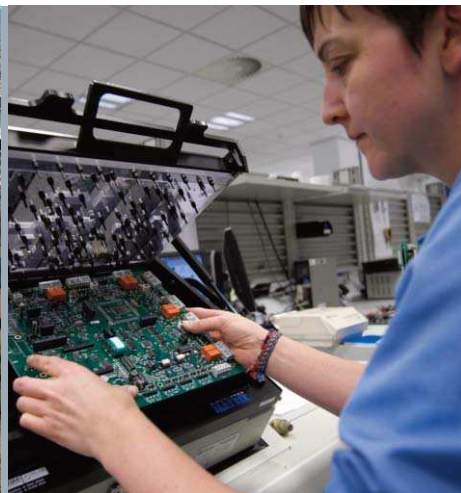
Background Papers: None

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Appendices: Appendix 1 – Draft Economic Development and Tourism Strategy

Economic development and tourism Strategy

2017-2021





The Borough Council intends to work closely with the business community and its partners... to deliver and monitor this work.

Tewkesbury Borough Council's future focus for economic development and tourism will be on:

- 1** Employment land planning.
- 2** Transport infrastructure improvement.
- 3** Business growth support.
- 4** Promoting Tewkesbury Borough.
- 5** Employability, education and training.





The strategy outlines how the council will help promote a strong and diverse local economy.

Introduction

The purpose of this strategy is to set the priorities within which the Borough Council will deliver and support economic development and tourism over the next four years. This is based on research, consultation and identified need from within the local business community and partner organisations.

The strategy outlines how the council will help promote a strong and diverse local economy, support business growth, inform spatial planning strategy, support regeneration, encourage inward investment and maximise visitor numbers to the area.

It sets out the Borough Council's objectives and priorities and a series of actions to be delivered through an annual delivery plan. The delivery plan for year one is included within this document.

This strategy is built on a robust understanding of the local economy, the different sectors, relevant policies and key economic drivers of growth. It also considers the various powers and resources available to the council to support a vibrant local economy. We also recognise the pivotal role of highway infrastructure improvements to deliver our growth aspirations.

The Borough Council intends to work closely with the business community and its partners, including the Local Economic Partnership (LEP), to deliver and monitor this work.

Background to the strategy

The current Economic Development and Tourism Strategy 'Regenerating and Growing the Economy,' has come to the end of its life and in order to reflect the changing nature of the local economy and the impact on businesses, the council has developed a new strategy.

A clear focus on economic growth has emerged through the government's National Growth Policy and Gloucestershire's Strategic Economic Plan (SEP). The borough has also been identified as a key area for growth in the county, in terms of both housing, employment and associated facilities and it's important the new Strategy supports this within its priorities.

Significant government funding has been secured through the Gloucestershire Growth Deal, providing key opportunities for the borough, including: the M5 growth zone, a growth hub and the support of key growth sectors. The EU Structural and Investment Funds Strategy (EUSIF) also delivers further funding. The new strategy will reflect and position the borough for these opportunities.

The council has a relatively small and dedicated economic development and tourism resource but has maximised this capacity by working creatively and in partnership to 'punch above its weight'. Delivery of a new strategy must consider future partnership development and include input from local organisations, including: GFirst Local Enterprise Partnership, the County's Economic Development Unit and Cotswold Tourism.

To support and provide an evidence base for the new strategy, an employment land review and economic development study was commissioned by the borough. This was undertaken by Bruton Knowles and AMION Consulting and has helped inform priorities within the strategy. A copy of the report can be found at www.tewkesbury.gov.uk/planning-policy-evidence-base



Economic context and key business sectors

The Borough of Tewkesbury is the northern gateway into the south west region. It offers a high quality environment, including parts of the Severn Vale and Cotswolds area of Outstanding Natural Beauty and stretches south to the outskirts of Gloucester and Cheltenham. The main population concentrations lie within the market towns of Tewkesbury and Winchcombe, and the centres of Bishop's Cleeve, Brockworth and Churchdown.

The area boasts an excellent location at the heart of the motorway network, with the M5 passing north to south through the borough and the M50 joining the M5 just to the north of Tewkesbury. Tewkesbury is ideally situated half-way between Bristol and Birmingham. The A417 and A419 link the M5 to the M4 at Swindon. This prime location with no less than five motorway junctions within its boundary, places it at the centre of the M5 growth zone.

Air travel for business is facilitated through Gloucestershire Airport, which is based within the borough. Rail links are also provided at Ashchurch for Tewkesbury station.

The borough boasts a number of key employment areas and rural business centres, which are very popular locations for business. The emerging Joint Core Strategy (JCS) also allocates new employment land at a number of strategic locations.

Demand for employment sites and premises has always been strong due to proximity with surrounding economic centres like Cheltenham, Gloucester and Worcester and its key strategic location with junctions 9, 10, 11 and 11a of the M5 running through the borough. The key sites, although, distributed throughout the borough are mainly positioned adjacent to Tewkesbury and Ashchurch in the north and near Cheltenham and Gloucester to

the south. There is a diverse range of new and renovated industrial and commercial premises, which serves the needs of the many employment sectors present. The business parks are home to a wide range of businesses from multinationals to Small and Medium sized enterprises (SMES).

The council supports the ambitions of Gloucestershire LEP to deliver new jobs into the area by 2031, attract substantial private sector investment, and create a well-motivated workforce with the skills to meet business needs and to build the foundations for a long term, sustainable, economy.

In terms of achieving the economic prospects indicated by the employment forecasts, and maximising benefits from growth opportunities within Tewkesbury Borough, there is a need to focus not only on ensuring the provision of an adequate supply of land but also that business needs are met in terms of suitable and appropriate accommodation and business support, including addressing skills needs within the workforce.



This prime location with no less than five motorway junctions within its boundary, places it at the centre of the M5 growth zone.





the borough remains an established centre for high quality manufacturing and is home to some world class high tech aero engineering firms.

Opportunities for training and re-skilling are vital to ensuring that the borough has the right skills to meet demand and minimise unemployment. It is also important that skills development within young people is in line with employer needs. Businesses have indicated a desire to work more closely with HE establishments, schools and the local organisations in order to achieve this.

The borough is an established investment location and boasts a diverse economy in a broad range of sectors. These include advanced manufacturing and engineering, construction, transport, IT and other technology, banking, finance and insurance, land-based industries, business services, creative industries and retail. Major companies include Cotteswold Dairy, Endsleigh (Zurich), G4S Technology, GE Aviation, L-3 TRL Technology, Moog, Messier Buggatti Dowty, and Trelleborg Sealing Solutions.

Despite this broad base the borough remains an established centre for high quality manufacturing and is home to some world class high tech aero engineering firms. This is a significant sector of employment and remains important to the local economy. It also includes key sub sectors which should be encouraged through future policy development. Growth sectors in the borough, as in the county as a whole, are the knowledge economy and cyber, these should be nurtured and developed. The agricultural sector also remains important, particularly for the rural economy.

Tourism is an important industry for Tewkesbury Borough. It is one of five local districts that have formed a partnership as Cotswolds Tourism (Destination Management Organisation) which is the sixth most popular destination within England. Cotswolds Tourism is led by a small team of staff along with supporting work by the local authority tourism officers.

Tewkesbury Borough has some key tourist attractions for Gloucestershire including the second most visited attraction of Tewkesbury Abbey –

attracting around 250,000 visitors per year. Other key attractions in the borough are Sudeley Castle, Gloucestershire Warwickshire Steam Railway, Snowhill Manor, Nature in Art and Flyup417, a new series of downhill cycling tracks.

The Borough Council currently manages two tourist information centres in Tewkesbury and Winchcombe. Tewkesbury is fully financed and managed by the Borough Council but Winchcombe is currently funded by Winchcombe Town Council.



Economic activity

Tewkesbury Borough has traditionally been strong in economic terms, playing a significant role within the region. This is demonstrated by its large workforce and high levels of economic activity, which are higher than both the county and national average.

The economy of Tewkesbury Borough supported 43,300 jobs in 2015 and a strong employment rate of 84.5%, compared with the South West (77.4%) and nationally (73.5%). The unemployment rate remains low at 1% (ONS 2017). This is below county (1.1%), regional (1.3%) and national (1.9%) levels.

In terms of employee jobs by industry, the manufacturing sector represents a significant 23% of overall employment in Tewkesbury Borough, with the health sector (11%) business administration and support (7.3%), and professional, scientific, and technical sector (7%) also strongly represented.

Tewkesbury Borough has a high job density, with close to one job for every resident. This provides a useful indicator of the demand for labour and at 0.96 jobs per person this is higher than the South West (0.86) and nationally (0.82).

In terms of productivity the area performs well, with the value of the goods and services produced (GVA) in Tewkesbury Borough in 2014 was £2.23 billion. (Source: ONS). Total GVA for Tewkesbury Borough is estimated to have increased by 21.7% from £1.84 billion over the period 2009 – 2014, exceeding average growth across Gloucestershire, the South West and England.

Tewkesbury Borough has a strong business base with 3,915 enterprises in 2015 made up of 3,445 micro-businesses, 380 small businesses, 70 medium-sized businesses, and 20 large businesses. This is consistent with the regional and national profile. In 2014, there were 445 new businesses registered in Tewkesbury Borough, 51% higher than the number registered in 2009 and above regional

(41%) and national (49%) levels. The borough also has a strong business survival rate with 94.9% of new businesses surviving the first year compared with 90.8% nationally and 45.8% in the fifth year compared with 41.7% nationally.

In total, 25,211 people commute into Tewkesbury Borough from other districts on average each day while 20,566 people commute from Tewkesbury Borough to other areas – resulting in a net average inflow of 4,645 commuters.

Based on AMION's Economic Growth and Competitiveness Index (EGCI), Tewkesbury Borough performs strongly in terms of quality of life, economic output, enterprise, and employment in high-technology sectors relative to the average of all local authority districts in England. Whilst the overall analysis indicates that the economic performance of Tewkesbury is relatively strong, there are areas which have the potential to impact upon future growth prospects. In particular, this relates to working age population (suggestive of an ageing demographic) and indicators of knowledge and innovation (both employment in knowledge intensive services and residents working within managerial or professional occupations). In addition, issues such as the relatively low rate of self-employment may also warrant further consideration.

There is an annual tourism related spend of 125 million to the borough economy. The borough has around 304,000 trips by staying visitors and 830,000 staying visitor nights. There are 1.8 million day visits to the area per year. Over 2,000 jobs within the borough are related to tourism spending which means that around 5% of the employment is supported by tourism. Tourism businesses are largely made up of SME's.



**Tewkesbury
Borough has a
high job density,
with close to
one job for
every resident.**

The Council Plan objectives:

Tewkesbury Borough Council is proud of its proactive approach to supporting local business development and economic vitality, which is a central priority within the Council Plan.

Economic development is one of four key priorities for Tewkesbury Borough Council, as committed to in the Council Plan 2016 – 20.

The Council Plan defines the economic development objectives as:

- Be the primary growth engine of Gloucestershire's economy.
- Identify and deliver employment land within the borough, in accordance with the Joint Core Strategy (JCS) and the Tewkesbury Borough Plan.
- Maximise the growth potential of the M5 junctions within the borough.
- Deliver regeneration for Tewkesbury town.

This Strategy provides the primary focus and direction for the work and activities of Tewkesbury Borough Council, in order to achieve these objectives.

It replaces the Economic Development and Tourism Strategy 2012-15.

The purpose

As the district council and local planning authority, Tewkesbury Borough Council aims to:

- Provide practical support for businesses in the borough.
- Promote the area, to attract investment and visitors.
- Deliver effective strategic planning to facilitate economic prosperity.
- Take the lead in influencing partner public sector organisations, and act as key co-ordinator, to facilitate economic growth.
- Be proactive in seeking external funding for the area.

Tewkesbury Borough Council, in partnership with Bruton Knowles and Amion Consulting, has researched the local economy in depth, and consulted extensively with businesses, to determine how best to focus its resources and activities, to deliver against its objectives.

From this, it has identified a set of key strategic activities, to prioritise and direct the work of the authority.

- Employment land planning.
- Transport infrastructure improvement.
- Business growth support.
- Promoting Tewkesbury Borough.
- Employability education and training.

This is not considered an exclusive list, rather a set of priorities derived from existing needs, which may well evolve and change with time, and it does not preclude other activities, which may in future be deemed to be effective in delivering the objectives.



Tewkesbury Borough Council, in partnership with Bruton Knowles and Amion Consulting has researched the local economy in depth, and consulted extensively with businesses.



Strategy 2017-2021

Tewkesbury Borough Council will focus on the following strategic priorities:

1. Employment land planning

Development Services will support the Council Plan economic development objectives through:

- a) Practical solutions to facilitate business growth needs on existing and potential commercial sites.
- b) Delivering sufficient employment land to meet the needs of the strategic plan.
- c) Positive application of land use policy in delivery of achievable employment land sites.
- d) Supporting key business park areas.

2. Transport infrastructure improvement

- a) Road – promote traffic flow improvements to M5 Junctions 9, 10, 11 and 11a, strategic routes A46, A417 and A40, and any associated roads.
- b) Air – support Gloucestershire Airport business expansion and highway access improvements.
- c) Rail – Support rail service improvements, including Ashchurch for Tewkesbury Station and the Gloucestershire Warwickshire Steam Railway expansion.

3. Business growth support

- a) Instigate business support initiatives to promote economic growth.
- b) Promote rural businesses and economic growth in rural areas of the borough.
- c) Stimulate business start-ups and enterprise growth rates, incorporating the development of a growth hub.
- d) Work Jointly with Gloucestershire LEP to seek commercial investment from outside the borough and actively secure available public funding.

- e) Encourage investment to improve the provision of visitor accommodation.
- f) Drive retail centre growth through regeneration projects.

4. Promoting Tewkesbury Borough

- a) Promote Tewkesbury Borough and the 'M5 growth corridor' as the uniquely connected business location.
- b) Promote Tewkesbury Borough to visitors, working with Cotswold Tourism and other partners, including neighbouring tourism destinations.

5. Employability education and training

- a) Promote initiatives to improve education and training relevant to local employment.
- b) Facilitate links between local schools/colleges/universities and local businesses.



Although the strategy will be delivered over a four year period, a delivery plan will be adopted on an annual basis.



Annual delivery plan

Although the strategy will be delivered over a four year period, a delivery plan will be adopted on an annual basis. It is clear that a strategy for economic development and tourism will need to focus on growth over a sustained period of time. However, the council will need to address its priorities now, to enable opportunities for growth to be grasped.

Although this is a council strategy, we recognise the need to work in partnership to enable the borough to meet its potential. The council has a small service, but big ideas, and to ensure these are made into reality requires vision, creativity, teamwork and joint working.

The action plan reflects longer term projects, as well as initiatives that can be developed immediately. The actions will be reviewed on an annual basis to ensure that they are still relevant and achievable. The council is embarking on an exciting period of growth and opportunities may present themselves, which weren't originally envisaged. Therefore the strategy will need to be flexible in order to adapt.

Each action has been presented under one of the council's five priorities that contribute to Tewkesbury becoming the engine that delivers growth in Gloucestershire.

The council has a small service, but big ideas, and to ensure these are made into reality requires vision, creativity, teamwork and joint working.



Tewkesbury Borough Council will focus on the following strategic priorities:

1. Employment land planning

Development Services will support the Council Plan economic development objectives through:

- a) Practical solutions to facilitate business growth needs on existing and potential commercial sites.**
 - 1. Safeguard viable employment land which meets the needs of business.
 - 2. Provide constructive planning advice to businesses to meet their development needs.

- b) Delivering sufficient employment land to meet the needs of the strategic plan.**
 - 1. Ensure there is an available and deliverable portfolio of sites across the borough to accommodate different employment types and uses.
 - 2. Work with developers, stakeholders and infrastructure providers to deliver strategic employment sites within JCS allocations.

- c) Positive application of land use policy in delivery of achievable employment land sites.**
 - 1. Allocation of employment sites through the Joint Core Strategy and Tewkesbury Borough Plan.
 - 2. Progress a development masterplan for the M5 Junction 9/A46 area to identify opportunities for economic growth.

- d) Supporting key business park areas.**
 - 1. Explore potential for business improvement districts to encourage greater business connectivity, environmental enhancement and business retention.
 - 2. Develop both formal and informal links with the business community, business centre and business park managers across the borough and maximise opportunities.





2. Transport infrastructure improvement

Improve the three core transport links for the borough, vital to commercial prosperity, by working closely with partner authorities and agencies:

a) Road - promote traffic flow improvements to M5 Junctions 9, 10, 11 and 11a, strategic routes A46, A417 and A40, and any associated roads.

1. Work in partnership with key agencies, such as the LEP and HCA, to drive forward delivery on major infrastructure works – including a particular focus on J9 and J10.
2. Work with HCA, GCC and HE to access external funding to identify and deliver infrastructure improvements to M5 J9/A46, as part of a development masterplan to deliver economic growth.
3. Work with neighbouring districts and authorities to realise M5 growth zone potential.

b) Air - support Gloucestershire Airport business expansion and highway access improvements.

1. Identify growth opportunities through the Tewkesbury Borough Plan.
2. Work in partnership with the airport to build connections with local businesses and act as a catalyst to encourage investment in the borough.

c) Rail - Support rail service improvements, including Ashchurch for Tewkesbury Station and the Gloucestershire Warwickshire Steam Railway expansion.

1. Work with partners to support proposals for improved rail infrastructure and services at Ashchurch for Tewkesbury Railway Station.

3. Business growth support

a) Instigate business support initiatives to promote economic growth.

1. Develop an annual programme of business engagement meetings, with a selection of small, medium and major companies to improve communication and understanding of local business needs.
2. Work with key partners to support business expansion and retention opportunities within the borough and support emerging and key growth sectors.
3. Work with the business rates team to review the powers provided by the Localism Act 2011 that support local business growth.

b) Promote rural businesses and economic growth in rural areas of the borough.

1. Promote and support the delivery of the LEADER grant programme across the borough, to promote rural economic growth.
2. Support the enhancement and provision of high quality broadband for business.

c) Stimulate business start-ups and enterprise growth rates, incorporating the development of a growth hub.

1. Delivery of a business support grant scheme and advice programme for pre, new start and growing businesses.
2. Development and delivery of business growth hub and enterprise incubation units to be launched within the council's Public Service Centre.
3. Support businesses looking to develop into new markets, and work with partner organisations to help businesses explore export potential.

d) Work jointly with Gloucestershire LEP to seek commercial investment from outside the borough and actively secure available public funding.

1. Identify funding opportunities, in line with the county's Strategic Economic Plan (SEP), through the Gloucestershire growth deal and Gloucestershire Infrastructure Investment Fund (GIIF).
2. Work in partnership to secure European funding opportunities in line with the EU Structural and Investment Funds Strategy.

e) Encourage investment to improve the provision of visitor accommodation.

1. To facilitate and support funding bids from accommodation providers that focus on accommodation improvement and development.
2. To work with and support local SME tourism accommodation businesses to improve the quality of their businesses.

f) Drive retail centre growth through regeneration projects.

1. Work with Tewkesbury Regeneration Partnership to support delivery of town centre improvements and transformational projects, which are catalysts for growth (including Spring Gardens and Healings Mill projects).
2. Work with partners and LEP retail sector group to deliver emerging place management initiatives which support centre vitality and encourage the independent retail offer, including digital high street projects, a shop front design guide and investment plans.



4. Promoting Tewkesbury Borough

a) Promote Tewkesbury Borough and the 'M5 growth corridor' as the uniquely connected business location.

1. Delivery of an inward investment campaign, promoting the key selling points of the borough as a business location, including development of M5 growth corridor and better connected for business brands.
2. Delivery of inward investment support and information service – promoting opportunities, through one point of contact.
3. Establish and maintain a database of investment and job creation in the borough, to help increase investment confidence and to pave the way for further development.

b) Promote Tewkesbury Borough to visitors, working with Cotswold Tourism and other partners, including neighbouring tourism destinations.

1. Retain active membership within the Cotswolds Tourism partnership and position Tewkesbury Borough as a key partner and destination within the Cotswolds.
2. To investigate other partnerships that benefit the Severn Vale and Tewkesbury Borough.
3. Develop key marketing plans which complement the DMO (Cotswolds Tourism) for both Tewkesbury and Winchcombe and the surrounding areas.



5. Employability education and training

a) Promote initiatives to improve education and training relevant to local employment

1. Help those furthest from the labour market access to skills opportunities and work through initiatives, such as the Going the Extra Mile (GEM) project.
2. Work with partners to improve performance in Level 4+ qualifications and promote countywide funded sector skills initiatives, including STEM opportunities.
3. To work with Cotswolds Tourism to promote a wide variety of training opportunities for businesses and tourist information centres.

b) Facilitate links between local schools/colleges/universities and local businesses

1. Support effective communication between schools, universities, colleges and businesses - to help develop the workforce of the future - work with partners to deliver a careers fair.
2. Promote delivery of apprenticeship and graduate support programmes, to help develop and retain talent.



Supporting documentation or documentation which we will refer to ongoing:

- Tewkesbury Borough Employment Land and Economic Development Strategy Review.
- Tourism report
- Strategic Economic Plan for Gloucestershire
- EU Structural and Investment Funds Strategy (EUSIF)
- Building our Industrial Strategy: green paper

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	2 May 2017
Subject:	Annual Review of Ubico
Report of:	Peter Tonge, Head of Community Services
Corporate Lead:	Peter Tonge, Head of Community Services
Lead Member:	Councillor J R Mason, Lead Member for Clean and Green Environment
Number of Appendices:	2

Executive Summary:

The report provides an update on the Ubico contract for waste and recycling service, street cleaning and grounds maintenance services following transfer of the services to Ubico on 1 April 2015.

The report details how the performance is monitored, the level of performance being delivered and any measures that Ubico has taken to improve their service delivery within the period 1 January 2016 to 31 December 2016.

Recommendation:

- 1. To CONSIDER the 12 month update on the services provided by Ubico.**
- 2. TO AGREE that the annual report for 2017/18 be brought to the Overview and Scrutiny Committee in July 2018 in order to align with the financial year.**

Reasons for Recommendation:

At a meeting of the Overview and Scrutiny Committee in April 2016 it was agreed that the performance of the Ubico contract be monitored by the Committee on an annual basis.

As the Quarter 4 performance and finance information is not available until May each year it is recommended that the report move to a later date in the committee year.

Resource Implications:

None

Legal Implications:

With regard to Paragraph 4.1 of the report any agreed change to the performance indicators will require a formal variation of Appendix E to the Specification Schedule of the services contract. Clause 22 of the contract provides a mechanism to accomplish this.

Risk Management Implications:

There are no significant new risks or opportunities arising within the period under review.

Performance Management Follow-up:

Performance is monitored and managed in conjunction with the Gloucestershire Joint Waste Team through the monthly client meetings, Environmental Service Partnership Board and the Overview and Scrutiny Committee.

Environmental Implications:

None

1.0 INTRODUCTION

- 1.1 At a meeting of the Overview and Scrutiny Committee in April 2016 it was resolved that a review of the performance of the Ubico contract be undertaken on an annual basis.

2.0 BACKGROUND

- 2.1 On 1 April 2015 the front line delivery of the waste and recycling collections, street cleansing and grounds maintenance services was transferred from the in house DSO to the local authority owned company Ubico Ltd, a separate legal entity wholly owned and controlled by the shareholders.
- 2.2 During 2015/16 the ownership of Ubico Ltd expanded from the original two authorities - Cheltenham Borough Council and Cotswold District Council - to include Forest of Dean District Council, Tewkesbury Borough Council and West Oxfordshire District Council. Stroud District Council and Gloucestershire County Council have also recently joined as shareholders.
- 2.3 One of the aims of the transition was for it to be seamless to residents. At the point of transition there was no change to service delivery. The Council retained the systems for handling customer contact and payments and are responsible for channelling customer queries and requests for services to Ubico. At Ubico, the Tewkesbury service is still run by the same management team but with direct reporting to the Managing Director of Ubico rather than the Head of Service at Tewkesbury Borough Council.

3.0 CONTRACT MONITORING

- 3.1 In December 2014, Tewkesbury Borough Council joined the Gloucestershire Joint Waste Committee (JWC). The JWC is the shared body overseeing the strategic direction of waste management. One of the delegated functions of the Joint Waste Team (JWT) is the shared responsibility for monitoring the effectiveness of its member authorities' waste and recycling and street cleaning contracts. The JWT carry out six weekly contract meetings with Ubico on behalf of the Council to monitor performance of the waste and street cleaning elements of the Ubico contract against contract specification, targets and legal compliance; resolve complaints and service delivery issues; develop customer communications opportunities; and health and safety compliance, best practice and contingency plans. The JWT also carries out health and safety monitoring of Ubico waste, recycling and street cleaning crews on a monthly basis. Any issues identified are fed back to the Ubico supervisors and actions recorded to ensure a closed loop process is in place. Health and safety information is then reported quarterly to the Council's 'Keep Safe, Stay Healthy' Group.

- 3.2** Grounds maintenance is not a delegated responsibility of the JWT and overseeing and monitoring of the contract remains with the Council. This function has been assigned to the Licensing Team Leader post.
- 3.3** A customer service liaison meeting between Ubico's Operational Support Officer and the Tewkesbury Customer Services Manager takes place fortnightly. This is to resolve day to day issues and make continual improvements to the Achieve System (Report it online) which is used to log service requests. This helps to improve customer service and communication with residents.
- 3.4** The Environmental Services Partnership Board which includes representatives from the Council, the JWT and Ubico meets on a quarterly basis. The purpose of the meeting is to review the previous quarter's performance and budget, consider trends, strategic planning, receive service updates and an operational review of health and safety.

4.0 PERFORMANCE

4.1 Performance Indicators

- 4.1.1** The Ubico contract includes six performance indicators details of which are reported on a quarterly basis at the Environmental Services Partnership Board. The performance indicators are standard across all Ubico contracts and are detailed in Appendix 1.
- 4.1.2** In November 2016 a Tewkesbury audit made recommendations to review the performance indicators so that they are fit for purpose, robust and provide a measure for service delivery. The JWT has met with Ubico and it has been agreed to set up a Working Group in early 2017/18 to improve and develop a standard set of performance indicators across all contracts.

4.2 Residual household waste per household (kg/per year) and Household waste reused, recycled and composted

- 4.2.1** Whilst Ubico does have a role in reducing the amount of residual household waste per household, the JWC has the delegated responsibility for diverting waste from landfill and increasing the amount of waste reused, recycled and composted. Ubico, as the service delivery partner, works in partnership with the JWC to deliver campaigns to reduce waste and improve recycling performance.

	2015/16	2016/17 *projected outturn
Residual Household Waste per household (kg/per month)	427	410
Percentage of household waste reused, recycled and composted.	50.68%	53%

There has been a decrease in the amount of residual waste sent to landfill this year and an increase in the % of waste reused, recycled and composted which is positive given the backdrop of declining recycling rates nationally.

4.3 Percentage of Household Collections Completed on Schedule

The contract sets a target of 99% which is standard across the waste industry. Ubico is achieving a high level of performance as it has achieved the target month on month throughout the contract. The type of issues that can impact on this include adverse weather, vehicle breakdowns, shortage of crews due to sickness etc. Missed collections must be considered in relation to the 86,000 collections made each week; which is million points of contact with customers per quarter.

4.4 Service Delivery Issues/Improvements

4.4.1 Bin Deliveries and Bulky Waste Collection

During 2016 there was a high demand for refuse and recycling containers which was largely due to the growth in properties. In addition demand for the bulky waste collection service rose. The JWT/ Tewkesbury Borough Council IT department and Ubico developed a plan to reduce the waiting times by redesigning the system to enable more delivery slots whilst maintaining the existing resource levels. This resulted in lead times reducing to an acceptable level.

4.4.2 Container Stock Levels

Stock levels of bins have also caused concern with bins running out on more than one occasion. The reason cited for the failure to maintain stock levels is the limited storage at Swindon Road. Ubico has made assurances to improve stock control and this is now monitored at the client meetings.

4.4.3 Street Cleansing

New health and safety guidance has been published for 'Safe Cleansing on the Highway'. This has implications for Ubico carrying out litter picking on high speed roads (over 50 miles) and on roads where there is less than 1.2 clearance from the roadside. This has led to some roads not being able to be litter-picked unless road closures are in place. Ubico has set up a project to identify the implications across all its contracts and is developing a proposal for a safe system of work to present to shareholders.

4.4.4 Grounds Maintenance

Ground maintenance is not managed or monitored by the JWT and is also delivered by Ubico. The new Head of Community Services has identified a shortfall in this area and is in the process of developing an action plan to rectify this situation as a matter of urgency. This will tie into the requirement to monitor the new fleet that has recently been purchased and become operational.

4.5 Formal Complaints

4.5.1 The number of complaints relating to Ubico service delivery during 2016/17 are detailed below:

Complaint Type	No of complaints
Attitude of a member of staff	6
Standard of service:	14
Failure to provide a service	15
Damage to property	3

4.5.2 The context of these complaints represents a range of reasons. However reoccurring issues are the placement of containers after collections, repeated missed assisted and standard collections. All complaints have been referred to a manager at Ubico and action has been taken to address the issues with the relevant supervisors and members of staff.

4.5.3 Where damage to property has occurred, these have been investigated and actioned through remedial grounds maintenance work or through an insurance claim. Each complaint is discussed at contract monitoring meetings to identify the causes and where improvements can be made to prevent further complaints.

4.6 Health and Safety Performance

4.6.1 Health and safety is a high priority for Ubico due to the significant safety risks of the services they provide. Throughout the period Ubico has demonstrated a commitment to continual improvement of health and safety including:

- To support the existing health and safety support arrangements provided by Go Shared Services, a dedicated in house post of Quality Manager was created in 2016 with specific responsibility for development of Ubico Health and Safety Strategy and Policy and standardisation across the organisations contracts which should results in efficiencies and improved practices.
- Achieved CHAS accreditation in June 2016 and EXOR gold standard accreditation in December 2016 demonstrating capability in meeting Health and Safety Requirements.
- All managers and supervisors have attended the four day Institute of Safety and Health (IOSH) training course and have attained a Waste Collection Health and Safety Management qualification.
- A trial in Cheltenham and West Oxfordshire with onboard vehicle cameras that monitor the perimeter of the vehicle has proven to be successful in improving hazard spotting and the camera images that are recorded have allowed Ubico to determine whether claims from vehicle or property owners are due to collision from one of the vehicles or not. This technology has been specified for the Tewkesbury Borough Council new fleet.

4.7 Financial Performance

- 4.7.1** Ubico delivered the targeted efficiency savings in 2015/16 and an underspend of £71k which was mainly due to the drop in fuel prices.
- 4.7.2** In the original business plan, the second year efficiency savings were to be delivered by standardising the terms and conditions of staff. Due to the complexities of this process this has been delayed until 1 April 2017 and is not expected to deliver the original savings that were identified. However, Ubico has tried to deliver the second year savings through other means. The quarter three forecast is a £28,000 overspend.

5.0 PROJECTS

- 5.1** During the period Ubico supported the waste and recycling review project including cost modelling and round optimisation. Ubico was able to add value at no additional cost as it has the skill set and software to model a variety of services to inform the options appraisal and this represented considerable value for Tewkesbury Borough Council compared to the cost of external consultants.
- 5.2** In support of the new fleet procurement project, Ubico provided specifications to ensure fit for purpose fleet of vehicles across all services. Now Tewkesbury Borough Council has purchased the vehicle fleet Ubico will carry out the maintenance at the Swindon Road depot.
- 5.3** Ubico will be carrying out the transfer of recyclables at Swindon Rd when the new Material Recovery Facility (MRF) contract goes live on 14 April 2017 as direct deliver is no longer an option.
- 5.4** The joint review of the ownership, management and profitability of commercial waste services is in progress.

6.0 OTHER OPTIONS CONSIDERED

- 6.1** None

7.0 CONSULTATION

- 7.1** None

8.0 RELEVANT COUNCIL POLICIES /STRATEGIES

- 8.1** Joint Waste Committee Business Plan
Ubico Business Plan

9.0 RELEVANT GOVERNMENT POLICIES

- 9.1** None

10.0 RESOURCE IMPLICATIONS

- 10.0** None

11.0 SUSTAINABILITY IMPLICATIONS

- 11.0** None

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

12.1 None

13.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

13.1 None

Background Papers: Future Management of Councils Operational Services – Council 30
September 2014 (restricted documents)

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Appendices: Appendix 1 – Contract Performance Indicators
Appendix 2 – Ubico Commissioner Report Quarter 3

PERFORMANCE INDICATORS – WASTE AND RECYCLING

ID	Description	Reporting Frequency	Format	Baseline 2015/16	Annual Target 2015/16	Annual Target 2016/17
1	Residual household waste per Household (kg/year)	Quarterly	Quarterly performance report	Establish baseline for company	Target to be set following baseline	Target to be set following baseline
2	Household waste reused, recycled and composted (%)	Quarterly	Quarterly performance report	Establish baseline for company	Target to be set following baseline	Target to be set following baseline
3	Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly-posting litter)	Bi Annual	Quarterly performance report	Establish baseline for company	Target to be set following baseline	Target to be set following baseline
4	% number of collections completed on schedule (of total collections)	Quarterly	Quarterly performance report	99%	99%	99% +/-
5	% number of missed assisted collected completed on schedule (of total collections)	Quarterly	Quarterly performance report	99.5%	99.5%	99.5%
6	% number of service complaints received against weekly collection (for total collections made)	Quarterly	Quarterly performance Report	1%	1%	1%

Health & safety - Corporate						Q1					Q2					Q3					Q4				
Ref	Indicator title	Apr-16	May-16	Jun-16	Q1	2015/16 Totals	Jul-16	Aug-16	Sep-16	Q2	2015/16 Totals	Oct-16	Nov-16	Dec-16	Q3	2015/16 Totals	Jan-17	Feb-17	Mar-17	Q4	2015/16 Totals	Annual Total	Previous Year	Notes	Notes
HS 1	Number of reported RIDDOR incidents within period - TBC contract	0	0	0	0	0	0	0	0	0	2	1	0	0	1	0				0	1	1	3		Figures include Grounds Maintenance since Oct
HS 2	Number of reported lost time incidents within period - TBC contract	0	0	0	0	0	2	0	0	2	0	3	1	0	4	0				0	2	6	2		
HS 3	Number of reported non lost time incidents within period - TBC contract	0	0	1	1	0	1	0	0	1	0	0	1	3	4	0				0	7	6	7		
HS 4	Number of reported near misses within period - TBC contract	1	0	0	1	1	1	0	2	3	1	1	0	0	1	3				0	1	5	6		
HS 5	Number of crew inspections within period - TBC contract	20	20	19	59	55	17	14	17	48	60	25	26	23	74	60				0	60	181	235		
HS 6	Number of reported vehicle related accidents within period - TBC contract	1	1	2	4	8	2	2	4	8	4	1	2	2	5	6				0	4	17	22		

Waste & recycling - TBC contract - 2016/17						Q1					Q2					Q3					Q4				
No. of households - 38,440						2015/16					2015/16					2015/16					2015/16	Annual	Previous	Notes	Notes
Ref	Indicator title	Apr-16	May-16	Jun-16	Q1	Totals	Jul-16	Aug-16	Sep-16	Q2	Totals	Oct-16	Nov-16	Dec-16	Q3	Totals	Jan-17	Feb-17	Mar-17	Q4	Totals	Total	Year		
NI 191	Residual household waste per household (Kg/year)	36	35	38	109	110	33	35	36	104	109	31	33			101					106.00		426		Awaiting December data from JWT Awaiting December data from JWT
NI 192	Household waste reused, recycled and composted (%)	50.77%	55.85%	57.22%	54.80%	51.88%	56.35%	54.10%	54.97%	55.14%	51.68%	54.51%	52.95%			50.81%					48.08%		50.68%		
CI 2	% Number of household collections completed on schedule (of total collections)	99.96%	99.96%	99.92%	99.95%	99.93%	99.94%	99.94%	99.94%	99.94%	99.95%	99.96%	99.94%	99.96%	99.95%	99.95%					99.96%		99.95%		Tewkesbury data not currently available in this format Tewkesbury data not currently available in this format
CI 3	% Number of assisted collections completed on schedule (of total collections)																								
CI 4	% Number of operational service complaints received (of total collections)																								

Customer Service - TBC Contract - subject to change						Q1					Q2					Q3					Q4				
Ref	Indicator title	Apr-16	May-16	Jun-16	Q1	2015/16 Totals	Jul-16	Aug-16	Sep-16	Q2	2015/16 Totals	Oct-16	Nov-16	Dec-16	Q3	2015/16 Totals	Jan-17	Feb-17	Mar-17	Q4	2015/16 Totals	Annual Total	Previous Year	Notes	Notes
104	Current garden waste bin subscriptions																								TBC do approximately 350,600 collections per month
	Missed collections - Ubico figures	166	167	287	620	801	208	213	217	638	559	138	195	147	480	564				0	440	1738			
	No of green bins requested	131	86	125	342	334	111	130	103	344	365	131	110	117	358	331				0	371	1044			
	No of blue bins requested	123	86	108	317	290	100	126	89	315	293	112	106	106	324	306				0	335	956			
	No of brown bins requested ?	13	47	29	89	56	34	26	33	93	51	25	22	12	59	45				0	40	241			
	No of other bins requests	12	21	15	48	55	16	11	19	46	39	23	27	6	56	28				0	40	150			
	No of kerbside caddies requests	139	113	108	360	387	100	118	105	323	2003	114	109	112	335	707				0	514	1018			
	No of kitchen caddies requests	104	84	89	277	258	148	120	80	348	1663	87	88	93	268	548				0	361	893			
	Receptacles not placed back																								
	Mess left by collectors																								
R1	Recycling bank reports																								Tewkesbury data not available in this format Tewkesbury data not available in this format Tewkesbury data not available in this format
R2	Litter/ Street cleaning reports	56	35	50	141	53	46	50	31	127	120	37	27	36	100	97				0	158	368			
R3	Flytipping reports	112	81	68	261	216	56	75	100	231	62	97	58	42	197	144				0	229	689			
R4	Graffiti reports (incl Flyposting)	0	0	1	1	4	2	2	0	4	15	3	1	0	4	1				0	2	9			Tewkesbury data not available in this format
R5	Flyposting reports																								
R6	Dead animal reports	5	6	8	19	19	11	10	6	27	26	6	2	7	15	27				0	23	61			
R7	Dog / litter bin overflowing	4	10	3	17	0	6	2	9	17	9	3	2	4	9	16				0	37	43			Tewkesbury data not available in this format Tewkesbury data not available in this format Tewkesbury data not available in this format
R8	Dog fouling reports	7	5	2	14	18	5	6	2	13	24	10	6	3	19	15				0	25	46			
R9	Grounds maintenance reports	35	88	152	275	119	128	84	76	288	245	45	29	24	98	111				0	82	661			
	Complaints including re-issued tickets																								Tewkesbury data not available in this format 2015/16 data not available in this format
	Actual Official complaints	5	7	3	15		5	5	4	14		2	1	1	4										

Fleet management - TBC contract - 2014/15						Q1					Q2					Q3					Q4				
Ref	Indicator title	Apr-16	May-16	Jun-16	Q1	2015/16 Totals	Jul-16	Aug-16	Sep-16	Q2	2015/16 Totals	Oct-16	Nov-16	Dec-16	Q3	2015/16 Totals	Jan-17	Feb-17	Mar-17	Q4	2015/16 Totals	Annual Total	Previous Year	Notes	Notes
FM 1	Vehicle availability (%)																								Tewkesbury data not available in this format Awaiting December data from FLEET
FM 2	Provide monthly reports for fuel issues including MPG and CO2 performance	23749.9	25391.2	25782.97	74924.07	76938	22920	26715	26573	76208	79514	23567	25431			76531.8					54008				

Human Resources - Corporate - 2014/15						Q1					Q2					Q3					Q4				
Ref	Indicator title	Apr-16	May-16	Jun-16	Q1	2015/16 Totals	Jul-16	Aug-16	Sep-16	Q2	2015/16 Totals	Oct-16	Nov-16	Dec-16	Q3	2015/16 Totals	Jan-17	Feb-17	Mar-17	Q4	2015/16 Totals	Annual Total	Previous Year	Notes	Notes
HR 1	FTE Days lost per FTE - Tewkesbury contract	2.11	1.78	1.27	1.72	1.12	0.48	0.59	0.26	0.44	1.28	0.47	0.62	0.79	0.63	2.10					2.03		1.63		2015/16 data not available in this format
HR 2	FTE Days lost - Tewkesbury contract	138.16	112.56	78.49	109.74		30.49	37.13	15.76	27.79		27.14	41.43	53.32	40.63										
HR 3	Agency hours	2225.50	2143.50	3224.00	7593.00	6250.60	2531.50	2173.75	2621.00	7326.25	6635.75	3722.00	1915.00	1265.00	6902.00	5910.00				0.00	5650.00	21821.25	24446.35		

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	2 May 2017
Subject:	Review of Enviro-Crimes
Report of:	Peter Tonge, Head of Community Services
Corporate Lead:	Rob Weaver, Deputy Chief Executive
Lead Member:	Councillor J R Mason, Lead Member for Clean and Green Environment
Number of Appendices:	One

Executive Summary:

In February 2017 the Overview and Scrutiny Committee considered a report regarding the Council's approach to tackling enviro-crime within the borough. Members asked for a further update to be presented as an action plan to this Committee.

This report provides that action plan by way of an update of the Council's current activity and future actions to deal with environmental crime.

Recommendation:

- 1. To CONSIDER the current position in respect of enviro-crimes, particularly fly tipping, and the actions being taken by the Environmental Health Section to tackle the issue.**
- 2. To CONSIDER the proposed action plan and approach to tackling environmental crime within the Borough and beyond.**

Reasons for Recommendation:

The Council's performance in respect of enviro-crimes is monitored by the Overview and Scrutiny Committee. This report presents the action plan which officers are implementing to deal with environmental crime in the borough.

Resource Implications:

Responsibility for the enforcement of enviro-crimes lies with the Environmental Health Section. Ubico have responsibility for clearing fly-tipped material, littering and dog fouling on public land.

Legal Implications:

Several enviro-crimes, such as fly-tipping, are criminal offences and therefore investigations must only be undertaken by suitably authorised and competent officers. Failure to conduct investigations in accordance with statutory guidelines relating to criminal investigation procedure may expose the council to successful legal challenges against enforcement action.

In particular, officers must pay particular attention to the provisions contained within the Regulation of Investigatory Powers Act 2000 (RIPA), when considering whether to employ overt or covert surveillance measures and the Police and Criminal Evidence Act 1984 (PACE) when conducting investigations and gathering evidence under caution.

In dealing with the investigation of enviro-crimes and determining the most appropriate course of action, officers will adhere to the council's Enforcement Policy to ensure that any formal action is proportionate, consistent and transparent.

Risk Management Implications:

Enviro-crimes are unsightly and can blight communities. Failure to tackle enviro-crimes could result in a potential reputational risk to the Council. Furthermore, enviro-crimes are costly to clear up and a reduction in such crimes will have a benefit in terms of financial risk management for the Council.

Performance Management Follow-up:

The level of enviro-crimes is a key performance indicator for the Council and is monitored by the Overview and Scrutiny Committee's performance tracker on a quarterly basis. The action plan will also be monitored on a regular basis to ensure that actions are being progressed.

Environmental Implications:

Enviro-crimes have a direct effect on both visual and physical environmental quality; therefore a reduction in enviro-crimes will result in a clear improvement to the environment.

1.0 INTRODUCTION/BACKGROUND

- 1.1** Some positive steps have been made recently with a number of prosecutions relating in particular to fly-tipping; however, enviro-crimes continue to present a challenge, particularly abandoned vehicles and the serious organised fly-tipping currently taking place in the Borough. Moving forwards, the Environmental Health Section will seek to build on the recent progress and will work to the proposed action plan to deal robustly with offenders.
- 1.2** A number of prosecutions have been passed to One Legal with instructions to commence legal proceeding against the individuals.

2.0 CURRENT POSITION AND RECENT PROGRESS

- 2.1** To date, work on environmental crime has been ad-hoc and reactive. The action plan incorporates this reactive approach but also includes plans for a proactive / education approach highlighting to residents the impact that environmental crime has on the community and the Council Tax payer.
- 2.2** It also proposes cross-boundary working with our partners and other local authorities in the county to build intelligence data and jointly target prolific offenders.

3.0 FURTHER WORK REQUIRED

- 3.1** Work needs to progress in employing the Environmental Warden and the action plan sets out the timescales for this.
- 3.2** Officers will report progress back to the Overview and Scrutiny Committee in October / November with an update on the action plan.
- 3.3** Part of phase 2 of the Environmental Health review is to develop a strategic and robust approach to how we deal with environmental crime, including working more closely with partners and utilising all available Council resources more effectively.

4.0 OTHER OPTIONS CONSIDERED

- 4.1** All available options under consideration are contained within the report.

5.0 CONSULTATION

- 5.1** Consultation with the Lead and Support Members for Clean and Green Environment has taken place on a monthly basis during Portfolio Briefings.
- 5.2** Consultation with Parish and Town Councils has been undertaken as part of the scoping exercise to appoint the Environmental Warden.

Public consultation on the introduction of any public space protection orders considered is a requirement under the legislation.

6.0 RELEVANT COUNCIL POLICIES/STRATEGIES

- 6.1** Overview and Scrutiny Environmental Crime Report 2014.

7.0 RELEVANT GOVERNMENT POLICIES

- 7.1** Environmental Protection Act 1990.
Clean Neighbourhoods and Environment Act 2005.
Refuse and Disposal Amenity Act 1978.
Regulation of Investigatory Powers Act 2000
Police and Criminal Evidence Act 1984

8.0 RESOURCE IMPLICATIONS

- 8.1** Within existing.

9.0 SUSTAINABILITY IMPLICATIONS

- 9.1** Reducing environmental crimes can improve community safety as well as economic, social and environmental sustainability. For example, a reduction in dog fouling may increase confidence in use of community land and playing fields.

10.0 IMPACT UPON (Value for Money/Equalities/E-Government/Human Rights/Health and Safety)

- 10.1** Joint working with partner agencies such as the police and housing associations will enable organisations to pool resources, which may enable the council to demonstrate improved value for money when tackling enviro-crimes.

11.0 RELATED DECISIONS

11.1 None

Background Papers: Overview and Scrutiny Committee Report and Minutes February 2017
Contact Officers: Pete Tonge. Head of Community Service
01684 272259 Peter.Tonge@teWKesbury.gov.uk
Appendices: Appendix 1 – Enviro-Crime Action Plan

ENVIRO- CRIME ACTION PLAN

1. Fly tipping

Options	Proposed Actions	Target date
<ul style="list-style-type: none"> Commit to prosecute individuals suspected of fly tipping in cases where sufficient evidence exists and it is considered to be in the public interest to prosecute. Advertise successful prosecutions in local media and include advice on responsible waste disposal options for both commercial and domestic duty of care. Commit to using alternative enforcement actions such as fixed penalty notices and simple cautions in cases which are not considered suitable for prosecution. <p>601 Build on the positive relationships already established with partner agencies including Gloucestershire Police and Severn Vale Housing to tackle fly tipping.</p>	<ul style="list-style-type: none"> Achieve at least three successful fly tipping prosecutions and advertise results in local media. Prepare a fixed penalty procedure for officers and ensure that all relevant officers are fully trained on the fixed penalty enforcement options available for fly tipping. Undertake a joint working initiative with Gloucestershire Police focusing on Sandhurst. Position fly tipping warning signs on Coriander Drive, Churchdown. Meet with TBC property department to establish whether an engineered solution can reduce fly-tipping at hot spots including the lay-by on Coriander Drive. 	<p>December 2017</p> <p>June 2017</p> <p>October 2017</p> <p>June 2017</p> <p>May 2017</p>

2. Abandoned Vehicles

Options	Proposed Actions	Target Date
<ul style="list-style-type: none"> Continue partnership working with Gloucestershire Police and district authorities in order to achieve a co-ordinated approach across Gloucestershire. Commit to taking enforcement such as fixed penalty notices where appropriate in line with the TBC enforcement policy. 	<ul style="list-style-type: none"> Sign abandoned vehicles data sharing agreement with Gloucestershire Police and Local Authorities. This should reduce the time taken to remove vehicles and enable more effective recovery of costs. Achieve an increase in the use of fixed penalty notices in connection with abandoned vehicle investigations. 	<p>June 2017</p> <p>October 2017</p>

3. Dog fouling

Options	Proposed Actions	Target Date
<ul style="list-style-type: none"> Introduce Public Space Protection Order (PSPO) in relation to responsible dog ownership (this can include removal of dog faeces, dogs on leads when directed and in specified areas, exclusion of dogs from specified areas and failing to produce a receptacle for picking up dog faeces. Recruitment of Environmental Warden to undertake enviro-crime enforcement, focusing on dog fouling, in participating parishes. Investigation and enforcement of dog fouling complaints. 	<ul style="list-style-type: none"> Gather data on dog fouling hot spots. Present a report to the Council's Executive Committee recommending the introduction of Public Space Protection Orders for dog fouling. Pending agreement from executive Committee commence PSPO public consultation. Implementation of PSPO for target areas Recruitment to take place by August 2017. The Environmental Health Department will continue to investigate complaints of dog fouling and will take appropriate action where sufficient evidence exists. 	<p>April / May 2017 June 2017</p> <p>September 2017 December 2017 August 2017.</p> <p>Ongoing.</p>

4. Littering

Options	Proposed Actions	Target Date
<ul style="list-style-type: none"> Co-ordinate, promote and support the work of the volunteer litter pickers. Investigation and enforcement of litter complaints. Public Space Protection Order. PSPOs may also be declared for littering. Commit to taking enforcement such as fixed penalty notices where appropriate in line with the TBC enforcement policy. 	<ul style="list-style-type: none"> Continue to provide induction training and equipment as required by the volunteer litter pickers. Continue to support the scheme and encourage uptake. The Environmental Health Department will continue to investigate complaints of litter and will take appropriate action where sufficient evidence exists. Option to include PSPO for littering to be included in report to be presented to Executive Committee. 	<p>VLP event may 2017 & Ongoing</p> <p>Ongoing</p> <p>June 2017</p>

5. General Actions

Options	Proposed Actions	Target Date
<ul style="list-style-type: none"> Review future recruitment options within the Environmental Health team in order to maintain capacity to tackle enviro-crimes. Prepare a publicly available fixed penalty policy outlining the offences for which the Council will issue fixed penalties as well as the current level of fine. Prepare a fixed penalty procedure for enforcement officers. Ensure relevant officers with the Environmental Health team are provided with the necessary training and knowledge to be able to investigate enviro-crimes and take any necessary enforcement action. 	<ul style="list-style-type: none"> Replacement cover for upcoming maternity leave within the Environmental Health team to have substantial enviro-crime investigation and enforcement role. Prepare fixed penalty policy Prepare fixed penalty procedure. Individual officer performance and training needs in respect of enviro-crimes will be discussed and reviewed as part of the Personal Professional Development (PPD) process. Significant skills gaps will be filled by internal mentoring and external training courses. 	<p>July 2017</p> <p>June 2017</p> <p>June 2017</p> <p>Ongoing.</p>

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	2 May 2017
Subject:	Disabled Facilities Grants Review Monitoring Report
Report of:	Peter Tonge, Head of Community Services
Corporate Lead:	Rob Weaver, Deputy Chief Executive
Lead Member:	Councillor J R Mason, Lead Member for Clean and Green Environment
Number of Appendices:	One

Executive Summary:

The report provides an update on progress against actions contained in the Scrutiny Review of Disabled Facilities Grants Report, arising from a review by the Overview and Scrutiny Working Group approved by the Executive Committee on 6 April 2016.

Recommendation:

To CONSIDER progress made against the recommendations arising from the Disabled Facilities Grants Review.

Reasons for Recommendation:

To improve the way that Disabled Facilities Grants (DFGs) are delivered in Tewkesbury Borough.

Resource Implications:

The recommendations will continue to be implemented using existing resources.

Legal Implications:

DFGs are mandatory grants up to a maximum of £30,000 per applicant. It is a statutory function delegated to local housing authorities in England. This function is delivered at this Council by the Environmental Health team.

Risk Management Implications:

If the Council does not have a robust and timely DFG process fit for 21st century living those who require adaptations will have to wait for lengthy periods of time to either return to or continue living at home.

If the Council does not have effective arrangements for administering DFGs then a reputational risk of failing to comply with statutory requirements exists, leading to potential of Ombudsman or judicial review.

The Council has routinely contributed from capital funds so there are financial risks to ineffective administration.

There could also be customer dissatisfaction leading to increased complaints.

Performance Management Follow-up:

A further update on progress will be provided at the meeting of the Overview and Scrutiny Committee in six months in November 2017

Environmental Implications:

None.

1.0 INTRODUCTION/BACKGROUND

1.1 Disabled Facilities Grants (DFGs) help towards the cost of essential adaptations to homes to enable applicants to live more independently. The grant is mandatory for those who need better freedom of movement into and around their home, up to a maximum of £30,000 per applicant. It is subject to a financial means test. Examples of grants we have given include:

- providing ramps to allow a person to get in and out of their house;
- stair lifts;
- level access showers for people who cannot use a conventional shower or bath; and
- installation of wet rooms and adaptation of home for downstairs living.

1.2 DFGs are administered by the Council's Environmental Health section. To apply for a grant, applicants will first need to be assessed by an Occupational Therapist from Gloucestershire County Council who will find out if a major adaptation best meets the customer's needs.

1.3 A review of the way in which Tewkesbury Borough Council delivers DFGs was undertaken by a Working Group of the Overview and Scrutiny Committee in 2015/16.

1.4 This was essentially to ensure that the scheme is 'fit for purpose' and cost-effective. The resulting report set out the findings from the review and made recommendations in respect of possible ways in which processes could be improved.

1.5 The review report was considered at the meeting of the Overview and Scrutiny Committee on 23 February 2016 and adopted at the meeting of the Executive Committee on 6 April 2016.

2.0 CURRENT POSITION AND PROGRESS

- 2.1** The table at Appendix 1 shows the updated progress against actions contained within the original review report. All outstanding actions are intrinsically connected to the funding and delivery of DFGs which is under review by both central government and the Gloucestershire Clinical Commissioning Group.
- 2.2** The County Council and all six districts will continue to work collaboratively in determining the future delivery of DFGs within Gloucestershire.
- 2.3** The contract to deliver the Gloucestershire “Safe at Home” Home Improvement Agency service comes to an end in July 2017 and the services within it will be decommissioned. Home Improvement Agency services are also known as HIAs, Care & Repair or staying put schemes. Home Improvement Agencies are located throughout the country and they assist elderly people to improve, repair, maintain, or adapt their home.
- 2.4** In Gloucestershire, five of the six District Councils contributed to the HIA. The transition phase is currently being undertaken as a countywide initiative involving all necessary partners to ensure the service continues to be delivered to an acceptable standard. It is anticipated that this transition work will be completed to coincide with the end of the Safe at Home contract in July.
- 2.5** A further countywide project is underway, to explore a coordinated delivery model option for DFGs. Gloucestershire County Council is the lead and is coordinating this work stream. An update on this is expected in August 2017.

3.0 FINANCIAL IMPACT

- 3.1** The Gloucestershire Clinical Commissioning Group (CCG) is responsible for the funding of DFGs through the Better Care Fund (BCF). The BCF is a programme spanning both the NHS and local government which seeks to join-up health and care services, so that people can manage their own health and wellbeing, and live independently in their communities for as long as possible.
- 3.2** The BCF was created to improve the lives of some of the most vulnerable people in our society, placing them at the centre of their care and support, and providing them integrated health and social care services, resulting in an improved experience and better quality of life.
- 3.3** The DoH/DCLG policy framework 2017 - 2019 Integration and Better Care Fund policy framework details the arrangements in two tier areas:
“In two-tier areas decisions around the use of the DFG funding will need to be made with the direct involvement of both tiers working jointly to support integration ambitions. DFG funding allocated by central government should be passed down by the county to the districts (in full, unless jointly agreed to do otherwise) to enable them to continue to meet their statutory duty to provide adaptations and in line with these plans; as set out in the DFG Grant Determination Letter due to be issued by DCLG in April 2017.”
- 3.4** The downward trend of O.T referrals and applications for DFG funding continued in 2016/2017. A total of 98 enquiries were received of which 71 progressed through to approval. It is important to note that this means it is likely that 71 individuals or families could remain living in their homes in the community. Early figures indicate a reduction in applications for DFG’s is occurring across Gloucestershire.

- 3.5** The DFG position for TBC for 2016/2017 was an outturn of £312,781.87. The DFG funding received from the county in August 2016 was £497,000. In strict financial terms this gives an accrual of £184,218.13. However, the value of approved grants with works not yet completed and paid is £177,303.24.
- 3.6** The current years funding has yet to be announced but it would appear that the Better Care Funding allocation will not necessitate this Council to top up from its own capital resource.
- 4.0 CONSULTATION**
- 4.1** Environmental Health will continue to work collaboratively with all partners involved in the DFG process, the key partners being the County Council and the CCG.
- 5.0 RELEVANT COUNCIL POLICIES/STRATEGIES**
- 5.1** Provision of DFGs directly links to two of the four priorities of the Tewkesbury Borough Council Housing Strategy 2017 – 2021
- Priority 3: Meet the housing needs of specific groups
- Priority 4: Improving the health and well-being of local people
- 6.0 RELEVANT GOVERNMENT POLICIES**
- 6.1** https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/605164/integration_and_BCF_policy_framework_2017-19.pdf (DFGs page 17)
- Housing Grants, Construction and Regeneration Act 1996: part 1, Chapter 1: Disabled Facilities Grants.
- 7.0 RESOURCE IMPLICATIONS (Human/Property)**
- 7.1** Within existing
- 8.0 SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)**
- 8.1** Effective outcomes positively impact the health and welfare of the most vulnerable people living within our borough
- 9.0 IMPACT UPON (Value For Money/Equalities/E-Government/Human Rights/Health And Safety)**
- 9.1** Effective outcomes positively impact on the cost of providing adaptations in ensuring a safe and healthy home environment for applicants.

10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

10.1 Executive Committee Report and Minutes, 6 April 2016

Overview and Scrutiny Committee Report and Minutes, 26 November 2016

Background Papers: None

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Appendices: Appendix 1 - Disabled Facilities Grants Review Revised Action Plan
2017

DISABLED FACILITIES GRANTS REVIEW – REVISED ACTION PLAN FOR 2017

ACTION	RECOMMENDATION	DELIVERY DATE	WORKSTREAMS BEING UNDERTAKEN	REVISED DATE
1	Those enquiring who may be eligible for DFG, to be supported to see if a possible move to more suitable accommodation would be a better outcome for them, and to provide suitable assistance and support to help make this happen, should the person so wish.	March 2016	Completed - as reported to O&S on 29 November 2017	N/A
2	Look at methods of procuring work, such as (but not limited to) schedules of rates and preferred contractors, as ways that could reduce the time taken for a contractor to be on site.	April 2017	Breakfast workshop for builders and agents to share DFG process. County wide collaborative project for HIA transition to include standardisation of all application processes and forms.	8 May 2017 31 July 2017

ACTION	RECOMMENDATION	DELIVERY DATE	WORKSTREAMS BEING UNDERTAKEN	REVISED DATE
3	<p>Review all existing paperwork connected with the DFG process at TBC:</p> <ul style="list-style-type: none"> a) Eliminate unnecessary paperwork b) Review the content of the DFG application form and the way it is completed c) Combine documents into one where this is possible d) Use electronic methods of communication wherever possible. e) Work with stakeholders to identify any communication gaps where additional advice or information could be given. 	May 2016	Completed - as reported to O&S on 29 November 2017	N/A
4	Explore the further use of technology (by officers and applicants) to speed up the process and assist applicants.	April 2017	On line forms for applicants will be explored with the digital team in addition to remote and mobile working solutions for officers.	Dec 2017

ACTION	RECOMMENDATION	DELIVERY DATE	WORKSTREAMS BEING UNDERTAKEN	REVISED DATE
5	Use the learning gained from this review to inform local health and wellbeing plans, strategies and processes.	May 2017	Countywide minor adaptations contract – currently being tendered by County Council Countywide major adaptations project sponsored by the Lead Commissioner for Health and Social Care has been initiated to develop a future working model to support the housing partnership.	To be advised To be advised
6	Review the effect of Actions 1 to 5 above on the costs of delivering the service and subsequently reduce the Council's capital contribution due to depleting capital resources.	May 2017	Close liaison and discussion with County Council and CCG will continue to ensure the applications for DFGs within our area receive the necessary funding.	Nov 2017