

20 November 2017

Committee	Overview and Scrutiny
Date	Tuesday, 28 November 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.

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

2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

To receive apologies for absence and advise of any substitutions.



Item	Page(s)
3. DECLARATIONS OF INTEREST	
<p>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.</p>	
4. MINUTES	1 - 10
<p>To approve the Minutes of the meeting held on 17 October 2017.</p>	
5. CONSIDERATION OF THE EXECUTIVE COMMITTEE FORWARD PLAN	11 - 15
<p>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.</p>	
6. OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2017/18	16 - 20
<p>To consider the forthcoming work of the Overview and Scrutiny Committee.</p>	
7. GLOUCESTERSHIRE POLICE AND CRIME PANEL UPDATE	
<p>To receive an update from the Council's representative on matters considered at the last meeting.</p>	
8. GLOUCESTERSHIRE HEALTH AND CARE OVERVIEW AND SCRUTINY COMMITTEE UPDATE	
<p>To receive an update from the Council's representative on matters considered at the last meeting.</p>	
9. PERFORMANCE REPORT - QUARTER 2 2017/18	21 - 64
<p>To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.</p>	
10. DISABLED FACILITIES GRANTS REVIEW MONITORING REPORT	65 - 72
<p>To consider progress against the recommendations arising from the Disabled Facilities Grants review.</p>	

DATE OF NEXT MEETING
TUESDAY, 9 JANUARY 2018

COUNCILLORS CONSTITUTING COMMITTEE

Councillors: R E Allen (Vice-Chair), P W Awford (Chair), G J Bocking, K J Cromwell, J E Day, D T Foyle, P A Godwin, R M Hatton, 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, 17 October 2017 commencing at 4:30 pm

Present:

Chair
Vice Chair

Councillor P W Awford
Councillor R E Allen

and Councillors:

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

also present:

Councillor G F Blackwell

OS.35 ANNOUNCEMENTS

- 35.1 The evacuation procedure, as noted on the Agenda, was advised to those present.
- 35.2 The Chair introduced the new Head of the Gloucestershire Joint Waste Team, Wayne Lewis, and welcomed him, and the other representatives from the Team, Rachel Capon and Julie Davies, to the meeting. He indicated that they were in attendance for Item 9 – Gloucestershire Joint Waste Committee 2017/18 Business and Action Plan Update. It was noted that Councillor Gill Blackwell was also present to observe the meeting in her role as Lead Member for Organisational Development which included Overview and Scrutiny.

OS.36 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

- 36.1 Apologies for absence were received from Councillors H C McLain and P D Surman. There were no substitutions for the meeting.

OS.37 DECLARATIONS OF INTEREST

- 37.1 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.
- 37.2 There were no declarations made on this occasion.

OS.38 MINUTES

- 38.1 The Minutes of the meeting held on 5 September 2017, copies of which had been circulated, were approved as a correct record and signed by the Chair.

OS.39 CONSIDERATION OF THE EXECUTIVE COMMITTEE FORWARD PLAN

- 39.1 Attention was drawn to the Executive Committee Forward Plan, circulated at Pages No. 14-18. 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.
- 39.2 A Member indicated that the plan had previously included an item in respect of Joint Core Strategy strategic allocation sites and the allocation of affordable housing. This was due to be considered at the Executive Committee meeting on 15 March 2017 but that meeting had been cancelled and the item had not been taken to the following meeting or included in the plan for a future meeting. The Head of Community Services advised that this work had been delayed due to ongoing negotiations with Cheltenham Borough and Gloucester City Councils, the other Joint Core Strategy partners, and would now be taken to the Executive Committee meeting on 22 November 2017.
- 39.3 It was
RESOLVED That the Executive Committee Forward Plan be **NOTED**.

OS.40 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2017/18

- 40.1 Attention was drawn to the Overview and Scrutiny Committee Work Programme 2017/18, circulated at Pages No. 19-24, which Members were asked to consider.
- 40.2 A Member noted that there was currently only one item on the Agenda for the meeting on 9 January 2018 and queried whether it was possible to bring other items forward. The Head of Corporate Services advised that there were a number of pending items within the work programme, including the Risk Management Strategy Review and Review of Customer Care Strategy, which may be ready ahead of time and he would liaise with Officers following the meeting to see which, if any, could be brought forward. It was subsequently
RESOLVED That the Overview and Scrutiny Committee Work Programme 2017/18 be **NOTED**.

OS.41 GLOUCESTERSHIRE POLICE AND CRIME PANEL UPDATE

- 41.1 The Chair indicated that the Council's representative on the Gloucestershire Police and Crime Panel was unable to attend the meeting to give an update in person and had instead prepared a written update on matters discussed at the last meeting of the Panel, held on 8 September 2017, which had been circulated to the Committee prior to the meeting. Members were asked to consider the information which had been provided.
- 41.2 It was
RESOLVED That the feedback from the last meeting of the Gloucestershire Police and Crime Panel be **NOTED**.

OS.42 GLOUCESTERSHIRE HEALTH AND CARE OVERVIEW AND SCRUTINY COMMITTEE UPDATE

- 42.1 Members received an update from Councillor Ron Allen, the Council's reserve representative on the Gloucestershire Health and Care Overview and Scrutiny Committee, on matters discussed at its last meeting held on 12 September 2017.
- 42.2 It was noted that Members had received the annual report of the Gloucestershire Safeguarding Adults Board (GSAB) for 2016/17. Progress was reported in the five main areas: Empowerment; Protection and Prevention; Proportionality; Partnership; and Leadership/Accountability/Governance. In general the path was upward, although it was recognised in the accompanying papers that some elements of risk remained unchanged from the previous report. The Board worked with more than sixteen partner agencies and timely and adequate sharing of information had long been of questionable quality, both within the county and nationally. The GSAB had taken action to improve transfer of information, particularly with the Police which now had an electronic risk assessment module - the Vulnerability Identification Screening Tool (VIST) - to help in making judgements on risk and share them remotely with the multi-agency safeguarding hub. Members had been advised that decisions on intervention could be difficult because of the limitations imposed by statute to protect individuals' privacy; however, there were indications that partner agencies were improving their co-operation in terms of sharing information on vulnerable people and some relevant risks in the GSAB's register had been satisfactorily removed as a result.
- 42.3 The Gloucestershire Clinical Commissioning Group had begun to consult residents in the Forest of Dean on a proposal to build a new hospital. Four options were being presented to the public: firstly, maintaining the two existing community hospitals - the Dilke Memorial in Cinderford and the Lydney and District Hospital; secondly, redeveloping to provide two community hospitals; thirdly, creating a single new community hospital; and, fourthly, closing both existing hospitals and offering home-based services as an alternative. The Trust's favoured option was to offer a completely new community hospital, similar to those in other parts of the county, using the capital receipts from the sale of currently used land to support the financing of the new structure. A number of consultation events had been advertised between 27 September and 5 December 2017 and it was anticipated there would be a lively and emotional response, particularly to the proposal to demolish the Dilke Memorial Hospital.
- 42.4 It was noted that Deborah Lee and Peter Lachecki had joined Gloucestershire Hospitals NHS Foundation Trust in 2016 as Chief Executive and Chair respectively, following a widely reported unexpected and significant deterioration in the Trust's financial position. They had presented the key findings and recommendations from a four month independent review of the Trust's governance between April 2013 and March 2016. Currently, the Trust remained in the NHS Improvement Financial Special Measures regime as a consequence of apparent failings in governance. It was noted that the former Chief Executive, Chair, Finance Director and Chair of the Finance and Performance Committee were no longer employed by the Trust and the presentation from the new team leaders was upbeat and positive. Actions had been taken in response to the review's findings and associated recommendations which were designed to ensure that the failings would not be repeated.
- 42.5 Gloucestershire's Director of Public Health had also presented a paper on the coalescence of two services for young people bringing together the health visiting and school nursing services. In December 2016, Gloucestershire County Council had approved remodelling of the public health nursing service to provide a single service entity for children and families from pre-birth to age 19, with specific support at key development stages. Public consultation was taking place between

4 September and 19 November 2017 to obtain views on the proposal and specific elements where a service may change. It was intended that two principles would underlie the new service: public health nursing would be available to every family living in Gloucestershire at any time in a child's life from birth to age 19 - this would allow the service to identify any support required early on and focus on ensuring that those who needed most help could access specialist support; and improving services based on the best evidence - this might mean adapting to new technologies and online options to offer more choice in how families and children accessed the advice and support they needed.

- 42.6 The Committee had also received an update on developments in the Sustainability and Transformation Plan. It was noted that mergers of GP practices were underway in some parts of the county, as requested by NHS England to address current challenges in primary provision. It was reported that the Chair of the 2gether NHS Foundation Trust - the Mental Health Trust for Gloucestershire and Herefordshire - had announced her retirement from the Trust at the end of the year. The two Gloucestershire Hospitals NHS Foundation Trust acute hospitals had been the subject of an inspection report from the Care Quality Commission in July and the Trust's overall rating remained at 'requires improvement' - no service had been rated as 'inadequate'. Reference had again been made to the review of the Gloucestershire Hospitals NHS Foundation Trust and it was noted that it was a very different organisation today compared with a year ago - eight new members had joined the Board, including the new Chair, Chief Executive and Finance Director and the report signalled 'a significant shift in the culture of the organisation led by the new leadership team'. 95% of the 19 recommendations within the review had been actioned and full implementation of the remaining actions was planned. It was pleasing to note that cardiology services had been recognised for the quality of teaching for medical staff in training; it was ranked first in the UK for 'overall satisfaction' compared to two years ago when it had been ranked thirteenth.
- 42.7 Councillor Allen went on to advise that, since the meeting it had been announced that Ingrid Barker, Chair of the Gloucestershire Care Services NHS Trust, had been appointed as the new joint chair to lead the 2gether NHS Foundation Trust and Gloucestershire Care Services NHS Trust through proposals to join together as a single organisation. She would take up her position in January 2018 to oversee the development of a business case with a view to the formal uniting of the two Trusts from October 2018. A new joint Chief Executive would also be appointed to be in post in January 2018.
- 42.8 With regard to the consultation on the hospital for the Forest of Dean, a Member indicated that, if the preferred option was for a new community hospital, it should be borne in mind that Tewkesbury Community Hospital had been built to the same specification as Vale Community Hospital in Dursley in order to make cost savings.
- 42.9 The Chair thanked the Council's reserve representative for his 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.43 GLOUCESTERSHIRE JOINT WASTE COMMITTEE 2017/18 BUSINESS AND ACTION PLAN UPDATE

- 43.1 The report of the Head of Community Services, circulated at Pages No. 25-48, provided an update on the progress against the Gloucestershire Joint Waste Committee business plan and action plan for 2017/18. Members were asked to consider the progress made to date.

- 43.2 The Head of Community Services explained that Tewkesbury Borough Council was a member of the Gloucestershire Joint Waste Committee together with four other local authorities within the county. It was represented on the Committee by the Lead and Support Members for Clean and Green Environment. The Gloucestershire Joint Waste Committee business and action plans covered a three year horizon and were updated on an annual basis; the current plan covered the period 2017-20. The current business plan was set out at Appendix 1 to the report with the action plan for 2017/18 set out in full at Appendix 2. The key achievements with a Tewkesbury Borough Council focus were highlighted at Page No. 27, Paragraph 4.1 of the report.
- 43.3 A Member raised concern that it was not clear from the appendices which actions had been completed and there was no explanation as to what was meant when actions were classified as 'amber' or 'green'. He also queried whether there were any actions outstanding as nothing had been marked as 'red'. The Contracts Manager (Collection and Street Scene West) from the Joint Waste Team confirmed that the actions marked as 'amber' were in progress and those marked as 'green' were complete. She went on to explain that, when the report had last been considered by the Overview and Scrutiny Committee at its meeting in October 2016, Members had expressed the view that, going forward, the report should only highlight the key achievements with a Tewkesbury Borough Council focus and Members were advised that all of those actions had been achieved.
- 43.4 The Head of the Gloucestershire Joint Waste Team indicated that this was his second week in the role having joined the team from WRAP which provided recycling advice to local authorities around the country. During his first week, he had been meeting the team and partner councils in order to build an understanding of the current work programme and start to plan for the following year. In terms of what to expect going forward, there would be a strong focus on reducing waste, which was essential for all partner councils, along with achieving value for money across the services and meeting customer expectations. It was a significant task to maintain the existing service and ensure that waste continued to be collected, treated and processed across the county as well as trying to improve recycling rates from an already impressive 55% in Gloucestershire. A Member sought the Head of the Gloucestershire Joint Waste Team's view as to what recycling rate could realistically be achieved and was informed that Gloucestershire was already a high performer given that the national recycling rate was 40%; however, some local authorities in England were achieving rates of around 60% and there were ambitions to reach 70% in parts of Wales. He pointed out that it was not so long ago that 25% had been considered to be out of reach so a lot of progress had been made in a short space of time and it was worth reflecting on that achievement. Whilst it may take some time, he did not feel that 70% was unachievable for the county.
- 43.5 In response to a Member query as to how seriously the industry was taking the argument that it should take positive action in relation to the redesign of packaging, the Head of the Gloucestershire Joint Waste Team indicated that WRAP was working with the industry on a voluntary basis and this was the government's favoured approach. A great deal had already been achieved with the 'big five' supermarkets, and the supply chains feeding into them, contributing to a reduction in packaging and food waste. Big businesses were increasingly aware of their corporate and social responsibility and wanted to be seen to be green. Recently there had been a focus on 'lightweighting', for example, reducing the weight of products such as newspapers and glass jars. Some packaging continued to cause problems but these messages were being fed back and improvements were being made as a result. A Member questioned what the impact of the supplement for plastic bags had been and was informed that this had been remarkably successful

leading to an 80-90% reduction in single waste carrier bag usage. In terms of the most problematic materials, black plastic and laminate pouches were very difficult to recycle; cartons were now less difficult but they tended to be comprised of different material types – single materials were much easier to manage.

- 43.6 A Member drew attention to the chart at Page No. 36 of the report which showed food waste delivered for anaerobic digestion since September 2014 for each of the local authorities in the Gloucestershire Joint Waste Committee. Unfortunately it was difficult to see how Tewkesbury Borough Council was performing as the chart was not in colour and he questioned whether the Joint Waste Team was satisfied with performance. The Head of the Gloucestershire Joint Waste Team indicated that he did not have an in-depth understanding of the figures but, looking at the direction of travel, there had been a step change in terms of the amount of food waste being collected; it was noted that Stroud District Council had introduced food waste collections most recently and there had been a far greater response than anticipated. A Member questioned how recycling rates would be calculated going forward if tonnages continued to reduce. Members were advised that calculations were done on the basis of waste per household per year and the type of waste so the two should move together e.g. as more waste was diverted from landfill, there should be less residual waste – whilst the overall tonnages would reduce, the proportions should give a true reflection. In other parts of the country, consideration was being given to a carbon-based measure which would take account of the wider environmental impact rather than relying on tonnages.
- 43.7 A Member noted that Page No. 31, Paragraph 1.1. of the business plan, attached at Appendix 1 to the report, stated that the purpose of the plan was to “...provide a mandate for the GJWC [Gloucestershire Joint Waste Committee] to consider and make decisions, according to set governance and budgetary principles, without constant reference back to the partner authorities”; however, Page No. 34, Paragraph 2.3, set out that one of the aims of the Gloucestershire Joint Waste Committee was to have safeguards in place to ensure that the district and county councils retained decision-making on significant budgetary and service change matters. In response, the Contracts Manager (Collection and Street Scene West) from the Joint Waste Team explained that not all powers had been delegated by every authority, for example, Tewkesbury Borough Council had retained decisions in relation to budget whereas the Forest of Dean District Council had seconded the Joint Waste Team to manage its budget. She clarified that the Gloucestershire Joint Waste Committee comprised two Members from each authority and it made recommendations back to each of the councils.
- 43.8 A Member questioned when the Committee would be able to see what work was planned for the future. The Head of Community Services reiterated that the business plan and action plan covered a three year horizon up to 2020 and they were updated on an annual basis. The Head of the Gloucestershire Joint Waste Team advised that the team would be developing a future work programme in consultation with the Gloucestershire Joint Waste Committee during the autumn and, in the longer term, consideration would also be given to the county-wide waste strategy and whether further updates were required; he would be happy to bring both of these back to the Committee for consideration.
- 43.9 A Member drew attention to Page No. 44, Appendix 2A of the business plan, and raised concern that R7, which related to the Joint Waste Team management structure not being fit for purpose, had been flagged as a medium risk rather than a low risk which he would expect to see. In response, the Contracts Manager (Collection and Street Scene West) from the Joint Waste Team advised that there were three vacant posts within the team when the plan had been put together, including the Head of Service role which had been vacant since April, and this was why it had been identified as a medium risk.

- 43.10 Having considered the information provided, it was

RESOLVED That the progress made to date in relation to the Gloucestershire Joint Waste Committee Action Plan be **NOTED**.

OS.44 TEWKESBURY BOROUGH COUNCIL WASTE & RECYCLING COLLECTION SERVICES POLICY AND PROCEDURES

- 44.1 The report of the Head of Community Services, circulated at Pages No. 49-63, attached, at Appendix 1, the Council's draft Waste and Recycling Collection Service Policy. Members were asked to recommend to the Executive Committee that the policy be adopted.

- 44.2 Members were informed that the proposed policy set out the standards that could be expected from the Council as a waste service provider and covered a range of elements of the waste and recycling collection service e.g. frequency of collection, how to present waste and recycling for collection etc. If adopted by the Executive Committee, the policy would be a clear guide for officers, members of the public and Councillors. A Member queried whether dog bins and street bins were included in the scope of the policy. The Head of Community Services explained that, in view of the significant changes within the service, the policy intended to set out the expectations in relation to collection of household waste from domestic properties. Street cleansing was in the process of being reviewed and it might be that a different policy could be produced for those services. The Member felt that it should be made clear that the policy related to domestic waste and the Head of Community Services undertook to amend the policy to reflect that.

- 44.3 It was subsequently

RESOLVED That it be **RECOMMENDED TO THE EXECUTIVE COMMITTEE** that the draft Waste and Recycling Collection Service Policy be **ADOPTED**, subject to appropriate amendments to make clear that the policy related to domestic waste and recycling.

OS.45 ENVIRONMENTAL CRIME ACTION PLAN - UPDATE

- 45.1 Attention was drawn to the report of the Head of Community Services, circulated at Pages No. 64-74, which provided Members with an update on the current activities in respect of dealing with enviro-crimes. Members were asked to consider the progress made against the action plan, attached at Appendix 1 to the report.

- 45.2 The Head of Community Services explained that, at its meeting on 2 May 2017, the Overview and Scrutiny Committee had considered a report regarding the Council's approach to tackling enviro-crime within the borough and Members had asked that a further update on progress against the action plan be provided in six months' time. He made specific reference to the fixed penalty policy for environmental offences which had been approved by the Executive Committee at its meeting on 11 October 2017 and would enable Officers to issue fixed penalty notices for a range of offences including flytipping and littering. This was part of the wider action around ensuring that Officers had the necessary tools available to take robust action against enviro-crimes.

- 45.3 A Member drew attention to the action around prosecuting flytipping offenders and advertising the results in the local media and indicated that she had seen a list which suggested that Tewkesbury Borough Council had not made any prosecutions which she understood was not the case. The Head of Community Services was not sure why this would have been reported as there had been four successful prosecutions in the current financial year with more in progress. In terms of fixed penalty notices, the Principal Environmental Health Officer advised

that 20 had been served during the financial year. The Chief Executive confirmed that press releases were generally issued for successful prosecutions and it was his understanding that they were circulated to all Members via email, albeit under the guise of a press release which was a slightly different format than they may be used to. He undertook to look into this following the meeting. A Member indicated that her Ward had a Parish magazine which could be used to report successful prosecutions and the Head of Community Services undertook to speak to the Communications Team about producing a standard article for Parish Councils to include in their newsletters and magazines.

45.4 In response to a query regarding waste left behind by the gypsy and travelling community, the Head of Community Services confirmed that they could be provided with black bags etc. for waste disposal. If evidence was found within any material left on site then it may be possible to take action in line with the usual procedures. Another Member expressed the view that dog fouling continued to be a problem and she suggested that local dog walkers may be willing to volunteer to wear high visibility jackets to act as a deterrent, in a similar way to the volunteer litter pickers. The Head of Community Services felt this was an excellent idea and he undertook to take it forward outside of the meeting.

45.5 A Member raised concern that there were several gaps in the 'comments' section of the action plan which meant that it was difficult to understand what had been achieved and whether the actions were on target. Particular attention was drawn to the action to 'finalise governance and HR arrangements for employing the Environmental Warden' which was 'green' despite a comment stating that there were insufficient contributions from Town and Parish Councils to progress at this stage. The Head of Community Services explained that the report had been written prior to the Town and Parish Council seminar where this had become clear and he indicated that the action would be removed from the plan.

45.6 Having considered the information provided, it was

RESOLVED That progress against the Enviro-Crimes Action Plan be
NOTED.

OS.46 HOUSING, RENEWAL AND HOMELESSNESS STRATEGY REVIEW MONITORING REPORT

46.1 The report of the Head of Community Services, circulated at Pages No. 75-91, provided Members with a summary of the key activities that had been achieved in relation to the Housing, Renewal and Homelessness Strategy Review Action Plan. Members were asked to consider the achievements made to date.

46.2 Members were reminded that the Housing Strategy 2017-21 had been developed by an Overview and Scrutiny Working Group and was adopted by the Council in January 2017. The strategy contained four key priorities to meet the housing needs of the borough: increasing the supply of housing; preventing homelessness; meeting the housing need of specific groups; and improving the health and wellbeing of local people. The report provided an update on the progress made against the action plan over the last nine months.

46.3 The Housing Services Manager advised that she had tried to highlight the areas where there had been significant changes. In terms of the first priority in relation to increasing the supply of housing, she indicated that the team had been looking at alternative construction methods which tended to be cheaper than traditional houses. Officers had been working with Severn Vale Housing Society but, unfortunately, many of its sites were unsuitable for the new methods and it would be necessary to look at the Council's own sites. The work on empty homes would continue when the Environmental Health Manager was in post. The implications of Universal Credit on private landlords were currently unknown and promotional

activities had stopped until the assistance that could be offered, and the mechanisms for payment in order to incentivise landlords to accept low income residents, became clear. With regard to the priority around homelessness and homelessness prevention, she advised that Tewkesbury Borough Council had been peer reviewed by the Department for Communities and Local Government in July 2017 and had exceeded the 60% required to make an application for the bronze award under its Gold Programme. The main thrust of the work in this area had been around implementing the new homelessness reduction legislation and combating the effect of welfare reform. She had been to look at the new database which could be used to formulate a housing plan to help reduce the amount of time spent with residents, and the Housing Team had been working with colleagues in Revenues and Benefits and the Financial Inclusion Partnership on how to address the changes brought about by welfare reform. A large proportion of the work around meeting the housing needs of those who needed it most had been done by the new Strategic Housing and Enabling Officer who had concentrated on establishing a local connection policy to ensure that development via rural exception was prioritised for the needs of a local community; this policy was due to be finalised by December 2017. With regard to the priority to improve the health and wellbeing of local people, Members were advised that housing condition service requests had all received responses within the required three days and a prohibition order had been served in relation to a private sector housing complaint which had resulted in the identification of six category one hazards; this order had been breached and a prosecution was pending. The Head of Community Services reminded Members of the seminar on homelessness prevention which was taking place on Monday 30 October and would update them on the homelessness review and implications of Universal Credit and welfare reform.

- 46.4 A Member expressed the view that the Council's Housing Team was taking a very pragmatic and sensitive approach to Universal Credit; however, he was not confident that housing associations were properly informing people of the assistance that was available to them and he questioned whether anything could be done to address this. The Housing Services Manager indicated that this came under the remit of the Financial Inclusion Partnership which included the majority of the borough's housing providers. She had written to the housing providers in respect of the pre-eviction protocol and would be sending out a booklet about the advice on offer. She provided assurance that meetings over the last year had been very much focused on welfare reform and how this could be mitigated as landlords and tenants.
- 46.5 A Member was pleased to note the positive actions which had been taken to date but raised concern that some of the comments in the action plan did not reflect the status given to the actions. For example, Page No. 81, Reference P1.1, Investigate how alternative construction methods can deliver new affordable housing on council-owned land, had a target date of July 2017 and had been reported as being on target, yet the comments stated that this was a longer term objective which implied it had not been completed; similarly, Page No. 81, Reference P1.2 was marked as being ongoing but the target date was still down as July 2017. In view of the concerns raised in respect of both this action plan, and the one in relation to enviro-crimes which had been discussed under the last Agenda item, the Member suggested that it might be beneficial to introduce a standard template for action plans which could be used by every department for monitoring review actions and reporting back to the Committee. The Head of Corporate Services pointed out that there had been three separate reports with action plans on today's Agenda, each with different formats, and he felt that a standard action plan template, together with guidance to Officers as to how it should be completed, would help to ensure consistency in terms of the level of detail contained within the reports. It was therefore

RESOLVED

1. That the progress against the outcomes identified within the Housing, Renewal and Homelessness Strategy Review Action Plan be **NOTED**.
2. That a standard template be introduced for action plans arising from Overview and Scrutiny Committee reviews.

The meeting closed at 5:55 pm

EXECUTIVE COMMITTEE FORWARD PLAN 2017/18

REGULAR ITEM:

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

Addition to 22 November 2017

- Affordable Housing Allocations on Strategic Sites.
- Support for Neighbourhood Planning.
- Confidential Item: Disposal of Land at Winchcombe.

Removal from 22 November 2017

- Confidential Item: Spring Gardens/Oldbury Road Regeneration – will be brought forward at a later date due to the need for additional resources to be brought in.

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.
Tewkesbury Borough Plan Consultation.	To approve the Tewkesbury Borough Plan for consultation purposes.	Annette Roberts, Head of Development Services.	No.
Flood and Water Management Supplementary Planning Document Adoption.	To recommend the Flood and Water Management Supplementary Planning Document to Council for adoption.	Annette Roberts, Head of Development Services.	No.
Workforce Development Strategy.	To approve the Workforce Development Strategy.	Janet Martin, Human Resources Manager.	Yes deferred from 11 October 2017.

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
Housing Strategy Review Action Plan (Annual)	To approve the Housing Strategy Review Action Plan for Year Two.	Paula Baker, Housing Services Manager.	No.
Confidential Item: Disposal of Land at Bishops Cleeve.	To consider the information provided and agree a way forward.	Simon Dix, Head of Finance and Asset Management.	Yes deferred from 22 November 2017 for further discussion.
(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: 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) including Treasury Management Strategy.	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.
Data Protection Policy.	To approve the Council's Data Protection Policy.	Shirin Wotherspoon, Principal Solicitor.	No.
Risk Management Strategy.	To approve the Risk Management Strategy.	Graeme Simpson, Head of Corporate Services.	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
Equalities Policy.	To approve the Equalities Policy.	Graeme Simpson, Head of Corporate Services.	No.

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.	Updated in line with the term of the Council instead.
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.
ICT Strategy.	To approve the ICT Strategy.	Graeme Simpson, Head of Corporate Services.	No.

PENDING ITEMS

Agenda Item	Overview of Agenda Item
Confidential Item: Spring Gardens/Oldbury Road Regeneration	To consider the information provided and agree a way forward.

OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2017/18

REGULAR ITEMS:

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

Additions to 28 November 2017

•

Deletions from 28 November 2017

•

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
Aston Project Update	To receive a presentation on the Aston Project.	Jack James, Aston Project Co-Ordinator	No.
Draft Planning Enforcement Policy	To consider the Draft Planning Enforcement Policy and recommend it to the Executive Committee for adoption.	Annette Roberts, Head of Development Services	No.

NB – Changes from previous work programme highlighted in bold

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.
Gloucestershire Health and Care Overview and Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (9 January 2018).	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 (5 February 2018).	N/A	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
Ubico Update	To consider the update in respect of bin collections and grounds maintenance.	Peter Tonge, Head of Community Services	No – agreed at the Overview and Scrutiny Committee meeting on 5 September 2017.
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.
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 March 2018).	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 (16 March 2018).	N/A	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. Annual report to be taken to the July 2018 meeting, as agreed by the Overview and Scrutiny Committee on 2 May 2017.
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.
Enviro-Crimes Update	To consider – six monthly update	Pete Tonge, Head of Community Services	No.

NB – Changes from previous work programme highlighted in bold

PENDING ITEMS

Agenda Item	Overview of Agenda Item
Gloucestershire Joint Waste Committee	<p>Updates to be brought to the Committee in respect of:</p> <ul style="list-style-type: none"> - the future work programme which would be developed with the Gloucestershire Joint Waste Committee in the autumn; and - in the longer term, review of the Gloucestershire Waste Strategy. <p>Agreed by the Overview and Scrutiny Committee at its meeting on 17 October 2017.</p>
Annual Review of Ubico	July 2018 – Agreed by the Overview and Scrutiny Committee at its meeting on 2 May 2017.
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.
Review of Communications Strategy	June 2018
Economic Development and Tourism Strategy	Annual Review – June 2018
Review of Workforce Development Strategy	Review by O&S Workshop – agreed by Overview and Scrutiny Committee at its meeting on 13 June 2017.
Review of Customer Care Strategy	Review by O&S Workshop – agreed by Overview and Scrutiny Committee at its meeting on 13 June 2017.
Review of Corporate Enforcement Policy	Review by O&S Workshop – agreed by Overview and Scrutiny Committee at its meeting on 13 June 2017.

NB – Changes from previous work programme highlighted in bold

Report to:	Overview and Scrutiny Committee
Date of Meeting:	28 November 2017
Subject:	Performance Management – Quarter 2 2017/18
Report of:	Graeme Simpson, Head of Corporate Services
Corporate Lead:	Mike Dawson, Chief Executive
Lead Members:	Councillor G F Blackwell , Lead Member for Organisational Development
Number of Appendices:	4

Executive Summary:

New Council Plan priorities (2016-20) were approved by Council on 19 April 2016. Supporting the priorities is a set of objectives and actions. Progress in delivering the objectives and actions are reported through a Council Plan Performance Tracker (Appendix 1). The tracker is a combined document which also includes a key set of performance indicators. The report also includes the Revenue Budget Summary Statement (Appendix 2), the Capital Monitoring Statement (Appendix 3) and the Reserves Position Summary (Appendix 4). This performance information is reported to the Overview and Scrutiny Committee on a quarterly basis and the outcome is then reported to the Executive Committee by the Chair of the Overview and Scrutiny Committee.

Recommendation:

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

Reasons for Recommendation:

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

Resource Implications:

None directly associated with this report.

Legal Implications:

None directly associated with this report.

Risk Management Implications:

If delivery of the Council's priorities is not effectively monitored then the Council cannot identify where it is performing strongly or where improvement in performance is necessary.

Performance Management Follow-up:

Performance management information is reported to Overview and Scrutiny Committee on a quarterly basis. The outcome of each quarterly review is then reported to Executive Committee.

Environmental Implications:

None directly associated with this report.

1.0 INTRODUCTION/BACKGROUND

- 1.1** New Council Plan priorities (2016-20) were approved by Council on 19 April 2016. Supporting the priorities is a set of objectives and actions. Progress in delivering the objectives and actions are reported through a Council Plan Performance Tracker (Appendix 1). The tracker is a combined document which also includes a key set of performance indicators. The report also includes the Revenue Budget Summary Statement (Appendix 2), the Capital Monitoring Statement (Appendix 3) and the Reserves Position Summary (Appendix 4). This performance information is reported to the Overview and Scrutiny Committee on a quarterly basis and the outcome is then reported to the Executive Committee by the Chair of the Overview and Scrutiny Committee.
- 1.2** This is the second quarterly monitoring report for 2017/18. The majority of information within the performance tracker reflects the progress of Council Plan actions as at the time of writing the report. The key performance indicator information is of a statistical nature so represents the position as at the end of September 2017 (Qtr 2).

2.0 COUNCIL PLAN PERFORMANCE TRACKER

- 2.1** The Council Plan (2016-20) has four priorities which contribute to the overall Council Plan vision "*Tewkesbury Borough, a place where a good quality of life is open to all*". The priorities are:

- Finance and Resources
- Economic Development
- Housing
- Customer Focused Services

Each of the four priorities is supported by a number of objectives and actions which will focus activity on delivery of the priorities. The tracker has been developed and contains a set of key performance measures to monitor delivery of each Council Plan action. The actions are reviewed and where appropriate refreshed on an annual basis.

2.2 For monitoring the progress of the council plan actions the following symbols are used:

😊 – action progressing well

😐 – the action has some issues or delay by there is no significant slippage in the delivery of the action

😞 – significant risk to not achieving the action or there has been significant slippage in the timetable or performance is below target

Grey – project has not yet commenced

✓ – action complete or annual target achieved

For monitoring of key performance indicators the following symbols are used:

↑ - PI is showing improved performance on previous year

↔ - PI is on par with previous year performance

↓ - PI is showing performance is not as good as previous year

2.3 The majority of actions are progressing well and key activities to bring to Members' attention include:

- Acquired additional two properties to add to the Council's portfolio.
- Refurbishment of top floor is continuing and first phase is in progress for completion for mid-December.
- Completion of the replacement of equipment at the Vineyards play area Tewkesbury.
- Inspector's final report for the JCS received in October.
- The Housing Team achieved 73% in the peer review allowing the Council to make an application for a bronze award.
- Continued decrease in the number of fly-tipping incidents in areas previously targeted.
- Tender awarded for garden waste sticker licenses.
- New missed bin reporting form now live.
- Moving email to Office 365 has improved business continuity for the Council.




- 2.4** Due to the complex nature of the actions being delivered then inevitably some may not progress as smoothly or quickly as envisaged. Actions with either a 😞 or 😊 are highlighted below: -

Action	Status and reason for status
Undertake a discretionary trade waste service review to ensure it is operating on a viable commercial level.	😞 Final report received from APSE in mid-October. Officers are considering the options presented.
Put in place a plan to regenerate Spring Gardens.	😞 Capacity issues have caused delay with this project. Management are looking to bring in additional resources to move it forward.
Allocate and deliver employment land through the JCS and Tewkesbury Borough Plan.	😞 Target date for the Tewkesbury Borough Plan (TBP) was originally winter 2017 this has been amended to spring/summer 2019 where it is estimated the TBP will be adopted.
Deliver a programme with partners to progress Healings Mill and other key sites to support the regeneration of Tewkesbury.	😞 Site was not sold in the summer discussions are being sought with the developer.
Develop the Tewkesbury Borough Plan.	😞 Target date for the Tewkesbury Borough Plan (TBP) was originally winter 2017 this has been amended to spring/summer 2019 where it is estimated the TBP will be adopted.
Deliver the Public Services Centre refurbishment project.	😞 Slight delay to the target date now scheduled for completion end of June 2018.
Look at collaborative options for the planning and environmental health services.	😞 Options will continue to be explored as part of both the development services and community services review.

3.0 KEY PERFORMANCE INDICATORS (KPIs)

- 3.1** The set of Key Performance Indicators (KPIs) are a combination of contextual indicators and target related indicators. The set of KPIs must remain flexible to ensure they meet our needs. The data reported is the position at end of September 2017.

3.2 Of the 15 indicators with targets, their status as at the end of quarter 2 is :

 (achievement of target is unlikely)	 (on target)	 (target likely to be achieved by the end of the year)
1	13	1

In terms of the direction of travel i.e. performance compared to last year, the status for the 15 indicators are:

↑ (better performance than last year)	↓ (not as good as last year)
11	4

3.3 Key indicators of interest include:

- KPI 14 - Percentage of minor applications determined within eight weeks – significantly below target, this is expected to improve significantly following recent recruitment and improvement work being undertaken with Planning Advisory Service (PAS).
- KPI 19 – Substantial decrease in reported enviro-crimes.
- KPI 23 – Average number of days for the Benefits Team to process a change in circumstances has dropped to 3.46 days where the national average is 9 days.
- KPI 28 – There has been an increase in the average number of sick days per full time equivalent. Overall total working days lost has increased by 96.49% for Q1 and Q2.
- KPI 29 – Percentage of waste recycled or composted is above our 52% target.
- KPI 30 – There is a reduction of waste sent to landfill in Q2 of 100 tonnes compared to Q1.

4.0 FINANCIAL SUMMARY - REVENUE POSITION

- 4.1 The financial budget summary for Q2 shows a £315,331 surplus (£225,836 – Q1) against the profiled budget. Below is a summary of the expenditure position for the Council split out between the main expenditure types:

Services expenditure	Full Year Budget £	Budget £	Actual £	Underspend/ (overspend) £
Employees	8,643,704	4,168,148	4,082,341	85,807
Premises	518,412	329,093	320,804	8,290
Transport	169,250	83,615	63,333	20,282
Supplies & Services	1,816,164	1,074,198	1,060,017	14,181
Payments to Third Parties	4,957,932	2,733,984	2,689,068	44,915
Housing Benefits	19,627,180	10,551,573	10,501,573	50,000
Income	(25,884,278)	(2,780,571)	(2,672,560)	(108,011)
Support Services	(17,954)	0	0	0
Capital Charges	992,592	0	0	0
	10,823,002	16,160,039	16,044,575	115,464
Corporate Codes				
Treasury Mgt Activity	57,086	28,543	(60,272)	88,815
Investment Properties	(1,179,467)	(600,992)	(554,545)	(46,447)
Corporate Savings Targets	(60,000)	(30,000)	0	(30,000)
New Homes Bonus	47,300	0	0	0
Business rates	0	0	187,500	187,500
	9,687,921	15,557,590	15,429,759	315,331

Note: With regards to savings and deficits, items in brackets and red are overspends

- 4.2 The budget position in relation to the Heads of Service responsibility shows an underspend of £115,464 as at the end of September (£157,537 – Q1). As can be seen there are three main areas of savings - employees of £85,807, payments to contractors of £44,915 and the Housing Benefit service of £50,000.
- 4.3 Employee costs savings are generated mainly through staff vacancies and maternity leave. Services have managed vacancies in the short term with limited use of agency staff and help from current staff to cover work.

- 4.4** The underspend on payments to contractors is generated from small savings across all services, with the most significant saving being on the current MRF recycling contract as a result of a lower than anticipated gate fee per tonne.
- 4.5** The benefits service performance on ensuring that we keep up-to-date on processing claims and changes, as well as targeting overpayments, means that we are recovering more subsidy on our expenditure that was budgeted.
- 4.6** In terms of overspends being reported at the half year stage, there are two significant overspends. Planning income has been consistently below target during Q2 leading to a deficit of £146,000 against budget. Garden waste is also below budget which appears to be as a result of the changes to the charging structure whereby customers are making pro rata payments for this financial year. This is expected to be a one-off issue relating to the change to a single renewal date for all customers and the introduction of a sticker system for bin collections. Car parking and licencing are performing well so far this financial year which is offsetting the issues reported above.
- 4.7** Attached at Appendix 2 is a summary of the position for each Head of Service, which shows the current variance against their budget. Where the main types of expenditure headings within the Head of Service's responsibility have a variance over £10,000, a short explanation for the reason for the variance has been provided.
- 4.8** Although the Head of Service's position is underspent, the budget report also recognises the need to achieve savings from the base budget in terms of salaries and procurement savings. These savings targets are currently held on the corporate budget codes on the ledger. No savings are recognised against these plans as they accumulate through the year within service groupings. This has the effect of reducing the underspend on services by £30,000.
- 4.9** Also detailed under corporate budgets is the retained income from the Business Rates Scheme. This is showing a surplus of £187,500. This is a prudent prediction of the year end position although it should be noted that there has been so far very little activity with regards to processing appeals either from past appeal listings or ones against the new 2017 list. The Council has set aside a significant provision to cover additional appeals which is hoped to be sufficient in meeting successful appeals, therefore allowing the Council to benefit from wider increases in business rates income.
- 4.10** The Council also has a target for the acquisition of additional investment property. The Council has bid on properties in Q1 and early Q2 but was unsuccessful on these particular occasions meaning that it is currently £46,447 behind target income for this area of activity. However, in recent weeks, Council has successfully acquired three new commercial properties at a cost of £13.6m. Once the transfers are completed, these properties will generate nearly £820,000 of income per year and will mean that the Council exceeds its budget target for the current year.
- 4.11** We have now also added in the impact of treasury management activity during the year, which previously was only reported at year end. So far this year we are £88,815 ahead of budget. Through access to cheap borrowing rates and the use of more lucrative funds for our cash investments, our treasury management activity is providing a much better return than expected.
- 4.12** Taking into account the positive position on the corporate accounts, the overall position of the Council at the end of Q2 is a surplus of £315,331.

5.0 CAPITAL BUDGET POSITION

- 5.1** Appendix 3 shows the capital budget position as at Q2. This is currently showing a significant underspend against the profiled budget.
- 5.2** The underspend is as a result of certain projects such the refurbishment of the Council offices not starting in the expected timescales. There is also consistent underspend against expectations on disabled facilities grants.

6.0 RESERVES POSITION

- 6.1** Appendix 4 provides a summary of the current usage of available reserves.
- 6.2** Reserves have been set aside from previous years to fund known future costs and the strategic planning of the authority's operation. The information in the appendix does not take account of reserves which have been committed, but not yet paid.
- 6.3** Whilst the Q2 position shows that there remains a significant balance on the reserves, the expectation is that the balances will be spent in the future. Finance has asked for updates from all departments about their plans to ensure that earmarked reserves are either used for their intended purpose, or released back to the general fund.

7.0 OTHER OPTIONS CONSIDERED

- 7.1** None

8.0 CONSULTATION

- 8.1** None

9.0 RELEVANT COUNCIL POLICIES/STRATEGIES

- 9.1** Council Plan 2016-20.

10.0 RELEVANT GOVERNMENT POLICIES

- 10.1** None directly.

11.0 RESOURCE IMPLICATIONS (Human/Property)

- 11.1** None directly.

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

- 12.1** Linked to individual Council Plan actions.

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

- 13.1** Linked to individual Council Plan actions.

14.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

14.1 Council Plan 2012-16 approved by Council 19 April 2016.

Background Papers: None

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Appendices: Appendix 1 – Council Plan Performance Tracker Qtr 2 2017/18
Appendix 2 - Revenue Budget
Appendix 3 - Capital Budget
Appendix 4 - Reserves



Council Plan Performance Tracker and Key Performance Indicators 2017-18 Progress Report (Quarter 2)

Council Plan tracker actions/ KPI progress key:		KPI direction of travel key:	
😊	Action progressing well/ PI on or above target	↑	PI is showing improved performance on previous year
😐	Action has some issues/delay but not significant slippage/ PI below target but likely to achieve end of year target	↔	PI is on par with previous year performance
😞	Significant risk to not achieving the action or there has been significant slippage in the timetable, or performance is below target/ PI significantly below target and unlikely to achieve target	↓	PI is showing performance is not as good as previous year
	Project has not yet commenced/ date not available or required to report		
✓	Tracker action is complete or annual target achieved		

PRIORITY: FINANCE AND RESOURCES

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 1. Start on the path to being financially independent of the government's core grants.				
a) Deliver the council's transformation programme.	Target date: March 2018	Corporate Leadership Team (CLT) Gill Blackwell Lead Member for Organisational Development	😊	Delivery is monitored by the Transform Working Group. There are a number of projects across the key themes of the programme which all have different delivery dates. Significant projects in progress include the refurbishment of the Public Service Centre (incl. Growth Hub), Spring Gardens/Oldbury Road regeneration, review of garden waste, new on-line forms, review of the planning service and compliance with the new General Data Protection Regulations.
b) Implement a Fees and Charges Strategy to maximise return in the medium term.	Target date: February 2018-April 2017	Head of Finance & Asset Management Ron Furolo Lead Member for Finance and Asset Management	✓	Strategy approved by Executive in April 2017. Timetable for ensuring fees and charges are reviewed and considered by each service on an annual basis aligns with the budget cycle and allows for publicity and communication with customers prior to their implementation on 1 April.



PRIORITY: FINANCE AND RESOURCES

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 1. Start on the path to being financially independent of the government's core grants.				
c) Produce a balanced budget in light of elimination of the revenues support grant.	Target date: February 2018	Head of Finance and Asset Management Ron Furolo Lead Member for Finance and Asset Management		Ongoing work with Transform Working Group throughout the year to identify the issues around local government finance and plan the delivery of a balanced budget in the medium term. Budget proposals will go to Council in February 2018.
Objective 2. Maintain a low council tax.				
3) Produce a medium term strategy which ensures that council tax remains in the lowest quartile nationally.	Target date: December 2017	Head of Finance & Asset Management Ron Furolo Lead Member for Finance and Asset Management		Annual Medium Term Financial Strategy is scheduled to go to Council in December 2017.

PRIORITY: FINANCE AND RESOURCES

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 3. Investigate and take appropriate commercial opportunities.				
a) Deliver the aims and objectives of the commercial property investment strategy.	Target date: March 2018	Corporate Leadership Team (CLT) Gill Blackwell Lead Member for Organisational Development and Ron Furolo Lead Member for Finance and Asset management	☺	The council has been successful in acquiring an additional two properties to add to the portfolio at a cost of circa £7.7m with an average net initial yield of 6.54%. Work is ongoing to secure additional properties with the balance of monies available.
b) Undertake a review of the discretionary trade waste service to ensure it is operating on a viable commercial level.	Target date: April 2017 July 2017 August 2017 April 2018	Head of Community Services Jim Mason Lead Member for Clean and Green Environment	☹	The final report from the APSE review was provided in mid-October and officers are considering the options presented in the report as a way forward. A separate marketing project is being undertaken to look at the way the service is marketed and how we can increase the number of businesses who use the service. This project will run for three months before and will feed into this review.

PRIORITY: FINANCE AND RESOURCES

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 4. Use our assets to provide maximum financial return.				
a) Put in place a plan to regenerate Spring Gardens	Target date: December 2017	Head of Finance and Asset Management Ron Furolo Lead Member for Finance and Asset Management		Interest in the site remains good and active from developers, retailers and housing providers. However, work to firm up a course of action and delivery programme has slipped due to capacity issues. Management is looking to bring in additional resource with the appropriate skills to support the project and move it forward.
b) Deliver the council's asset plan.	Target date: March 2018	Head of Finance & Asset Management Ron Furolo Lead Member for Finance and Asset Management		Delivery of plan in second quarter has included: <ul style="list-style-type: none"> • Completion of the replacement of equipment at Vineyards play area, Tewkesbury • Contract for refurbishment of top floor of PSC signed and work underway • Detailed design work for ground floor refurbishment undertaken • Lease heads of terms agreed with tenant for top floor of PSC • Negotiations commenced with DWP to renew lease within PSC • Decision to sell land at Lincoln Green Lane ratified at Council • Potential disposals at Staverton and Bishops Cleeve investigated

Key performance indicators for priority: Finance and resources

KPI no.	KPI description	Outturn 2016-17	Target 2017-18	Outturn Q1 2017-18	Outturn Q2 2017-18	Outturn Q3 2017-18	Outturn Q4 2017-18	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
1	Percentage of creditor payments paid within 30 days of receipt.	94.74%	94.00%	95.18%	94.70%			↑	😊	There is always a drop during the summer as more people take leave and this causes slight delays in authorising. However, the indicator is still above target.	Lead Member Finance and Asset Management/ Simon Dix
2	Outstanding sundry debt in excess of 12 months old.	£33,566	£50,000	£38,317	£43,351			↓	😊	One debt is for £10,973 and Legal is close to a resolution. Another one for £8,154 is with the service manager for a final decision, which leaves the underlying debt at £24,224. This is being looked at with the service areas to reduce the figure by the end of the year.	Lead Member Finance and Asset Management/ Simon Dix

PRIORITY: ECONOMIC DEVELOPMENT

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Be the primary growth engine of Gloucestershire's economy.				
a) Seek approval and implement year one of the Economic Development and Tourism Strategy	Target date: June 2018	Head of Development Services Rob Bird Lead Member for Economic Development/Promotion	☺	<p>The Economic Development and Tourism Strategy was approved at Executive in June 2017.</p> <p>Implementation of annual delivery plan – activities this quarter:</p> <ul style="list-style-type: none"> • Building Design Partnership (BDP) progressing development masterplan for M5 J9/A46 area. • Follow up 1-2-1 meetings with businesses following the business event held at J9 • Growth Hub development (see below) • New business grant scheme available online • Draft Tewkesbury shop front guide produced • Production of tourism marketing plan for Winchcombe • New tourism leaflet in production to support new trails • LEADER funding continuing to be allocated – increased grants now available • In partnership with Cotswold Tourism, running conference training for hospitality sector • Hosted 'Going the Extra Mile' a county run initiative
b) Develop and launch a business growth hub in the Public Services Centre	Target date: Spring 2018	Head of Development Services Rob Bird Lead Member for Economic Development/Promotion	☺	<ul style="list-style-type: none"> • The Due Diligence business case has been submitted to the Local Enterprise Partnership (LEP) board. • Architect designs and survey work is being completed. • The funding agreement and other documentation relevant to the successful delivery of the hub are now in progress. • Report approved at August Executive Committee - providing an update on Growth Hub delivery and a request for delegated powers




PRIORITY: ECONOMIC DEVELOPMENT

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 2. Identify and deliver employment land within the borough.				
a) Allocate and deliver employment land through the JCS and Tewkesbury Borough Plan.	JCS target date: Winter 2017	Head of Development Services Elaine MacTiernan Lead Member for the Built Environment	☺	Evidence has suggested a need to support delivery of a minimum of 192ha of B class employment land and 39,500 jobs over the plan period to 2031. Main Modifications to the JCS were approved by each council in January/February 2017 and they were subsequently subject to public consultation which closed on 10 April 2017. The Inspector held further examination hearing sessions on the main modifications from 11 to 21 July 2017. The Inspector's final report was received in October 2017 and will be taken to Tewkesbury Council on 5 December 2017. Final adoption is targeted for winter 2017/18.
	Borough plan target date: Winter 2017 Spring/ Summer 2019		☹	The JCS will set out the strategic employment needs and will also note that some of this need is to be met through the delivery of the Borough Plan. The Employment Land Review study provides the evidence about the potential for new and existing employment sites to meet this need. As part of the development of the next stage of the Borough Plan the potential employment sites are now being assessed to see if they would make sustainable allocations. Much of this work has already been undertaken by officers, but further evidence base studies (Green Belt, flood risk, landscape) have been commissioned to provide further information to develop a set of preferred options. It is anticipated that Council approval for the Preferred Options Borough Plan will take place in January 2018 before going out to public consultation in February 2018.

PRIORITY: ECONOMIC DEVELOPMENT

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 3. Maximise the growth potential of the M5 junctions within the borough.				
a) Produce a vision for the J9 area.	Target date: March 2017 March 2018	Head of Development Services Rob Bird Lead Member for Economic Development/ Promotion	☺	Thinking Places and BDP have been commissioned and have been looking at a vision for the area and an early concept masterplan for potential delivery of development in the area. The Thinking Place vision will launch in the new year.
b) Work with our partners, including the JCS partners and the LEP, to promote the M5 Growth Zone.	Target date: Ongoing as part of County Strategic Economic Plan (ends 2022)	Head of Development Services Rob Bird Lead Member for Economic Development/ Promotion	☺	Thinking Places has completed its consultation and work in regard to creating a vision for J9 and the wider area. BDP have begun its work in relation to the masterplan concept.
c) Work with partners to build a case for an all-ways M5 junction 10.	Target date: 2021 (approved business case)	Head of Development Services Rob Bird Lead Member for Economic Development/ Promotion	☺	Conversations have been initiated with County Highways and other partners, and a bid for Forward Funding from the Housing Infrastructure Fund was submitted in September for funding to create an all ways M5 junction 10 with associated improvements. At the time of writing we are awaiting feedback as to whether the bid has been successful or not.

PRIORITY: ECONOMIC DEVELOPMENT

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 4. Deliver regeneration for Tewkesbury town.				
a) Develop a regeneration plan for Tewkesbury Town.	Target date: April 2018	Head of Development Services Elaine MacTiernan Lead Member for Built Environment		The Tewkesbury Town Regeneration Partnership has been re-launched (incorporating the Riverside Partnership) with revised terms of reference and new membership. Working Groups have been formed to take individual projects forward. <ul style="list-style-type: none"> • Riverside project • Funding group • A masterplan overview group to deliver a refresh of the masterplan for Tewkesbury town centre.
b) Deliver a programme with partners to progress Healings Mill and other key sites to support the regeneration of Tewkesbury.	Target date: September 2017 January 2018	Head of Development Services Rob Bird Lead Member for Economic Development/ Promotion		Following the site not being sold in the summer, discussions are now being sought with developer, to ascertain the potential of the site.
c) Explore the potential for the formation of a retail group to support the vitality and regeneration of the town.	Target date: September 2017	Head of Development Services Rob Bird Lead Member for Economic Development/ Promotion		A Tewkesbury Town Traders retail group has been formed in Tewkesbury and is led by local businesses.



PRIORITY: ECONOMIC DEVELOPMENT

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
d) Explore with partners – including the Battlefield Society – the potential to increase the heritage offer at the Battlefield site.	Target date: Complete feasibility -December 2017.	Head of Development Services Rob Bird Lead Member for Economic Development/ Promotion	😊	As a result a feasibility assessment is now in progress investigating the potential heritage offer.

Key performance indicators for priority: Economic development

KPI no.	KPI description	Outturn 2016-17	Target 2017-18	Outturn Q1 2017-18	Outturn Q2 2017-18	Outturn Q3 2017-18	Outturn Q4 2017-18	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
3	Employment rate 16-64 year olds.	83.7%		74.3%						74.3% relates to 40,800 people within the borough. This is just above the national rate of 74.2%. (Source: ONS April 2016 – Mar 2017. Current figures)	Leader Member Economic Development/ Annette Roberts
4	Claimant unemployment rate.	1.0%		0.9%	0.9%					0.9% relates to 475 people within the borough. This rate is below the county rate of 1.0% (Source: ONS Sept 2017)	Leader Member Economic Development/ Annette Roberts
40 5	Number of business births.	460 (2015 figure)									Leader Member Economic Development/ Annette Roberts
6	Number of business deaths	335 (2015 figure)									
7	Number of visitors to Tewkesbury Tourist Information Centre (TIC)	32,270	31,000	9,751	11,808 (Q1 & Q2: 21,559)			↑	😊	In addition there were 1,117 visitors to the Heritage Centre. Overseas visitors in Tewkesbury are up 9%.	Leader Member Economic Development/ Annette Roberts
8	Number of visitors to Winchcombe Tourist Information Centre (TIC)	10,316	10,000	4,002	4,233 (Q1 & Q2: 8,235)			↑	😊	Overseas visitors in Winchcombe are up 20%.	Leader Member Economic Development/ Annette Roberts

PRIORITY: HOUSING

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Increase the supply of suitable housing across the borough to support growth and meet the needs of our communities.				
a) Continue working with our partner councils to ensure the Joint Core Strategy is adopted.	Target date: Winter 2017	Head of Development Services Elaine MacTiernan Lead Member for the Built Environment		Main Modifications to the JCS were approved by each Council in January/February 2017 and they were subsequently subject to public consultation which closed on 10 April 2017. The Inspector held further examination hearing sessions on the main modifications from 11 to 21 July 2017. The Inspector's final report was received in October 2017 and will be taken to Tewkesbury Borough Council Meeting on 5 December 2017.
12 b) Develop the Tewkesbury Borough Plan.	Target date: Winter 2018 Spring/ Summer 2019	Head of Development Services Elaine MacTiernan Lead Member for the Built Environment		<p>The timetable for the Tewkesbury Borough Plan (TBP) has been inextricably linked to the JCS. Focus has been on progressing the JCS and this has had the knock-on impact of delaying progress of the plan. A number of Neighbourhood Plans are also being progressed which require significant resource from the team.</p> <p>It is anticipated that Council approval for the Preferred Options Borough Plan will take place in December 2017.</p> <p>Estimated timetable for the TBP to adoption is:</p> <ul style="list-style-type: none">• Preferred Options Consultation- Early 2018• Pre-Submission Consultation- Summer 2018• Submission to Secretary of State- Summer/ Autumn 2018• Examination in Public- Winter 2018/19• Adoption- Spring/ Summer 2019

PRIORITY: HOUSING

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
c) Support Neighbourhood Development Plans (NDP) across the borough where communities bring them forward.	Target date: March 2018	Head of Development Services Elaine MacTiernan Lead Member for the Built Environment	😊	<p>A total of 13 neighbourhood areas have now been designated across 16 parishes.</p> <p>The Gotherington NDP was subject to examination in April 2017 and was successfully voted through at its referendum on 20 July 2017. The NDP has now been formally 'made' by the Council.</p> <p>Twynning NDP has now been submitted for examination and the examiner's report is expected in November 2018.</p> <p>A number of other plans are also advancing and officers have been working with Alderton, Ashchurch Rural, Churchdown and Innsworth, Down Hatherley, Norton and Twigworth, and neighbourhood plan groups. Two new neighbourhood areas have been designated recently at The Leigh and Stoke Orchard and Tredington.</p>

PRIORITY: HOUSING

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 2. Achieve a five year supply of land.				
43 a) Ensure adequate land is allocated within the Joint Core Strategy and Tewkesbury Borough Plan to meet housing needs.	Target date: Winter 2017	Head of Development Services Elaine MacTiernan Lead Member for the Built Environment	☺	<p>The JCS is required to demonstrate how the housing requirement will be met and ensure that there is a five year supply of housing land. The JCS identifies larger Strategic Allocation sites that will contribute significantly to meeting these needs. However, the TBP will also be required to allocate land for smaller-scale non-strategic growth at the Rural Service Centres and Service Villages and Tewkesbury town.</p> <p>Main Modifications to the JCS were approved by each Council in January/February 2017 and they were subsequently subject to public consultation which closed on 10 April 2017. The Inspector held further examination hearing sessions on the main modifications from 11 - 21 July 2017. The Inspector's final report was received in October 2017 and will be taken to Tewkesbury Borough Council Meeting on 5 December 2017. Final adoption is targeted for winter 2017/18.</p> <p>It is anticipated that Council approval for the Preferred Options Borough Plan will take place in December 2017 before going out to public consultation in early 2018.</p> <p>The most recently published Housing Land Supply Statement (June 2017) sets out that the Borough currently has at least a 5.3 year supply of housing land.</p>
b) Continue to promote sustainable development throughout the borough.	Target date: Winter 2017	Head of Development Services Elaine MacTiernan Lead Member for the Built Environment	☺	<p>Through the JCS and TBP the strategy for growth and the identification of sustainable sites to deliver it will be identified. The plans will also provide general development management policies that, in accordance with the National Planning Policy Framework, will enable to ensure that any additional growth is delivered in a sustainable way and against the objectives of the plans.</p>

PRIORITY: HOUSING

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 3. Deliver the homes and necessary infrastructure to create new sustainable communities in key locations.				
a) Monitor annually the delivery of homes within the borough.	Target date: March 2018	Head of Development Services Elaine MacTiernan Lead Member for the Built Environment	✓	The 2016/17 monitoring has now been completed and the report was published onto the council's website in June 2017. This report provides information on how many homes have been delivered within this year.
44 b) Work with partners, infrastructure providers and developers to progress the delivery of key sites.	Target date: March 2018	Head of Development Services Elaine MacTiernan Lead Member for the Built Environment	😊	<p>JCS transport strategy (May 2017) has identified key transport infrastructure requirements for strategic allocations.</p> <p>Government Growth Deal Funding has been received to fund two programmes; infrastructure for a new Cyber Business Park in West Cheltenham and improvements to traffic flow and release of land for housing at Longford. The total amount of funding received is £26.53m.</p> <p>M5 J9/Ashchurch master planning project has started and consultants have been appointed to undertake a concept masterplan as phase 1. This will be important piece of work in determining development potential in the area that will feed into the JCS review.</p>

PRIORITY: HOUSING

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 4. Deliver affordable homes to meet local need.				
a) Implement year one of the Housing and Homelessness Strategy	Target date: 31 March 2018	Head of Community Services Julie Greening Lead Member for Health and Wellbeing	☺	<p>We are currently on target to implement many of our actions for year one of the homeless strategy. Activity this quarter includes:</p> <ul style="list-style-type: none"> • Achieved 73% in the peer review. The council is now able to make an application for our first bronze award. • Lead authority on Places of Safety contract • Housing services, housing options/homelessness form updated • Housing services website successfully updated. • Discussions being had with policy colleagues to research and gather data to establish affordable housing policies for the Borough Plan.
45 b) Deliver 150 affordable homes each year.	Target date: 31 March 2018	Head of Community Services Elaine MacTiernan Lead Member for the Built Environment	☺	<p>Q2 has delivered 26 new affordable properties built including properties in Bishops Cleeve, Longford and Brockworth. They comprise of seven social rented, 16 affordable rented and three shared ownership. This gives a total of 85 to date this year, which is ahead of the target.</p>
c) Work in partnership to prevent residents becoming homeless.	Target date: 31 March 2018	Head of Community Services Julie Greening Lead Member for Health and Wellbeing	☺	<p>Housing services is actively participating in partnerships with other local districts, other public agencies such as the Police Crime Commissioner, Glos County, and the Glos Clinical Commissioning Group to provide a housing first model for rough sleepers. This will lead on many of the actions in our multi agency financial inclusion partnership, as well as working closely within internal partners such as Revenues and Benefits to make best use of the Discretionary Housing Payments funds.</p> <p>We are now the lead authority for the Places of Safety Project for victims of Domestic Abuse and negotiations have facilitated the continuation of the Sanctuary Scheme/target hardening for victims of violence who wish to remain in their own homes until July 2018.</p>

Key performance indicators for priority: Housing

KPI no.	KPI description	Outturn 2016-17	Target 2017-18	Outturn Q1 2017-18	Outturn Q2 2017-18	Outturn Q3 2017-18	Outturn Q4 2017-18	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
9	Total number of homeless applications presented	119		28	23 (Q1 & Q2: 51)			↔		The number of households presenting as homeless during the second quarter has fallen slightly on the previous quarter.	Lead Member Health and Wellbeing/ Peter Tonge
10	Total number of homeless applications accepted	61		16	10 (Q1 & Q2: 26)			↔		The number of accepted homeless applications has fallen slightly on previous quarter	Lead Member Health and Wellbeing/ Peter Tonge
11	Total number of active applications on the housing register	2196 1196 – 1 bed 668 – 2 bed 231 – 3 bed 83 – 4 bed 15 – 5 bed 3 – 6 bed+		2367 1283 – 1 bed 725 – 2 bed 245 – 3 bed 96 – 4 bed 15 – 5 bed 3 – 6 bed	2017 1066 – 1 bed 632 – 2 bed 226 – 3 bed 76 – 4 bed 15 – 5 bed 2 – 6 bed					The breakdown of bands is: Gold – 101 Silver – 500 Bronze – 1373 Emergency - 43 The numbers registered with Choice Based Lettings have fallen following a review and removal of dormant applications in September 2017.	Lead Member Health and Wellbeing/ Peter Tonge

Key performance indicators for priority: Housing

KPI no.	KPI description	Outturn 2016-17	Target 2017-18	Outturn Q1 2017-18	Outturn Q2 2017-18	Outturn Q3 2017-18	Outturn Q4 2017-18	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
12	Total number of homeless prevention cases	187		62	45 (Q1 & Q2: 107)			↑		This has been a successful quarter for preventing both homeless applications and homeless acceptances through positive interventions.	Lead Member Health and Wellbeing/ Peter Tonge
13	Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant.	82.50%	80%	90.90%	80%			↓	😊	Target being met. Small decrease on Q1 outturn due to small number of applications approved out of time. Performance expected to improve over the year to exceed last years out-turn.	Lead Member Built Environment/ Annette Roberts
14	Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the applicant.	70.55%	90%	66.04%	68.29%			↓	😐	Significantly below target but improvement on Q1 performance. This is reflective of the senior officer focus on major applications and the reduced capacity at Planning Officer level. This indicator is expected to improve significantly following recent recruitment and improvement work currently being undertaken with Planning Advisory Service.	Lead Member Built Environment/ Annette Roberts

Key performance indicators for priority: Housing											
KPI no.	KPI description	Outturn 2016-17	Target 2017-18	Outturn Q1 2017-18	Outturn Q2 2017-18	Outturn Q3 2017-18	Outturn Q4 2017-18	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
15	Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant.	88.66%	90%	90.19%	90.15%			↑	😊	Excellent performance, exceeding target and improvement on last year's out-turn. Speed of decisions has been positively impacted by the new technical officer post which provides support to officers and carries out the validation of applications.	Lead Member Built Environment/ Annette Roberts



PRIORITY: CUSTOMER FOCUSED SERVICES

Actions	Target date	Reporting Line	Progress to date	Comment
Objective 1. Maintain and improve our culture of continuous service improvement.				
a) Deliver improvements through a review of the Revenues and Benefits service	Target date: January 2018	Head of Revenues and Benefits Gill Blackwell Lead Member for Organisational Development	😊	<p>The main phase of the Revenues and Benefits team restructure has taken place. A new management structure is in place and overall the team has been reduced by 1.5 FTE.</p> <p>The structure will be continually assessed, particularly in light of the rollout of Universal Credit. Improvements to processes are taking place, including improved staff engagement, policy reviews and customer focus activities such as e-billing, pilot of webchat and online forms are in the pipeline.</p>
64 b) Deliver the enviro-crimes action plan, with a particular focus on fly-tipping and dog fouling	Target date: March 2018	Head of Community Services Jim Mason Lead Member for the Clean and Green Environment	😊	<p>We are currently on target to deliver this action plan. Achievements include:</p> <ul style="list-style-type: none"> • Issue of 20 fixed penalty notices • Decrease in number of fly-tipping incidents in areas previously targeted continues. • Signage and targeted intervention increased in other hot spot areas including recycling bank facilities • Consultation of Public Space Protection Order (PSPO) for dog fouling underway • Initial stop and search session with partner organisations carried out in October 2017

PRIORITY: CUSTOMER FOCUSED SERVICES

Actions	Target date	Reporting Line	Progress to date	Comment
c) Review garden waste arrangements to improve the renewal and payment process	Target date: March 2018	Head of Corporate Services Jim Mason Lead Member for the Clean and Green Environment	😊	The project timescales are being met for delivery by March 2018. Key activities undertaken this quarter include awarding of tender for sticker licences, development of detailed communications plan and finalising terms and conditions for the change in service.
Objective 2. Develop our customer service ethos to ensure that we deliver to the needs of residents.				
a) Improve the quality of our website self-serve forms	Target date: March 2018	Head of Corporate Services Mike Dean Lead Member for Customer Focus	😊	The project is progressing well, and the missed bin form is now live. This form makes it significantly easier for customers to report missed bins, and for Ubico to action them. Other completed forms include: <ul style="list-style-type: none"> • Business grant application • Job application • Community support request • Food business application The team is also working to ensure the bulky waste request form is completed by the end of December. Report it forms, as well as FOI and complaints forms will be completed in the new year.

PRIORITY: CUSTOMER FOCUSED SERVICES

Actions	Target date	Reporting Line	Progress to date	Comment
b) Roll out a programme of customer services training for staff across the council, including an appraisal of our complaint system.	Target date: March 2017 September 2017 January 2018	Head of Corporate Services Mike Dean Lead Member for Customer Focus		<p>A review of our complaints system has taken place, and feedback is being used to inform the corporate online forms project.</p> <p>In addition, complaints handling training has taken place for operational managers.</p> <p>Customer services training is being organised by the customer services team leader – the date still to be arranged but aiming for the new year. Quanta will be delivering the training to all front-line staff, and it will focus on:</p> <ul style="list-style-type: none"> • Dealing With Customers • Handling Difficult Conversations internally and with Customers • Staff Behaviours Towards Customers • Effective Communication
Objective 3. Further expansion of the Public Services Centre (bring in other partners).				
a) Deliver the Public Services Centre refurbishment project.	Target date: March 2018 June 2018	Head of Finance & Asset Management Ron Furolo Lead Member for Finance and Asset Management		<p>Work has now commenced on the top floor with completion of the first unit scheduled for mid-December and the rest of the floor for mid-January. Detailed design work for the ground floor and externals is now coming to a conclusion with the work packages going to the market in November. The scheme costs can then be evaluated and, if delivered within budget, work will begin in January with an estimated completion date of June 2018.</p>

PRIORITY: CUSTOMER FOCUSED SERVICES

Actions	Target date	Reporting Line	Progress to date	Comment
b) To let out the top floor of the Public Services Centre.	Target date: March 2018	Head of Finance and Asset Management Ron Furolo Lead Member for Finance and Asset Management	☺	One tenant to occupy a third of the area on the top floor has been secured with occupation set for the 18 December 2017. Ongoing discussions with a potential partner for the remainder of the top floor have now ended. The vacant space remains on the market and improvements to the marketing materials and the offer will be made if necessary to secure tenants.
Objective 4. Improve and expand our partnership both public and private sector and explore opportunities to do this.				
52 a) Look at collaborative options for the planning and environmental health services	Target date: Environmental health – December 2017 April 2018 Planning - December 2017 April 2018	Head of Development Services and Head of Community Services Elaine MacTiernan Lead Member for Built Environment and Jim Mason Lead Member for Clean and Green	☹	Environmental Health – Collaborative opportunities will continue to be explored with neighbouring authorities during review of services following permanent appointment of environmental health manager Planning – Options for better collaboration continue to be explored as part of the Development Services review, which will conclude with the Community Services review to look at ways to better deliver services.

PRIORITY: CUSTOMER FOCUSED SERVICES

Actions	Target date	Reporting Line	Progress to date	Comment
b) Work with partners to improve digital links between public services to make life simpler for customers.	Target date: March 2018	Head of Corporate Services Mike Dean Lead Member for Customer Focus	😊	<p>'Join forces with our partners' is one of three key priorities in our Digital Strategy. Initiatives include ;</p> <ul style="list-style-type: none"> • New online forms are being developed to improve the way the council works with Ubico, as well as making it easier for customers to report, apply and pay for services. • The introduction of PayPoint will enable face-to-face customers to pay for things such as council tax or garden waste in their local communities, rather than having to drive to the council offices. • The introduction of Office 365 will provide collaborative working opportunities. • The property services help desk is accessible to all PSC customers.
Objective 5. To improve customer access to our services and service delivery through digital methods.				
a) Deliver a Digital Strategy.	Target date: March 2018	Head of Corporate Services Mike Dean Lead Member for Customer Focus	😊	<p>The Digital Strategy was approved at Executive Committee on 6 April 2016. As part of this strategy, the digital team is in the process of inviting a number of suppliers in to demonstrate what might be possible in terms of digital platforms for Tewkesbury Borough Council.</p> <p>In addition, the digital team is in the process of producing a digital story and accompanying info-graphic, which tells the story of how far the council has come in terms of digital changes. This story and info-graphic will be circulated to councillors, staff and publicised online in late November.</p>

PRIORITY: CUSTOMER FOCUSED SERVICES

Actions	Target date	Reporting Line	Progress to date	Comment
b) Improve and increase the range of digital payment channels available for our customers	Target date: March 2018	Head of Finance and Asset Management Mike Dean Lead Member for Customer Focus	☺	Implementation of PayPoint system is expected by November with sundry debts going live first followed by Revenues in the new year. This will require the bar coding of all invoices with payments being taken at various shops across the Borough. This will replace the expensive Giro payment system which is being withdrawn later this year and reduce dependence on a central cash office function. Replacement of income system will offer increased ability for the council to offer other forms of payment including the completion of on-line Direct Debit mandates and recurring card payments. Anticipated that these aspects of the new system will go live in the new year.
c) To improve business continuity, migrate to cloud based Office 365	Target date: December 2017	Head of Corporate Services Mike Dean Lead Member for Customer Focus	✓	Moving email to Office 365 has improved business continuity for the council. We no longer lose email due to hardware failures, issues through patching or ransomware. We also have the advantage that if we are unable to access the council offices we still have access to email and other communication applications such as Skype and news feeds.

Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2016-17	Target 2017-18	Outturn Q1 2017-18	Outturn Q2 2017-18	Outturn Q3 2017-18	Outturn Q4 2017-18	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
16	Total enquiries logged by the Area Information Centre (AIC).	1595		338	132					<div>Q1, Q2</div> <div>Bishops Cleeve 72, 24</div> <div>Brockworth 147, 53</div> <div>Churchdown 53, 24</div> <div>Winchcombe 66, 31</div> <div>Total 338 132</div> <div>Reduced customer attendance due to unforeseen closures of AICs - (due to sickness absence).</div>	Lead Member Customer Focus/ Graeme Simpson
17	Total number of people assisted within the borough by Citizens Advice Bureau (CAB).	1372		383	735					<div>Heaviest demand has been: Brockworth 99 clients (13.5%).</div> <div>The following five wards represent 357 (49% of all clients seen:</div> <div>Cleeve St Michaels 75 clients, Tewkesbury Priors Park 71 clients, Churchdown St Johns 60 clients Tewkesbury Town with Mitton 52 clients.</div> <div>1,350 issues raised compared to 1,492 for the same period last year (Q1 & Q2). With 78% being about:</div> <div>Benefits 24%</div> <div>Debt 23%</div> <div>Employment 12%</div> <div>Relationships 11%</div> <div>Housing 8%</div>	Lead Member Economic Development /Promotion / Annette Roberts

Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2016-17	Target 2017-18	Outturn Q1 2017-18	Outturn Q2 2017-18	Outturn Q3 2017-18	Outturn Q4 2017-18	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
18	Financial gain to clients resulting from CAB advice	£390,717		£77,593	£139,391					During the quarter, clients have benefitted from £61,798 of financial gains (£139,391 in the six months to 30 September).	Lead Member Economic Development /Promotion / Annette Roberts
19	Number of reported enviro crimes	1359	1000	353	176 (Q1 & Q2 529)			↑	😊	<p>Figures for the enviro crimes of noise, dog fouling and abandoned vehicles remain similar to previous reports.</p> <p>Substantial decrease in overall figure is due to sharp decrease in preliminary numbers for fly tips cleared. Review of figures is being undertaken with UBICO to check accuracy.</p>	Lead Member Clean and Green Environment/ Peter Tonge

Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2016-17	Target 2017-18	Outturn Q1 2017-18	Outturn Q2 2017-18	Outturn Q3 2017-18	Outturn Q4 2017-18	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
20	Community groups assisted with funding advice	349		46	32 (Q1 & Q2 78)					<p>Since 2015 community groups have been supported by the borough to receive £939,750 in grants from external funders.</p> <p>In quarter 2 of 2017-2018 the council supported groups to raise £127,518 in external grants.</p>	Lead Member Economic Development / Promotion / Annette Roberts
21	Benefits caseload: a) Housing Benefit b) Council Tax Support	3,974 4,552		3,971 4,536	4,000 4,461					<p>The number of council tax support claimants has fallen during quarter 2. The housing benefit caseload has increased, but it is estimated this may start to fall during Q3 when we go live with Universal Credit Full Service.</p>	Lead Member Finance and Asset Management / Graeme Simpson
22	Average number of days to process new benefit claims	16.19	16.19	13.22	15.67			↑	😊	<p>The benefits team continues to perform well above the national average of 21 days and remain on track to meet the 2017-18 target.</p>	Lead Member Finance and Asset Management / Graeme Simpson

Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2016-17	Target 2017-18	Outturn Q1 2017-18	Outturn Q2 2017-18	Outturn Q3 2017-18	Outturn Q4 2017-18	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
23	Average number of days to process change in circumstances	5.30	5.30	4.27	3.46			↑	😊	Currently performing at 3.46 days which is very good performance. The national average is 9 days.	Lead Member Finance and Asset Management / Graeme Simpson
24	Percentage of council tax collected	98.24%	98%	29.63%	57.5%			↑	😊	Council tax collection is on track to meet the 2017-18 target.	Lead Member Finance and Asset Management/ Graeme Simpson
25	Percentage of NNDR collected	98.97%	98%	33.85%	59.4%			↑	😊	Business rates collection is on track to meet the 2017-18 target.	Lead Member Finance and Asset Management/ Graeme Simpson
26	Number of anti-social behaviour incidents	2443		620	601 (Q1 & Q2 1221)					Over a 12 month rolling period there has been a 7.11% decrease.	Lead Member Community/ Peter Tonge
27	Number of overall crime incidents	3070		857	901 (Q1 & Q2 1758)					Over a 12 month rolling period there has been a 10.94% increase.	Lead Member Community/ Peter Tonge

Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2016-17	Target 2017-18	Outturn Q1 2017-18	Outturn Q2 2017-18	Outturn Q3 2017-18	Outturn Q4 2017-18	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
28	Average number of sick days per full time equivalent	7.79	7.0	1.31	2.57 (Q1 & Q2 3.88)			↓	☹	Overall total working days lost has increased by 96.49% (228 days Q1 to 448 in Q2). This is due to an increase in long term sickness levels. The average number of days lost per employee is 2.57 days (1.3 days in Q1). Currently equating to 10.3 days per year.	Lead Member Organisational Development/ Graeme Simpson
29	Percentage of waste recycled or composted	53.29%	52%	56%	57.48%			↑	☺	Both the recycling rate and the kg/hh demonstrate good performance. There is a reduction of waste sent to landfill in Q2 by 100 tonnes compared to Q1.	Lead Member Clean and Green Environment/ Peter Tonge
30	Residual household waste collected per property in kgs	411kg	430kg	95kg	94kg (Q1 & Q2 189)			↑	☺	The MRF is efficiently sorting recyclables and the levels of contamination of wrong items are low. This can range between 6-8% of the material sent for sorting in the blue bin. Suez send this for energy recovery.	Lead Member Clean and Green Environment/ Peter Tonge

										<p>Garden waste tonnages remain high throughout the summer despite a slight drop towards the end of the growing season. Food waste tonnage has increased slightly over Q1. Work will continue to keep the recyclables high, landfill low and ensuring residents know to recycle the right items into Q3 and during the Christmas period which can produce high volumes of all waste streams.</p>	
31	Food establishments hygiene ratings	Not measured previously	5% baseline	4.82	4.36					<p>Out of 687 food premises only 30 were rated with a two star rating or below (not compliant with food safety requirements). This is below the 5% baseline.</p>	Lead Member Clean and Green Environment/ Peter Tonge

Appendix 2 - Quarter 2 Budget Report

Chief Executive

	Full Year Budget	Budget	Actual	Savings / (Deficit)	Budget Variance
	£	£	£	£	%
Employees	241,157	120,426	120,370	56	0.0
Premises	0	0	0	0	0.0
Transport	2,898	1,454	777	677	46.6
Supplies & Services	4,132	2,484	1,426	1,058	42.6
Payments to Third Parties	2,000	0	195	(195)	0.0
Support Services	(250,187)	0	0	0	0.0
Income	0	0	0	0	0.0
TOTAL	0	124,364	122,768	1,597	1.3

Community Services

	Full Year Budget	Budget	Actual	Savings / (Deficit)	Budget Variance	
	£	£	£	£	%	
Employees	1,012,703	506,550	488,138	18,412	3.6	1
Premises	2,500	1,252	325	927	74.0	
Transport	35,284	17,655	14,789	2,866	16.2	
Supplies & Services	155,744	96,905	89,941	6,964	7.2	
Payments to Third Parties	4,197,547	2,413,128	2,392,124	21,003	0.9	2
Support Services	445,907	0	0	0	0.0	
Depreciation	542,291	0	0	0	0.0	
Income	(1,824,380)	(1,156,422)	(1,139,970)	(16,452)	1.4	3
TOTAL	4,567,596	1,879,068	1,845,348	33,719	1.8	

1) Employee savings relate to a number of small savings made on individuals due to staff turnover, maternity and sickness.

2) Savings on payments to third parties are as a result of gains on the MRF fee for the first half of the year as costs have been less than budgeted.

3) The under recovery of income relates to garden waste income, which is down by £50K. This is being offset mainly by gains on recycling credits and licence activity. The underrecovery on garden waste is partly due to one off impact of moving to a single renewal date.

Corporate Services

	Full Year Budget	Budget	Actual	Savings / (Deficit)	Budget Variance
	£	£	£	£	%
Employees	970,086	484,931	485,358	(427)	(0.1)
Premises	0	0	0	0	0.0
Transport	8,538	4,279	3,310	969	22.6
Supplies & Services	332,682	211,171	205,011	6,160	2.9
Payments to Third Parties	84,970	42,724	34,558	8,166	19.1
Support Services	(757,833)	0	0	0	0.0
Depreciate	14,889	0	0	0	0.0
Income	(3,600)	(1,440)	(25)	(1,415)	98.3
TOTAL	649,732	741,665	728,211	13,454	1.8

Democratic Services

	Full Year Budget	Budget	Actual	Savings / (Deficit)	Budget Variance	
	£	£	£	£	%	
Employees	247,331	125,323	98,250	27,073	21.6	4
Premises	0	0	0	0	0.0	
Transport	17,888	8,952	6,397	2,555	28.5	
Supplies & Services	449,510	225,952	211,477	14,475	6.4	5
Payments to Third Parties	36,700	16,584	12,023	4,561	27.5	
Support Services	913,191	0	0	0	0.0	
Depreciation	21,021	0	0	0	0.0	
Income	(500)	(252)	(6,719)	6,467	(2,566.5)	
TOTAL	1,685,141	376,559	321,427	55,132	14.6	

4) Savings in the department being made from the vacant post, which is offsetting the additional overtime and salary costs from running the election

5) Small underspends across a variety of expenditure codes has resulted in an overall saving on this budget.

Deputy Chief Executive

	Full Year Budget	Budget	Actual	Savings / (Deficit)	Budget Variance
	£	£	£	£	%
Employees	106,036	53,038	52,660	378	0.7
Premises	0	0	0	0	0.0
Transport	3,440	1,728	931	797	46.1
Supplies & Services	4,350	3,732	2,376	1,356	36.3
Support Services	(113,826)	0	0	0	0.0
Income	0	0	0	0	0.0
TOTAL	0	58,498	55,967	2,531	4.3

Development Services

	Full Year Budget	Budget	Actual	Savings / (Deficit)	Budget Variance	
	£	£	£	£	%	
Employees	1,637,208	819,846	812,201	7,645	0.9	
Premises	43,230	8,392	9,137	(745)	(8.9)	
Transport	56,072	28,057	23,391	4,666	16.6	
Supplies & Services	165,030	121,752	135,463	(13,711)	(11.3)	6
Payments to Third Parties	217,825	129,668	114,134	15,534	12.0	7
Support Services	438,685	0	0	0	0.0	
Depreciation	20,614	0	0	0	0.0	
Income	(1,472,081)	(717,835)	(579,694)	(138,141)	19.2	8
TOTAL	1,106,583	389,880	514,632	(124,752)	(32.0)	

6) There are two main reasons for overspend on supplies and services. Firstly, £6K was spent on advertising of vacant posts. Departments are not given a budget for this expense. In addition, Computer annual renewals were higher than expected in the year.

7) The saving made on payments to third parties are as a result of a £9K gain on building control and a £7K saving on planning agency fees. This is expected with low planning income so far in 17/18

8) Planning income is £145k down on what we'd predicted in the budget at Q2. There are some other small income gains that have offset this slightly however at present it does not appear that we will obtain the budgeted income for the year

Finance and Asset

	Full Year Budget	Budget	Actual	Savings / (Deficit)	Budget Variance	
	£	£	£	£	%	
Employees	2,382,270	1,045,808	1,039,268	6,540	0.6	
Premises	472,682	319,449	311,342	8,107	2.5	
Transport	15,142	7,597	4,732	2,865	37.7	
Supplies & Services	474,561	262,538	266,732	(4,194)	(1.6)	
Payments to Third Parties	241,680	114,262	126,022	(11,760)	(10.3)	8
Support Services	(753,235)	0	0	0	0.0	
Depreciation	384,530	0	0	0	0.0	
Income	(1,274,495)	(597,088)	(623,935)	26,847	(4.5)	9
TOTAL	1,943,135	1,152,566	1,124,160	28,406	2.5	

8) Small overspend being reported which relates to the new counter fraud service being used, which was only partially funded for the first year of operation. Income achieved from the team's investigations have more than offset this overspend.

9) A range of small gains on income targets, with car parking delivering the largest element of this gain.

One Legal

	Full Year Budget	Budget	Actual	Savings / (Deficit)	Budget Variance	
	£	£	£	£	%	
Employees	1,351,330	631,764	609,295	22,469	3.6	10
Premises	0	0	0	0	0.0	
Transport	21,575	9,569	5,660	3,908	40.8	
Supplies & Services	83,142	74,149	73,502	647	0.9	
Payments to Third Parties	150,460	5,230	1,260	3,970	75.9	
Support Services	(362,170)	0	0	0	0.0	
Income	(1,244,337)	(124,351)	(119,490)	(4,862)	3.9	
TOTAL	0	596,360	570,228	26,132	4.4	

10) Employee costs have been offset by extraordinary work which generates income. This income is being used to reduce the employee costs shown.


Revenues and Benefits

	Full Year Budget	Budget	Actual	Savings / (Deficit)	Budget Variance	
	£	£	£	£	%	
Employees	695,583	380,462	376,802	3,660	1.0	
Transport	8,413	4,324	3,345	979	22.6	
Supplies & Services	147,013	75,515	74,089	1,426	1.9	
Payments to Third Parties	26,750	12,388	8,753	3,636	29.3	
Transfer Payments - Benefits Service	19,627,180	10,551,573	10,501,573	50,000	0.5	11
Support Services	421,514	0	0	0	0.0	
Depreciation	9,247	0	0	0	0.0	
Income	(20,064,885)	(183,183)	(202,727)	19,544	(10.7)	12
TOTAL	870,815	10,841,079	10,761,834	79,245	0.7	

11) calculations at the half year point, indicate that the subsidy being received on benefits paid means that we are ahead of target. This is a prudent assessment of the position against budget

12) Income is up mainly due to receiving additional new burdens grants which were not in budget, these have not yet been spent

Appendix 3 - Analysis of Capital Budget

	Q2 Budget Position £	Q2 Actual Position £	(Over) / Under spend £	% Slippage	Comments
Council Land & Buildings	170,000	9,113	160,887	95	Expenditure in Q1 is in relation to starting the refurbishment of the public services centre. This work has slipped from the anticipated start date with main refurbishment work starting in October 2017.
Vehicles & Equipment	611,299	507,382	103,917	17	The expenditure on vehicles is on budget and now delivered. The variance is primarily due to waste bin purchases. Expenditure is currently behind the budget profile, but it is likely that the budget will be used during the 2nd half of the year.
Capital Investment Fund	0	0	0	0	Officers are investigating opportunities for commercial capital investments and will conclude £13.6m of investment in the third quarter
 Community Grants	8,073	5,165	2,908	36	Payments in Q2 are in line with expectations.
Housing & Business Grants	350,000	144,475	205,525	59	Spend on Disabled Facilities grants continue to be lower than expected in the budget. However the team are processing all requests received.
	1,139,372	666,135	473,237	42	

Appendix 4 - Revenue Reserves for 2017/18

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Reserve	Balance 31st March 2017	Spent in Reserve Quarter 2	Reserve Remaining	Note
Service Reserves				
Asset Management Reserve	521,892	16,006	505,886	
Borough Regeneration Reserve	6,934	-	6,934	
Business Support Reserve	232,299	21,884	210,416	
Business Transformation Reserve	322,070	70,731	251,339	1
Community Support Reserve	127,362	54,659	72,703	2
Development Management Reserve	103,800	40,437	63,363	3
Development Policy Reserve	296,884	41,688	255,196	4
Elections Reserve	63,000	-	63,000	
Flood Support and Protection Reserve	43,731	10,672	33,059	
Health & Leisure development reserve	28,046	13,682	14,364	
Housing & Homeless Reserve	18,160	573	17,587	
IT Reserve	14,726	2,495	12,231	
Organisational Development Reserve	14,458	2,086	12,372	
Risk Management Reserve	7,703	5,100	2,603	
Transport Initiatives Reserves	342,046	26,911	315,135	
Waste & Recycling development Reserve	28,750	1,313	27,438	
	2,171,862	308,237	1,863,625	
Corporate Management Reserves				
Business Rates Reserve	1,491,301	-	1,491,301	
MTFS Equalisation Reserve	1,167,617	-	1,167,617	5
	2,658,918	-	2,658,918	
Totals	£4,830,779	£308,237	£4,522,543	

Notes to Reserves

- 1 Expenditure incurred on a range of initiatives including General Data Protection Requirements, replacement of income systems and the replacement of on-line forms
- 2 Expenditure against balance of community grants brought forward
- 3 Costs resulting from planning appeals and temporary staff to support major planning studies (externally funded)
- 4 Expenditure relating to the advancement of the Borough Plan and other initiatives
- 5 £837,000 of this reserve is being used to support the base budget in 2017/18 with the balance supporting future years

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	28 November 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:	1

Executive Summary:

The report provides an update on progress against actions contained in the 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 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:

Progress updates are provided to the Overview and Scrutiny Committee on a six monthly basis.

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 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 room and adaptation of homes 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 Disabled Facilities Grants 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 was '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 District Councils 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 ceased at the end of July 2017. Since that time, members of the public have been applying for DFGs independently or appointing their own agents.
- 2.4** A further County-wide project continues to explore a coordinated delivery model option for DFGs. Gloucestershire County Council is the lead and is coordinating this work stream.

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 Department of Health/Department for Communities and Local Government 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 Occupational Therapist referrals and applications for DFG funding continued in 2016/17. A total of 98 enquiries were received, 71 of which progressed through to approval.
- 3.5** This year (up to 30 September 2017) 49 applications for DFGs had been received. Actual and committed spend on DFG for the same period was £167,618.61.

4.0 CONSULTATION

- 4.1** Environmental Health will continue to work collaboratively with all partners involved in the DFG process, in particular e County Council and the Clinical Commissioning Group as the key partners.

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 out 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, 2 May 2017.

Background Papers: None

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

**O&S ACTION PLAN MONITORING
DISABLED FACILITIES GRANTS REVIEW**

	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to 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.	Environmental Health Manager	March 2016	✓	Completed – as reported to O&S on 29 November 2016
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.	Environmental Health Manager	April 2017	✓	Breakfast workshop for builders and agents to share DFG process was held at TBC Offices in May 2017 Countywide collaborative project for Home Improvement Agency transition to include standardisation of all application processes and forms completed and new way of working is now operational.

	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to 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. 	Environmental Health Manager	May 2016	✓	New system is now working and new documentation has been produced and is in use.
4	Explore the further use of technology (by officers and applicants) to speed up the process and assist applicants.	Head of Community Services / Environmental Health Manager	Timescales will depend on the Corporate Digital role out of online forms expected to be August 2018.	☹	Online forms for a number of Council processes are being explored alongside better mobile working solutions.

	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
5	Use the learning gained from this review to inform local health and well-being plans, strategies and processes.	Head of Community Services	<p>Countywide minor adaptation was issued at the end of July 2017.</p> <p>Timescales on the second element of the project depend on the County Council and other Districts. At the time of writing this report we are awaiting a progress update.</p>	☹️	<p>Countywide minor adaptations contract – now tendered by County Council.</p> <p>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.</p>

	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
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.	Head of Community Services	Timescales on this element of the project depend on the County Council and other Districts. At the time of writing this report we are awaiting a progress update.	☹️	Close liaison and discussion with County Council and Clinical Commissioning Group will continue to ensure the applications for DFGs within our area receive the necessary funding.

STATUS KEY

😊	Action is progressing well and on target to achieve completion date/within agreed budget (if applicable) etc.
😐	Action has some issues or delays but is likely to achieve completion date/within agreed budget (if applicable) etc.
☹️	Significant risk to not achieving the action or there has been significant slippage in the timetable.
✓	Action is complete.
	Action not yet commenced. (may not yet be programmed for action)