

13 November 2018

Committee	Executive
Date	Wednesday, 21 November 2018
Time of Meeting	2:00 pm
Venue	Tewkesbury Borough Council Offices, Avon Room

ALL MEMBERS OF THE COMMITTEE ARE REQUESTED TO ATTEND

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.

3. DECLARATIONS OF INTEREST

Pursuant to the adoption by the Council on 26 June 2012 of the Tewkesbury Borough Council Code of Conduct, effective from 1 July 2012, as set out in Minute No. CL.34, Members are invited to declare any interest they may have in the business set out on the Agenda to which the approved Code applies.



	Item	Page(s)
4.	MINUTES To approve the Minutes of the meeting held on 29 August 2018.	1 - 5
5.	ITEMS FROM MEMBERS OF THE PUBLIC To receive any questions, deputations or petitions submitted under Rule of Procedure 12. <i>(The deadline for public participation submissions for this meeting is 15 November 2018)</i>	
6.	EXECUTIVE COMMITTEE FORWARD PLAN Financial Update To consider the Committee's Forward Plan.	6 - 10
7.	PERFORMANCE MANAGEMENT REPORT - QUARTER ONE 2018/19 To receive, and respond to, the findings of the Overview and Scrutiny Committee's review of the quarter one performance management information.	11 - 55
8.	DISPOSAL AND PURCHASE OF COUNCIL VEHICLE To consider the disposal and purchase of a vehicle and make a recommendation to Council that the capital programme be amended to allow the purchase of the vehicle as set out in the report.	56 - 64
9.	JOINT CORE STRATEGY - PREFERRED REGISTERED PROVIDERS To delegate authority to the Head of Community Services to evaluate potential new preferred registered providers for the delivery and/or management of new affordable housing on the strategic allocation sites and to make further operational decisions within the Affordable Housing Partnership.	65 - 75
10.	TEWKESBURY TOWN SUPPLEMENTARY PLANNING DOCUMENT To approve the draft Supplementary Planning Document for consultation purposes.	76 - 115
11.	FINANCIAL UPDATE - QUARTER TWO 2018/19 To consider the quarterly budget position.	116 - 135
12.	COUNCIL TAX REDUCTION SCHEME 2019/20 To consider a Council Tax Reduction Scheme for 2019/20 and make a recommendation to Council for its adoption.	136 - 139
13.	COMMUNITY GRANTS To consider each of the current community grant commitments and the approach to the ongoing management of each grant award.	140 - 149

Item	Page(s)
14. COMMERCIALISATION STRATEGY	150 - 158
<p>To approve the Commercialisation Strategy; note the governance arrangements as previously agreed and to agree the request for the Transform Working Group to oversee the creation of a detailed action plan.</p>	
15. SEPARATE BUSINESS	
<p>The Chairman will move the adoption of the following resolution:</p> <p>That under Section 100(A)(4) Local Government Act 1972, the public be excluded for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act.</p>	
16. IRRECOVERABLE DEBTS WRITE-OFF REPORT	159 - 163
<p><i>(Exempt – Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 – Information relating to the financial or business affairs of any particular person (including the authority holding that information))</i></p> <p>To consider the write-off of irrecoverable debts for the quarter.</p>	

DATE OF NEXT MEETING
WEDNESDAY, 16 JANUARY 2019
COUNCILLORS CONSTITUTING COMMITTEE

Councillors: K J Berry, R A Bird (Chair), G F Blackwell, M Dean, R Furolo, M A Gore, J Greening, E J MacTiernan and J R Mason (Vice-Chair)

Substitution Arrangements

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

Recording of Meetings

In accordance with the Openness of Local Government Bodies Regulations 2014, please be aware that the proceedings of this meeting may be recorded and this may include recording of persons seated in the public gallery or speaking at the meeting. Please notify the Democratic Services Officer if you have any objections to this practice and the Chairman will take reasonable steps to ensure that any request not to be recorded is complied with.

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

TEWKESBURY BOROUGH COUNCIL

**Minutes of a Meeting of the Executive Committee held at the Council Offices,
Gloucester Road, Tewkesbury on Wednesday, 29 August 2018 commencing at
2:00 pm**

Present:

Chair
Vice Chair

Councillor R A Bird
Councillor J R Mason

and Councillors:

K J Berry, G F Blackwell, M Dean, J Greening and E J MacTiernan

EX.25 ANNOUNCEMENTS

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

EX.26 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

26.1 Apologies for absence were received from Councillors R Furolo and M A Gore. There were no substitutions for the meeting.

EX.27 DECLARATIONS OF INTEREST

27.1 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.

27.2 There were no declarations of interest made on this occasion.

EX.28 MINUTES

28.1 The Minutes of the meeting held on 11 July 2018, copies of which had been circulated, were approved as a correct record and signed by the Chair.

EX.29 ITEMS FROM MEMBERS OF THE PUBLIC

29.1 There were no items from members of the public on this occasion.

EX.30 EXECUTIVE COMMITTEE FORWARD PLAN

- 30.1 Attention was drawn to the Committee's Forward Plan, circulated at Pages No. 8-12. Members were asked to consider the Plan.
- 30.2 The Chief Executive indicated that he would be looking at the Forward Plan with Management Team to try and ensure everything that could be was included. In the interim he understood that the item in the 'pending items' section of the Plan on the Affordable Housing Partnership would be ready for consideration at the October meeting. In response to a query regarding the community grants update, the Head of Finance and Asset Management advised that it had originally been scheduled for the current meeting but he had not yet received all of the responses from the applicants in order to provide a full update to Committee.
- 30.3 Accordingly, it was

RESOLVED: That the Committee's Forward Plan be **NOTED**.

EX.31 FINANCIAL UPDATE - QUARTER ONE 2018/19

- 31.1 The report of the Head of Finance and Asset Management, circulated at Pages No. 13-21, provided the financial performance information for the first quarter of 2018/19 which Members were asked to consider.
- 31.2 The Head of Finance and Asset Management explained that the report highlighted a quarter one surplus of £81,867 on the revenue budget and detailed expenditure to date against both the capital programme and the approved reserves. The budget position in relation to the Heads of Service responsibility showed an underspend of £60,753 as at the end of June; this was due to savings in the two main headings of employees and income. The employees heading showed a saving against the budget of £76,330; this was due to the way vacancies were managed during the recruitment period with limited use of agency staff and help from current staff to cover work. In addition, there was a vacant post in Democratic Services which was maintained to offset overtime and other pressures during elections; however, with no significant elections this year savings were being made against the post. In terms of deficits, there was an overspend shown against benefit claimant payments and quarter one monitoring had identified that the Housing Benefits Team had processed a higher than predicted level of overpayments over several years which was caused by claimants not informing the Council of changes in their circumstances. This reduced the amount of subsidy that the Council could claim from the government for operating the service to 40%. However, where it was also possible to reclaim from the individuals the Council was able to reclaim the full amount. In terms of income, the garden waste service had been a great success with a £70,289 surplus on the budget, mostly due to the service being above target following the implementation of the new sticker system and fixed renewal date. There was also some additional income showing in the Corporate Services budget which related to government grant income for the benefits team which had not been budgeted for; this was to help with any costs of transition of claimants to Universal Credit. Planning income remained under target which was cause for concern as it appeared to be a trend over the last 12 months; however, there had been some upturn this month so this would be monitored closely through the year. In respect of business rates, early indications from the pool were encouraging; however, it was to be borne in mind that the position could change quickly so Officers would be keeping a close eye on the situation.

- 31.3 The capital budget position was shown at Appendix 2 to the report and was currently showing a small underspend against the profiled budget. The underspend was due to the refurbishment of the Council Offices being slightly behind the budget profile; however, it should be noted that work was delayed, and costs had increased, due to issues such as the discovery of asbestos. This would put pressure on the overall budget as it moved to completion in quarter two although additional contributions from partners had been identified to offset the increase. Appendix 3 to the report provided a summary of the current usage of available reserves. Members were reminded that reserves had 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 did not take account of reserves which had been committed but not yet paid. Whilst the quarter one position showed a significant balance, the expectation was that those balances would be spent in the future. Officers had been asked to update the finance team about their plans for reserves to ensure they were used for their intended purpose or released back to the general fund.
- 31.4 During the discussion which ensued, a Member questioned how the benefits overpayment position compared to previous years and what the expectations were of getting them back. In response, the Head of Finance and Asset Management explained that the Council had reported an excellent position last year so, whilst this year was worse than that, it was in line with previous years. It was very difficult to recover overpayments as they tended to be made to people with limited finances; however, extra resources had been put into this area with the intention of recovering as much as possible. The Head of Finance and Asset Management indicated that, realistically, he would expect around 50% to be recovered. In terms of the costs of chasing the overpayment, this depended on the length of time recovery took but Officers tried to get it back as quickly as possible. Another Member referred to the garden waste scheme and requested that the price of the service not be further increased. In response, the Head of Finance and Asset Management explained that this would be considered as part of the budget setting work; the garden waste service was doing well but there were other pressures which would need to be considered before any decisions could be made. A Member noted that the stickers used for the new garden waste scheme were being bleached by the sunshine and she questioned whether this was known to Officers. In response, the Deputy Chief Executive confirmed that Officers were already looking at how this could be addressed for future years.
- 31.5 In terms of the Council Offices refurbishment, a Member questioned whether the project was still within budget. In response, the Head of Finance and Asset Management confirmed that there had been a couple of difficulties regarding asbestos removal, in addition, the project team had taken advantage of the refurbishment to upgrade the intruder and fire alarms in the building; some of those costs would come from revenue and, as previously advised, some would be offset against partner contributions so the 'net' costs should be in line with expectations by the end of the project.
- 31.6 Having considered the report, and information provided, it was

RESOLVED: That the financial performance information for the first quarter of 2018/19 be **NOTED**.

EX.32 DATA PROTECTION POLICY

- 32.1 The report of the Head of Corporate Services, circulated at Pages No. 22-39, attached the Data Protection Policy which Members were asked to approve.
- 32.2 The Communications Officer explained that the Policy had been considered by the Audit Committee on 18 July 2018 and had been recommended to the Executive Committee for approval. The document set out the Council's policy for compliance with the Data Protection Act 2018 and the General Data Protection Regulation (GDPR) 2016. The Council had to ensure it complied with all relevant legislation and that it maintained good practices to protect the personal data it held. The Council aimed to demonstrate compliance with the six principles of good practice: that personal data should be processed lawfully, fairly and in a transparent manner; was only obtained for specified, explicit and legitimate purposes; was accurate and kept up to date; was not kept for longer than necessary; and was processed in a secure manner. These were detailed within the Policy at Appendix 1. Appendix 2 set out a summary of the key roles of the Senior Information Risk Owner; the Data Protection Officer; and the Information Commissioner. There was an Internal Information Board which had been set up to ensure ongoing compliance with GDPR and that Board was chaired by the Senior Information Risk Owner.
- 32.3 Members were advised that the policy would be amended by the Graphics Officer prior to being published on the Council's website. Accordingly, it was

RESOLVED: That the Data Protection Policy be **APPROVED**.

EX.33 TEWKESBURY BOROUGH COMMUNITY SAFETY PARTNERSHIP

- 33.1 The report of the Head of Community Services, circulated at Pages No. 40-47, sought to gain agreement from the Executive Committee as to the way forward for the arrangements of the Tewkesbury Borough Community Safety Partnership.
- 33.2 The Chair explained that Members had received, around the table, a suggested amended resolution which he felt more clearly explained the specific decision which was being made: "that the Executive Committee agree that the Community Safety Partnership be reinstated in accordance with the Terms of Reference set out at Appendix 1 to the report".
- 33.3 In introducing the report, the Head of Community Services explained that, over the last two years, the Community Safety Partnership had been suspended pending the creation of a Countywide partnership. The Countywide group had sought to create and implement a common approach whilst retaining the distinctiveness of each District and recognising that delivery mechanisms may vary across the County in accordance with local need. That partnership, 'Safer Gloucestershire', had now been established and was considering the Countywide community safety priorities. Specifically, progress was being made on the process for considering Domestic Homicide Reviews which would ensure they were carried out in a timely manner and that there was adequate and timely sharing of learning from those reviews which was welcomed by all involved. Locally, there was now a need to rejuvenate the Tewkesbury Borough Community Safety Partnership and decide what its local priorities were. Pending agreement of the current report, it was proposed that the Partnership would be reconstituted by October 2018.

33.4 A Member indicated that she had sat on the previous Community Safety Partnership for a number of years and had found the process to be extremely frustrating with no one taking responsibility for funding applications and she questioned how this would work in future. In response, the Head of Community Services explained that the Police and Crime Commissioner had a funding pot which was distributed by his office. It had been suggested, as part of the Council's Community Services review, that a dedicated coordinator be established to assist with applications for funding which should help resolve this issue. In terms of the latest Domestic Homicide Review, the Head of Community Services confirmed that it was now complete and had been sent to the Home Office as required. The Council's contribution had been administration costs which had been higher than expected, due to the length of time the review had taken, so Officers would be going back to the Police and Crime Commissioner's office to reclaim some of that money.

33.5 Accordingly, it was

RESOLVED: That the Tewkesbury Borough Community Safety Partnership be reinstated in accordance with the Terms of Reference set out within Appendix 1 to the report.

EX.34 SEPARATE BUSINESS

34.1 The Chair proposed, and it was

RESOLVED That, under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely discussion of exempt information as defined in Part 1 of Schedule 12(A) of the Act.

EX.35 SEPARATE MINUTES

35.1 The separate Minutes of the meeting held on 11 July 2018, copies of which had been circulated, were approved as a correct record and signed by the Chair.

The meeting closed at 2:45 pm

EXECUTIVE COMMITTEE FORWARD PLAN 2018/19

REGULAR ITEM:

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

Addition to 21 November 2018

- Purchase of Vehicle.
- Commercialisation Strategy.

Committee Date: 16 January 2019 (Date changed from previously scheduled 2 January)

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 2018/19.	To receive and respond to the findings of the Overview and Scrutiny Committee’s review of the quarter two performance management information.	Head of Corporate Services.	No.
ICT Strategy.	To approve the ICT Strategy,	Head of Corporate Services.	Yes – from 6 June 2018 to align with the action within the Corporate Services action plan.
Risk Management Strategy.	To approve the Risk Management Strategy.	Head of Corporate Services.	Yes – from 29 August to allow for more time to devise the Strategy.

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Committee Date: 16 January 2019 (Date changed from previously scheduled 2 January)

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Medium Term Financial Strategy (Annual).	To recommend to Council the adoption of the five-year MTFFS which describes the financial environment the Council is operating in and the pressures it will face in delivering its services and a balanced budget over the period.	Head of Finance and Asset Management.	Yes – from 21 November 2018 to allow more time for information from the government and the Council’s budget process.
Housing Strategy Monitoring Report (Year 3) (Annual).	To approve the Housing Strategy Monitoring Report for Year Three.	Housing Services Manager.	Yes – from 21 November as monitoring amended in line with financial year.
Stanton Conservation Area Appraisal.	To approve the Stanton Conservation Area Appraisal.	Planning Policy Manager.	No.
Down Hatherley, Norton & Twigworth Neighbourhood Plan Referendum	To consider the Down Hatherley, Norton & Twigworth Neighbourhood Plan, modified according to the Examiners recommended amendments, and agree that it be formally approved to progress to Community Referendum.	Planning Policy Manager.	No.
Treasury and Capital Management	To approve and recommend approval to Council, a range of statutorily required policies and strategies relating to treasury and capital management.	Head of Finance and Asset Management.	No.

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Committee Date: 6 February 2019

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Budget 2019/20 (Annual).	To recommend a budget for 2019/20 to the Council.	Head of Finance and Asset Management.	No.
Financial Update - Quarter Three 2018/19.	To consider the quarterly budget position.	Head of Finance and Asset Management.	No.
Discretionary Rate Relief Policy.	To approve the Council's Discretionary Rate Relief Policy taking into account any changes announced in the Autumn Budget.	Revenues and Benefits Manager.	No.
Council Tax Discounts 2019-20.	To consider Council Tax Discounts for 2019/20 and make a recommendation to Council.	Revenues and Benefits Manager.	No.
Confidential Item: Irrecoverable Debts Write-Off Report (Quarterly).	To consider the write-off of irrecoverable debts.	Head of Corporate Services.	No.

(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)).

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Committee Date: 6 March 2019			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Workforce Development Strategy.	To approve the Council's Workforce Development Strategy.	Head of Corporate Services.	No.
Community Infrastructure Levy (CIL) Governance and Policy.	To approve the CIL Governance.	Head of Development Services.	No.

Committee Date: 3 April 2019			
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 2018/19.	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter three performance management information.	Head of Corporate Services.	No.
Council Plan 2016/20 Refresh (Annual).	To consider the Council Plan and make a recommendation to Council.	Head of Corporate Services.	No.
High Level Service Plan Summaries (Annual).	To consider the key activities of each service grouping during 2017/18.	Head of Corporate Services.	No.

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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.

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	21 November 2018
Subject:	Performance Management – Quarter 1 2018/19
Report of:	Chair of Overview and Scrutiny Committee
Corporate Lead:	Chief Executive
Lead Members:	Lead Member for Organisational Development
Number of Appendices:	Five

Executive Summary:

New Council Plan priorities (2016-20) were approved by Council on 25 April 2018. 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. The Tracker is a combined document which also includes a key set of performance indicators. The report also includes the Revenue Budget Summary Statement, the Capital Monitoring Statement and the Reserves Position Summary.

At Overview and Scrutiny Committee on 4 September 2018, consideration was given to the 2018/19 quarter one performance management information. The observations made by the Committee can be found in Appendix 1. The performance management documents presented at Overview and Scrutiny Committee can be found in Appendices 2-5.

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 examine the work of the Executive Committee and hold it to account in order to help the Council achieve its priorities.

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 25 April 2018. 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. The Tracker is a combined document which also includes a key set of performance indicators. Also reported is financial performance, and this is reported through the Revenue Budget Summary Statement, the Capital Monitoring Statement, and the Reserves Position Summary.
- 1.2** At Overview and Scrutiny Committee on 4 September 2018, consideration was given to the 2018/19 quarter one performance management information. The observations made by the Committee can be found in Appendix 1. The performance management documents presented at Overview and Scrutiny Committee can be found in Appendices 2-5.

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.
- Promoting and Supporting Economic Growth.
- Growing and Supporting Communities.
- 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 since the last performance report include:

- Executive Committee on 11 July 2018 approved disposal of MAFF site.
- Additional two property investments have been secured and once completed the Council's portfolio will stand at £39.5m producing an annual gross income of £2.4m.
- Garden waste project has been a success with 17,302 licenses purchased generating an income of £778,590. Nearly 70% of these were purchased online.
- The Public Service Centre (including Growth Hub) refurbishment is fundamentally complete.
- Remaining two zones of the top floor have been let. One occupied as of 1 July and the final zone scheduled to be occupied in September. Rental income for the top floor area is £125K making the total rental income for the Public Service Centre £265k.
- Business Transformation Manager and Technical Planning Manager have been appointed and will now take forward the improvement plan for Development Services.
- Community services restructure was approved by Council on 24 July 2018 and consultation with staff and trades union is underway.
- A development advisor has been appointed for the Spring Gardens project.
- Proof of concept is underway for the implementation of a Customer Relationship Management (CRM) system.
- A new target of supporting the delivery of affordable homes has been set at 200 within Q1 79 properties have been delivered.

2.4 Due to the complex nature of the actions being delivered 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 review of discretionary trade waste service to ensure it is operating on a viable commercial level.	☹️ A summary of the APSE report is being prepared for Overview and Scrutiny Committee. Potential collaborative working around trade waste will be initially discussed at Senior Management Group of Joint Waste Team on 20 September.
Develop and launch a business growth hub in the Public Services Centre.	☹️ Slight slippage on launch date from July 2018 to October 2018. Works on the wider refurbishment need to be completed in order for the official launch to take place.
Deliver employment land through the Joint Core Strategy (JCS) and Tewkesbury Borough Plan.	☹️ Original date of Spring/ Summer 2019 has been amended to December 2019. Delays presenting the Preferred Options plan to Council. This is anticipated to go to Council in September 2018.
Develop a programme with partners to progress Healings Mill and other key development opportunity sites to support the regeneration of Tewkesbury.	☹️ Amended date from September 2018 to March 2019. Discussions are being sought with the developer to explore options.
Explore with partners- including the Battlefield Society- the potential to increase the heritage offer at the Battlefield site.	☹️ Original target date has been extended from September to December 2018 to enable discussion to take place with University of Gloucestershire and Virtual Reality Lab around the potential to film the re-enactment.
Develop the Tewkesbury Borough Plan.	☹️ Revised target date of Autumn 2019 from Spring/ Summer 2019. It is anticipated the Preferred Options Borough Plan will take place in Autumn 2018 which will then go to consultation.
Ensure adequate land is allocated within the JCS and Tewkesbury Borough Plan to meet housing need.	☹️ Tewkesbury Borough Plan target date has been amended to Autumn 2019 due to slight delays with the preferred options stage of the plan.

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 June 2018.

3.2 Of the 16 indicators with targets, their status as at the end of quarter 1 is:

😊 (target achieved)	😐 (target likely to be achieved by the end of the year)	😞 (target not achieved)
7	7	2

In terms of the direction of travel i.e. performance compared to last year, for all indicators (not all indicators have a target e.g. crime) the status is:

↑ (better performance than last year)	↓ (not as good as last year)	↔ (on par with previous year performance)
8	8	2

3.3 Key indicators of interest include:

- Three new KPI's have been included these are; number of visitors entering the Growth Hub (KPI 7), percentage of Freedom of Information requests answered on time (KPI 31) and percentage of formal complaints answered on time (KPI 32).
- KPI 8- Total number of homeless applications presented has increased significantly this is a result of the new homelessness legislation changes and how we record homeless cases.
- KPI 12- Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant- both the target and last year's outturn have been exceeded with 100% of applications being determined in the agreed timescale.
- KPI 18- Number of reported enviro crimes- There has been a decrease in the number of reported enviro crimes from the previous year.
- KPI 21- Average number of days to process new benefit claims- performance of 21 days is below the target of 15 days but remains marginally better than the national average of 22 days.
- KPI 22- Average number of days to process change in circumstances- number of days is 5 days, this is slightly above the national average and our target of 4 days.
- KPI 28- Percentage of waste recycled or composted- figures are positive with an increase in tonnages for garden waste therefore providing a boost and exceeding last year's outturn and this year's target.

4.0 FINANCIAL SUMMARY - REVENUE POSITION

4.1 In August 2018, the financial budget summary for Q1 shows a £81,867 surplus against the profiled budget. Below is a summary of the expenditure position for the Council split out between the main expenditure types.

4.2 General Fund outturn summary

Services expenditure	Budget £	Budget Q1 £	Actual Q1 £	Variance £
Employees	9,319,411	2,282,692	2,206,362	76,330
Premises	610,297	272,010	272,174	(164)
Transport	165,777	40,958	26,124	14,834
Supplies & Services	1,913,446	460,816	453,061	7,755
Payments to Third Parties	5,358,570	1,510,975	1,510,164	811
Transfer Payments - Benefits Service	20,276,485	0	58,754	(58,754)
Income	(27,082,098)	(2,174,536)	(2,194,476)	19,940
	10,561,888	2,392,915	2,332,162	60,753

Corporate Codes

Treasury activity	117,260	29,315	11,715	17,600
Investment Properties	(1,928,859)	(512,567)	(513,929)	1,362
Corporate Savings Targets	(67,500)	(16,875)	0	(16,875)
New Homes Bonus	50,000	0	0	0
Business rates	(2,694,620)	0	(19,027)	19,027
	6,038,169	1,892,788	1,810,921	81,867

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

4.3 The budget position in relation to the Heads of Service responsibility shows an underspend of £60,753 as at the end of June. As can be seen there are two main areas of savings - employees of £79,330 and income of £19,940.

Employee costs savings are generated mainly through staff vacancies, particularly in property and development services, although the saving in development is being offset by a deficit on the income budget for that service in Q1. Services have managed vacancies during the recruitment period with limited use of agency staff and help from current staff to cover work. Democratic services have a vacant post which is maintained to offset overtime and other pressures during elections. Savings are being made against this post as there have been no significant elections so far this year.

In relation to the surplus on overall income for the Council, there is a £70,289 surplus on the Community Services income budget. This is mostly in relation to the new Garden Waste service bringing in income above target as a result of the implementation of the new sticker system and the fixed renewal date of 1 April. There is also additional income showing in Corporate Services. This relates to additional grant income for the Benefits team, received from central government, which had not been budgeted for. This money is to help with any cost of transition of claimants to Universal Credit. One area of concern remains the Planning application income budget. This is a significant income stream for the Council but is currently in a deficit of £87,092 against target for Q1. This is a continuing trend over the last 12 months where actual planning income has been below levels expected and trends seen in previous periods. Pre-application income is slightly ahead of budget, which is expected to then generate further application income during the next half of year to close the budget deficit.

- 4.4** In terms of deficits being reported at the first quarter there is an overspend being shown against Benefit Claimant payments. Q1 monitoring has identified that the Housing Benefits team has processed higher than predicted level of overpayments going back over several years. Claimants not informing the Council of changes in their circumstances cause these overpayments. This reduces the amount of subsidy that the Council can claim for operating this service. This will be monitored during the coming months to see if this is a trend. Team resources have been realigned with specific officer resource allocated to the recovery of overpaid Housing Benefit. Whilst we can't always avoid the overpayment from occurring we are focussing efforts to make sure we recover the overpayment from the recipient. In addition, the first quarter outturn position for the Ubico contract has indicated a forecast full year deficit of £84,000. A pro-rata sum has been included within the Q1 figures
- 4.5** Attached at Appendix 3 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.
- 4.6** Below the Service Expenditure lines are detailed the other sources of financing which are needed to balance the budget. Currently Business Rates income, the returns we are receiving from our investment portfolio and treasury management activities are all positive, delivering a surplus of £37,989 against budget and helping deliver the overall reported surplus of £81,867.
- 5.0 CAPITAL BUDGET POSITION**
- 5.1** Appendix 4 shows the capital budget position as at Q1. This is currently showing a small underspend against the profiled budget.
- 5.2** The underspend is because of the refurbishment of the Council Offices being slightly behind the budget profile. However, it should be noted that work was delayed, and the overall costs increased, due to issues such as the discovery of asbestos. This will put pressure on the overall budget as it moves to completion in Q2 although additional contributions have been identified from partners to offset this.
- 6.0 RESERVES POSITION**
- 6.1** Appendix 5 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 Q1 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 25 April 2018.

Background Papers: None.

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Appendices:

- 1 – Overview and Scrutiny Committee Review.
- 2 – Council Plan Performance Tracker Qtr 1 2018/19.
- 3 - Revenue Budget.
- 4 - Capital Budget.
- 5 – Reserves.

Questions raised by Overview and Scrutiny Committee at meeting held on

4 September 2018

Questions raised by Overview and Scrutiny	Response from officers
Performance Tracker - Priority: Finance and resources	
<p>Objective 3 – Action a) – Deliver the aims and objectives of the Commercial Property Investment Strategy – A Member noted that the comments stated that the Council’s property portfolio stood at £39m, producing a gross income of about £1.9m; however, the second bullet point on Page No. 33, Paragraph 2.3 of the report, stated that the annual gross income would be £2.4m.</p> <p>Members questioned how far the property investments had helped to reduce the budget deficit and what action was taken to minimise risks associated with investment properties, particularly given the recent reports about G4S, which occupied Challenge House in Tewkesbury, and the running of the facilities it operated.</p>	<p>The Finance Manager apologised for this error and indicated that she believed the correct amount was £2.4m but she undertook to provide a schedule of all properties and their gross income following the meeting.</p> <p>The Chief Executive explained that the deficit over the five year period of the Medium Term Financial Strategy remained at £1.8 - 2m and, whilst the net income of approximately £850,000 from the commercial property portfolio had made a huge difference, there were still some major issues to address as the budget programme moved forward in the autumn. Potential investments were considered by the Commercial Property Investment Board, which was a Member panel advised by Officers and the Council’s investment advisors, prior to consideration by Council. In order to maximise investment potential, it was important that the property portfolio was as broad as possible and covered a range of sectors. He explained that G4S operated worldwide and had a particularly important research and manufacturing site in Tewkesbury - whilst there were no certainties with any company, this made G4S a covetable tenant; furthermore, there was no break clause with that particular lease so it was not subject to review. It was worth noting that the external auditors had found the Council’s investment portfolio, and the associated processes, to be sound. Members were advised that the risks associated with the portfolio were far outweighed by the income that was generated.</p>
<p>Objective 4 – Action b) Explore options for the Ministry of Agriculture, Food and Fisheries (MAFF) site – A Member sought an update on plans for the site.</p>	<p>Members were informed that the Executive Committee had approved the disposal of the MAFF site for residential use. In order to achieve the best price, it was intended to sell the site with planning permission, if possible, and Officers were currently commissioning survey work to support that.</p>

Performance Tracker – Priority: Promoting and supporting economic growth	
Objective 4 – Action b) Develop a programme with partners to progress Healings Mill and other key development opportunity sites to support the regeneration of Tewkesbury – A Member noted that the target date for this action had changed several times and she questioned whether any developers were interested in the Healings Mill site.	The Chief Executive explained that the main difficulty was that the Council did not own the site and therefore this action was largely outside of its control. Notwithstanding this, he recognised that the target date had changed significantly, and he agreed that more meaningful timescales were needed.
Objective 5 – Action a) Explore with partners – including the Battlefield Society – the potential to increase the heritage offer at the Battlefield site – A Member sought a progress update.	The Chief Executive advised that some progress had been made and it was intended to bring forward a project with the various partners. To date, Officers had met with the key landowners and stakeholders to discuss what might be possible and consideration was being given to an IT-based heritage project. The project had slipped as it had taken longer than anticipated to engage with the Battlefield Society and other partners. It was noted that the revised target date of December 2018 related to getting agreement on a way forward rather than the date the project would be completed in its entirety.
Key Performance Indicators for Priority: Promoting and supporting economic growth	
KPI 5 – Number of visitors to Tewkesbury Tourist Information Centre (TIC) – A Member was surprised to see that the number of visitors to the Tewkesbury TIC had decreased given the fantastic weather over the summer.	Members were reminded that the figures related to the first quarter of 2018/19 which covered the period April-June - before the extended period of hot and dry weather.
KPI 7 – Number of visitors entering the Growth Hub – A Member noted that this was a new indicator and questioned what comparisons would be used to establish whether performance was good or bad.	The Chief Executive explained that this KPI had been set by the Local Enterprise Partnership (LEP) as a condition of the capital that it had put into the Growth Hub and it was currently the only measure of performance available. The only other tier two Growth Hub in Gloucestershire was at the Royal Agricultural University in Cirencester, which had recently opened, and no other Growth Hub in the UK was located within a local authority premises therefore there was no established track record for comparison.

Council Plan Performance Tracker and Key Performance Indicators 2018-19 Progress Report

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. Seek to be financially independent of the government's core grants.				
a) Deliver the council's transformation programme to deliver a balanced budget.	Target date: March 2019	Corporate Leadership Team (CLT) Lead Member for Organisational Development	😊	Since the implementation of the Transformation Programme in 2014, a number of significant projects have been successfully delivered, for example; new leisure centre, new website, commercial property investments etc. The programme currently includes a number of projects across the key themes of the programme which all have different delivery dates. The March 2019 target date is therefore an annual date and will reflect the success of the programme in that financial year. With regards to current performance, a couple of key projects are in their final stages and fundamentally complete. These are the Public Service Centre refurbishment (incl Growth Hub) and the garden waste project. With regards to the latter, this has seen income generated of nearly £780k (against a budget of £690k) through the sale of over 17,100 sticker licences with nearly 70% of transactions being completed on-line. Emerging projects

				include the potential for a car pool, customer relationship management system and a new commercial approach to support delivery of services.
PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 1. Seek to be financially independent of the government's core grants.				
b) Maximise retention around business rates.	Target date: March 2019	Head of Finance & Asset Management Lead Member for Finance and Asset Management	☺	Initial figures for the Q1 outturn position of the Gloucestershire pilot suggest that both Tewkesbury individually and the Gloucestershire Pilot overall are performing well and are in line with expectations. It should however be noted that the retained business rates scheme can be extremely volatile and there is a long time to go before the council can be confident about the success of the pilot.
22c) Work to reduce the council's deficits, outlined in the Medium Term Financial Strategy (MTFS).	Target date: December 2018	Head of Finance and Asset Management Lead Member for Finance and Asset Management		The first quarter has seen resources dedicated to ensuring the accounts were successfully closed and approved. Attention now turns in the second quarter to reviewing the councils MTFS position, with the intention of delivering a report to council in December and carrying out detailed assessment of the 2019/20 budget position.
Objective 2. Maintain a low council tax.				
a) Produce a Medium Term Financial Strategy which ensures that council tax remains in the lowest quartile nationally.	Target date: December 2018	Head of Finance & Asset Management Lead Member for Finance and Asset Management	☺	Work currently being undertaken to forecast future financial position. This will continue through the summer and into the Autumn before MTFS is drafted for Executive and Council approval in the Winter. Tewkesbury remains the fifth lowest council tax for an English District authority in 2018/19 at £114.36 per annum for a Band D household. This is £43 below the lowest quartile threshold.

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 2019	Corporate Leadership Team (CLT) Lead Member for Organisational Development and Lead Member for Finance and Asset management	☺	The Council approved a further £12m of funding for this initiative in January 2018, giving a total of £15.7m to be invested. Within the first quarter, the Council has been successful in identifying and securing two properties to add to its portfolio. Total investment in these two properties is £8.5m and when the transactions have been completed, the portfolio will stand at £39.5m producing a gross income of about £1.9m and a projected net return of £850k this year however the net return drops over the years because the minimum revenue provision increases year by year (so by 2020-21 it's projected to be £825k net return). A total of £7.2m is left to be invested.
23 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 April 2019 (revised target date)	Head of Community Services Lead Member for Clean and Green Environment	☹	There were key market factors which caused delay of the report, these were not initially envisaged. The potential for collaborative working around trade waste will initially be discussed at Senior Management Group of Joint Waste Team on 20 September 2018 to determine if there is a business case for one or more local authorities within the county to liaise with Ubico regarding a trade waste service.
c) Explore opportunities to increase commercial activity in all services.	Target date: March 2019	Heads of service Deputy Chief Executive / Lead member for Finance and Asset Management.		This project will look to create an overarching 'commercial strategy' for the organisation. It will constitute two main sections – maximising cost recovery opportunities within the organisation and exploring opportunities for income generation. This strategy will not include direct reference the commercial property investment portfolio, which is managed separately.

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) Explore options for the regeneration of Spring Gardens.	Target date: December 2017 September 2018 (revised date – reported to O&S 20 March)	Head of Finance and Asset Management Lead Member for Finance and Asset Management	☺	Following detailed interviews an advisor has now been appointed with work starting at the beginning of September. The subsequent phase of activity, between September and February, will be for the appointed advisor to review the project and recommend options for taking it forward. The target date for this objective will be amended at the quarter two performance report, subject to the successful appointment of an advisor, to reflect this next stage.
b) Explore options for the Ministry of Agriculture, Food and Fisheries (MAFF) site.	Target date: March 2019	Head of Finance & Asset Management Lead Member for Finance and Asset Management	☺	Executive Committee have approved the disposal of this site for residential use, either standard residential development or care home. Officers are currently commissioning survey work to support an outline planning application. It is envisaged that an outline application will be submitted in the Autumn with the site being marketed for disposal on approval of planning permission.
c) Deliver the council's asset management plan.	Target date: March 2019	Head of Finance & Asset Management Lead Member for Finance and Asset Management	☺	Delivery of plan in first quarter has included: <ul style="list-style-type: none"> • Completion of large proportion of the ground floor refurbishment project, including the development of the growth hub • Securing two new tenants for the two remaining units on the top floor • Appointment to the new Property Officer role • Completion of MAFF site report • Addition of two commercial properties to portfolio

PRIORITY: PROMOTING AND SUPPORTING ECONOMIC GROWTH

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Deliver our strategic plans.				
<p>25</p> <p>a) Deliver the Economic Development and Tourism Strategy.</p>	<p>Target date: March 2019</p>	<p>Head of Development Services</p> <p>Lead Member for Economic Development/ Promotion</p>	<p>😊</p>	<p>The Economic Development and Tourism Strategy was approved at Executive committee in June 2017.</p> <p>Implementation of annual delivery plan – activities this quarter include:</p> <ul style="list-style-type: none"> • Growth Hub development (see action below) • New Growth Hub Navigator appointed • LEADER funding continuing to be allocated and promoted. There has been £653k allocated to projects, with £534k remaining. • Successful funding bid of £250k from Cotswold Tourism (of which Tewkesbury Borough Council are a partner) submitted to Discover England to develop new tourist itineraries across Cotswolds • Successful business event to promote the role of the economic development team at Tewkesbury Borough Council and the growth hub was held at Tewkesbury Park attracting around 100 businesses. • Regular events held with business community including: business breakfasts, business delegations and 1:1 business meetings. • Working on countywide Inward Investment Bid – Final Stage. • Winchcombe ‘meet and greet’ held for tourism businesses to understand more about Cotswold Tourism and how to get more involved

<p>b) Launch a business growth hub in the Public Services Centre.</p>	<p>Target date: Spring 2018 July 2018 October 2018 (Whilst the growth hub could have opened in isolation, the launch date was revised to allow completion of the broader PSC refurbishment works)</p>	<p>Head of Development Services Lead Member for Economic Development/ Promotion</p>	<p>☹️</p>	<ul style="list-style-type: none"> • Refurbishment completed- signage and fittings are in progress • Growth Hub in use for organised training and event sessions. • Official Launch event in Autumn (to enable all Civic Suite work to be completed) • Ongoing meetings with other Hub providers and businesses. • Navigator appointed <p>It was agreed that works on the wider refurbishment need to be completed prior to the hub launch to prevent noise and disturbance to those using the hub. A Soft launch is targeted for September, official launch to take place between September- October.</p>
<p>c) Conduct a retail study in partnership with Cheltenham Borough council and Gloucester City Council.</p>	<p>Target date: March 2019</p>	<p>Head of Development Services Lead Member for Economic Development/ Promotion</p>	<p>☺️</p>	<p>Retail study is being procured to ascertain what the retail trends and needs are within the borough and JCS areas. The study will provide evidence to support the retail policy for the JCS.</p>
<p>d) Work with the Local Enterprise Partnership and other partners to contribute to the Local Industrial Strategy.</p>	<p>Target date: December 2018</p>	<p>Head of Development Services Lead Member for Economic Development/ Promotion</p>	<p>☺️</p>	<p>Deputy Chief Executive is a member of the Local Industrial Strategy Steering Group (group consists of local authority and private sector reps) and continues to influence the production of the strategy. Tewkesbury Borough Council are working with the group and the LEP to help deliver the strategic action required through the Economic Development and Tourism Strategy.</p>

PRIORITY: PROMOTING AND SUPPORTING ECONOMIC GROWTH

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 2. Deliver employment land.				
27 a) Deliver employment land through the Joint Core Strategy (JCS) and Tewkesbury Borough Plan (TBP).	JCS target date: March 2019	Head of Development Services	☺	Following adoption of the JCS, which includes 112ha of employment land. Planning and Economic Development officers work to promote employment land in the borough. The take up of employment land will be monitored in the Authority Monitoring Report.
	Borough plan target date: Spring/Summer 2019 (previously reported to O&S) December 2019 (new target date)	Lead Member for the Built Environment	☹	The Tewkesbury Borough Plan will identify further employment sites which will be informed by the Employment Land Review. As part of the development of the next stage of the Borough Plan the potential employment sites have been assessed to see if they would make sustainable allocations for inclusion in the plan. This has been supported by a number of evidence base documents to support evidence of deliverability. Slight delays on the Preferred Options plan, containing employment allocations, being presented to Council. This is due to additional work being carried out with the member working group. It is anticipated to go to Council in September 2018.

PRIORITY: PROMOTING AND SUPPORTING ECONOMIC GROWTH

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 3. Maximise the growth potential of the M5 junctions.				
a) Produce a concept masterplan for the J9 area.	Target date: March 2017 March 2018 June 2018 October 2018	Head of Development Services Lead Member for Economic Development/Promotion	☺	Following the Thinking Places consultation. Building Design Partnership (BDP) have completed their first stage report setting out opportunities for future development at the area which will lead to a masterplan for the area to underpin the work of the JCS. The publication is scheduled for this Autumn. Members have been updated through the J9 member reference group.

b) Work with partners to secure transport infrastructure improvements around the borough, including the all-ways Junction 10, Junction 9 and A46 improvements.	Target date: 2021 (approved business case)	Head of Development Services Lead Member for Economic Development/Promotion	☺	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. This bid has been successful at stage 1 and is now moving towards further evaluation. The project is being led by Gloucestershire County Council with district council/Tewkesbury Borough input. Work continues on the project in line with project plan and will be moved to its next stage (submission of business case to government) in March 2019.
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Objective 4. Deliver regeneration for Tewkesbury town.

a) Develop a supplementary planning document for Tewkesbury Town.	Target date: April 2018 September 2018 October 2018 (revised date)	Head of Development Services 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. A draft supplementary planning document has been produced and shared with the Partnership. The proposal is that this will be presented to Executive Committee for approval to consult with the public in October 2018.
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PRIORITY: PROMOTING AND SUPPORTING ECONOMIC GROWTH

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
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Objective 4. Deliver regeneration for Tewkesbury town.

b) Develop a programme with partners to progress Healings Mill and other key development opportunity sites to support the regeneration of Tewkesbury.	Target date: September 2017 January 2018 March 2018 September 2018 March 2019 (revised date)	Head of Development Services Lead Member for Economic Development/Promotion	☹	Following the site not being sold last summer, discussions are now being sought with the developer, to explore what options may exist to try and bring forward an acceptable development proposal for this site. Alongside this discussions with a number of agencies are being held to seek to maximise the potential for a viable scheme to be brought forward. However this site remains very difficult due to a number of constraints and a general lack of market interest. This remain a very difficult site to progress due to the constraints and costs associated with development.
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Objective 5. Promote the borough as a visitor attraction.

<p>a) Explore with partners- including the Battlefield Society- the potential to increase the heritage offer at the Battlefield site.</p>	<p>Target date: Complete feasibility December 2017. April 2018 September 2018 December 2018 (revised date)</p>	<p>Head of Development Services Lead Member for Economic Development/ Promotion</p>	<p>☹</p>	<p>The council has met with key landowners and stakeholders to assess an 'agreement in principle' to strengthen the heritage and economic offering around the battlefield. Early discussions with the University of Gloucestershire and Virtual Reality Lab in Bristol are focussing on the potential to film the re-enactment and use this as part of a website based marketing drive.</p> <p>The original target date has been extended to conclude this work.</p>
<p>b) Develop a programme to work with existing tourism attractions within the borough to promote historic heritage.</p>	<p>Target date: March 2019</p>	<p>Head of Development Services Lead Member for Economic Development/ Promotion</p>	<p>☺</p>	<p>The council is developing a programme for historic heritage bookable experiences to promote the borough and wider Cotswolds area to new markets, particularly Italy, Norway, Denmark, Sweden and Spain.</p> <p>The council also promotes historic heritage in a number of ways:</p> <ul style="list-style-type: none"> • Cotswold Tourism Website • Visit Tewkesbury Website • Visitor enquiries (in person / electronic / phone) • Social Media • Literature • Press visits • Group Travel Shows
<p>c) Review the tourism resources to maximise the tourist provisions in the borough.</p>	<p>Target date: April 2019</p>	<p>Head of Development Services Lead Member for Economic Development/ Promotion</p>	<p>☺</p>	<p>Tourism service review, incorporating delivery of the Tewkesbury TIC will be brought to Executive Committee in the Autumn.</p>

Key performance indicators for priority: Economic development

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
1	Employment rate 16-64 year olds.	74.3%		84.7%						84.7% relates to 46,100 people within the borough. This is above the national rate of 75.0% (Source ONS April 2017 – March 2018 current figures).	Leader Member Economic Development/ Head of Development Services
30 2	Claimant unemployment rate.	0.9%		1.1%						1.1% relates to 595 people within the borough. This rate is below the county rate of 1.4% and national rate 2.2% (Source: ONS)	Leader Member Economic Development/ Head of Development Services
3	Number of business births.	480 (2016 figure)								Figures are produced annually and will be available in quarter three.	Leader Member Economic Development/ Head of Development Services
4	Number of business deaths	515 (2016 figure)									
5	Number of visitors to Tewkesbury Tourist Information Centre (TIC)	29,034	31,000	8,305				↓	☹️	Figures down from 2017 due to early Easter, bad weather in April and May and Tewkesbury Abbey campsite not re-opening until mid-June.	Leader Member Economic Development/ Head of Development Services

6	Number of visitors to Winchcombe Tourist Information Centre (TIC)	9,913	10,000	3,923				↓	☹️	<p>Figures down from 2017 due to early Easter, bad weather in April and May.</p> <p>Tickets sales reached 159 for the Winchcombe Festival totalling over £6,500 this year - which is the highest yet.</p>	Leader Member Economic Development/ Head of Development Services
7	Number of visitors entering the Growth Hub	Not measured	1000					Not available	Not available	<p>Hub is to officially open in Autumn 2018. The target of 1000, has been agreed with LEP as part of the funding agreement.</p>	Leader Member Economic Development/ Head of Development Services

PRIORITY: GROWING AND SUPPORTING COMMUNITIES				
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) Work the partners to ensure the delivery of housing growth through the Joint Core Strategy (JCS) and undertake the required reviews to meet JCS housing shortfalls.	Target date: March 2019	Head of Development Services Lead Member for the Built Environment	☺️	<p>All three councils adopted the JCS with Cheltenham Borough Council being the final council, on 11 December 2017</p> <p>Since then work has started on the review of the JCS and are working with developers to secure the delivery of a number of key sites.</p>

<p>b) Develop the Tewkesbury Borough Plan.</p>	<p>Target date: Winter 2018 Spring/ Summer 2019 (previously reported to O&S) Autumn 2019 (revised date)</p>	<p>Head of Development Services</p> <p>Lead Member for the Built Environment</p>	<p>☹</p>	<p>It is anticipated that Council approval for the Preferred Options Borough Plan will take place in Autumn 2018.</p> <p>Estimated timetable for the TBP to adoption is:</p> <ul style="list-style-type: none"> • Preferred Options Consultation- Autumn 2018 • Pre-Submission Consultation- Winter 2018/19 • Submission to Secretary of State- Spring 2019 • Examination in Public- Summer 2019 • Adoption- Autumn 2019
<p>c) Support Neighbourhood Development Plans (NDP) where communities bring them forward.</p> <p>32</p>	<p>Target date: March 2019</p>	<p>Head of Development Services</p> <p>Lead Member for the Built Environment</p>	<p>☺</p>	<p>A total of 14 neighbourhood areas have now been designated across 16 parishes.</p> <p>The Borough Council has 5 'made' NDPs:</p> <ul style="list-style-type: none"> • Winchcombe & Sudeley • Highnam • Gotherington • Twyning • Alderton <p>The Down Hatherley, Norton and Twigworth NDP has been submitted for examination which is due to take place in August/September 2018.</p> <p>The Churchdown and Innsworth NDP is due to be submitted to the Council in July/August 2018 for its Reg 16 consultation.</p> <p>The Ashchurch Rural NDP is also progressing towards its Reg 16.</p>

PRIORITY: GROWING AND SUPPORTING COMMUNITIES

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.				
d) Develop housing growth plans associated with the Junction 9 masterplan.	Target date: December 2019	Head of Development Services Lead Member for the Built Environment	☺	A concept masterplan looking at the development opportunities in the area is being created this will feed into the borough statutory plans including the review of the JCS.
e) With partners, explore options for the provision of modular and innovative housing to meet housing needs.	Target date: December 2018	Head of Development Services Lead Member for the Built Environment	☺	Plans are being developed with the housing team to ensure opportunities for modular housing needs are explored within the borough. A report will be presented to members in due course.
Objective 2. Maintain a five year supply of land.				
a) Ensure adequate land is allocated within the JCS and Tewkesbury Borough Plan to meet housing need.	Target date: March 2019 (JCS)	Head of Development Services Lead Member for the Built Environment	☺	The JCS was adopted on 11 December 2017. The JCS sets out the overall housing requirement for the Borough and sets the spatial strategy for meeting development needs. In 2017-18 monitoring year the council worked with developers to bring sites forward. A total of 945 homes were completed in the Borough. Tewkesbury Borough Council can demonstrate a 5.58 year land supply against its JCS housing requirements.
	Target date: Spring/summer 2019 (TBP) Autumn 2019 (revised)		☹	Slight delays on the Preferred Options stage of the plan, containing housing allocations, being presented to Council. This is due to additional work being carried out with the member working group. It is anticipated to go to Council in Autumn 2018.

	date) TBP			
b) Work with developers and stakeholders to deliver sustainable sites to meet housing needs.	Target date: March 2019	Head of Development Services Lead Member for the Built Environment	😊	The JCS was adopted on 11 December 2017. The JCS sets out the overall housing requirement for the Borough and sets the spatial strategy for meeting development needs. In undertaking strategy duties with the planning authority officers are working to deliver housing needs.

PRIORITY: GROWING AND SUPPORTING COMMUNITIES

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.				
34 a) Monitor annually the delivery of homes within the borough.	Target date: August 2018	Head of Development Services Lead Member for the Built Environment	✓	The 2017/18 monitoring has now been completed and the report is due to be published onto the council's website in August 2018. This report provides information on how many homes have been delivered within this year. A total of 945 new homes were delivered in the Borough in this year.
b) Work with partners, infrastructure providers and developers to progress the delivery of key sites.	Target date: March 2019	Head of Development Services Lead Member for the Built Environment	😊	A number of working groups are progressing the delivery of strategic areas within the JCS, which will in turn lead to the delivery of sites for example; J9 and J10. Planning permission was recently granted for part of South Churchdown strategic allocation. Reserved matters application has been submitted for elements of the Brockworth strategic area. A planning application exists for North West Cheltenham and pre app continues on West Cheltenham.

c)	Produce a business case for improvements to the A40 at Longford, including improvements to Longford roundabout.	Target date: April 2019	Head of Development Services Lead Member for the Built Environment	☺	Appraisal summary report (ASR) is complete, design work underway, and contracts are being finalised with Atkins to complete business case work.
d)	Deliver short- term access improvements to the infrastructure around the Ashchurch Housing Zone.	Target date: March 2019	Head of Development Services Lead Member for the Built Environment	☺	A bid for funding has been submitted and approved through Housing Infrastructure Fund (HIF) for a new bridge. A Short Term Access Strategy document has been considered in relation to the opportunities at J9 and shared with the J9 working group.
e)	To produce a Place Development Strategy.	Target date: June 2019	Head of Development Services Lead Member for the Built Environment	☺	The Place Strategy was set out in principle in the Development Services review and work progresses with members, partners and the council to consider the effective delivery of the Place approach and the strategy for delivering it.

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PRIORITY: GROWING AND SUPPORTING COMMUNITIES

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
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Objective 4. Deliver affordable homes to meet local need.

a)	Implement effective actions to meet the needs of homelessness legislation.	Target date: March 2019	Head of Community Services Lead Member for Health and Wellbeing	☺	A new database has been implemented to manage the new Homelessness Reduction Act legislation. This was in place by April 2018. The banding on the housing register has been changed slightly to incorporate the new statutory homeless duties; and will be re-assessed once the impact of the new legislation on local authorities is clear. The Housing Services Team have experienced higher caseloads as a result of the changes, and we have a new .5 FTE equivalent to help manage these.
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				We have placed recording outcomes of applicants threatened with homelessness in > 56 days on the agenda for the next management board meeting of the Homeseeker plus partnership to capture the work undertaken with applicants who will become homeless but not in the new statutory period.
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PRIORITY: GROWING AND SUPPORTING COMMUNITIES

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
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Objective 4. Deliver affordable homes to meet local need.

b) Achieve the council's affordable homes target by working with local housing providers.	Target date: March 2019	Head of Community Services Lead Member for the Built Environment	☺	A new target of 200 has been set for 2018/19. Based on returns from Registered Providers there have been 79 affordable properties completed in Q1 comprising of 41 Shared Ownership, 32 Affordable Rented and six Social Rented. They have been in Brockworth, Bishops Cleeve, Twynning, Longford and Wheatpieces. The total for 2017-18 was 233.
c) 36 Work in partnership to deliver the council's housing and homeless strategy.	Target date: March 2019	Head of Community Services Lead Member for Health and Wellbeing	☺	Housing services continues to actively participate in partnerships with other local districts, other public agencies such as the Police Crime Commissioner, Glos County, and the Glos Clinical Commissioning Group for a number of housing and homeless pathways: Recent update: The Domestic abuse services, target hardening and sanctuary work have been retendered this year and aim to provide a seamless service – as part of this the district councils and the OPCC have agreed respective funding and procured a new 3 year service through Safer Partnerships for target hardening which will commence in August 2018.
d) Work with Severn Vale Housing Society, Bromford Housing Group and Merlin Housing Society in respect of their merger.	Target date: January 2019	Head of Community Services Lead Member for Health and Wellbeing	☺	The Merger between Severn Vale Housing Society (SVHS) and the Bromford/Merlin partnership is anticipated to take place in January 2019. Tewkesbury Borough Council's Housing Services Manager attends the Severn Vale Senate Group to work with tenant representatives and the SVHS Senate working group regarding the merger.

e) Develop a programme to work with landlords to ensure residents have a supply of rented properties to meet their needs.	Target date: March 2019	Head of Community Services Lead Member for Health and Wellbeing	😊	We have recruited an additional 0.5 post within Housing Services to assist in developing a private rented scheme for those in housing need.
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Key performance indicators for priority: Growing and supporting communities

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
37	Total number of homeless applications presented	107		151						As a result of new legislation all presentations are assessed to establish if households are within 56 days of homelessness – if they are a homeless duty is accepted. The number of applications for Q1 therefore exceeded last year's outturn.	Lead Member Health and Wellbeing/ Head of Community Services
9	Total number of homeless applications accepted	61		75						Following the changes in legislation a statutory homeless duty is accepted to all applicants likely to be homeless within 56 days.	Lead Member Health and Wellbeing/ Head of Community Services

										<p>There are three distinct duties (Q1 figure in brackets):</p> <ul style="list-style-type: none"> • Prevention duty which lasts 56 days (44) • Relief duty for homeless households which lasts 56 days (29) • Full statutory homeless duty, this is similar to the old duty (2) 	
38 10	Total number of active applications on the housing register	<p>1939</p> <p>1012-1 bed 614- 2 bed 227-3 bed 71 – 4 bed 14 – 5 bed 1 - 6 bed</p>		<p>2074</p> <p>1069 – 1 bed 647 – 2 bed 258 – 3 bed 78 – 4 bed 20 – 5 bed 2 – 6 bed</p>						<p>The breakdown of bands is:</p> <p>Gold – 106 Silver – 578 Bronze – 1350 Emergency - 40</p> <p>The numbers registered with Choice Based Lettings have risen slightly on last quarter.</p>	Lead Member Health and Wellbeing/ Head of Community Services

Key performance indicators for priority: Growing and supporting communities

KPI no.	KPI description	Outturn 2017-2018	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
11	Total number of homeless prevention, relief and legacy prevention cases	227		33						Following new legislation – any resolved housing crises during the new homeless prevention or relief duties have been reported – as well as the prevention of homelessness on legacy cases taken on before 1 st April 2018. We are hoping to add the work we undertake with the households who will become homeless but in > 56 days to demonstrate the success of early intervention	Lead Member Health and Wellbeing/ Head of Community Services
39											
12	Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant.	89.58%	85%	100%				↑	😊	Continued excellent performance following on from last years out-turn During this period a total of 7 'major' applications have been determined. Please note 85% target is a local target the national target is 65%.	Lead Member Built Environment/ Head of Development Services

13	Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the applicant.	78.42%	80%	79.25%				↑	☹	<p>Continued improvement following last years improved out-turn for minor applications.</p> <p>During this period a total of 53 'minor' applications have been determined of which 42 were determined within 8 weeks or the agreed timescale with the applicant.</p> <p>Please note 80% target is a local target the national target is 75%.</p>	Lead Member Built Environment/ Head of Development Services
40 14	Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant.	91.32%	90%	89.63%				↓	☹	<p>Consistently excellent performance, albeit very slightly below target. It is expected that target will be exceed by year end.</p> <p>During this period a total of 135 'other' applications have been determined of which 121 were determined within 8 weeks or the agreed timescale with the applicant.</p> <p>Please note 90% target is a local target the national target is 85%.</p>	Lead Member Built Environment/ Head of Development Services

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 Development Services action plan to create an efficient, effective and economical service.	Target date: December 2019	Head of Development Services Lead Member for the Built Environment	☺	Development Services action plan implementation is underway with posts recruited and structural changes made. Business Transformation Manager appointed and Technical Planning Manager.
b) Deliver improvements through the review of Community Services to create an efficient, effective and economical service.	Target date: December 2018.	Head of Community Services Lead Member for the Clean and Green Environment	☺	The Community Services Review was approved by the Executive Committee 11 July 2018 and by Council 24 July. Consultation with staff and trades Union is ongoing until 10 August and implementation of the new structure will commence on or around 1 September.
c) Implement the One Legal business review and associated case management system replacement.	Target date: March 2019	Head of One Legal Lead member for the Corporate Governance	☺	Implementation of a new case management system is a key aspect of the business case. No supplier met the necessary requirements in the first round of procurement. Other possible suppliers have been identified and assessments are currently being undertaken. The delay does not adversely impact on the business case as a whole.

<p>d) To continue to proactively enforce against enviro-crimes including fly-tipping and dog fouling in accordance with the action plan.</p>	<p>Target date: March 2019</p>	<p>Head of Community Services Lead Member for the Clean and Green Environment</p>	<p>😊</p>	<p>A robust approach continues to be taken with regards to Enviro-Crime. Two fly tipping cases have been referred for prosecution.</p> <p>The Public Space Protection Order relating to Dog Fouling is now fully in place across the Borough. A communication strategy is currently being put together to publicise this. This will involve corporate communications and engaging with dog walkers at known hotspots across the Borough. There are a significant number of dog fouling signs across the Borough which refer to the previous dog fouling legislation. These are out of date and a strategy is being put in place to update these signs.</p> <p>It was agreed at Overview and Scrutiny Committee on 12 June that a range of metrics be developed for reporting on enviro crime's. These metrics will be reported to the Overview and Scrutiny Committee on a six monthly basis with a consolidated annual report being produced in June each year. This report would reflect back on the successes and progress of the previous year as well as reporting back on the various metrics. The initial 6 monthly report will be produced in January 2019.</p>
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PRIORITY: CUSTOMER FOCUSED SERVICES

Actions	Target date	Reporting Line	Progress to date	Comment
<p>Objective 2. Further expansion of the Public Services Centre</p>				
<p>a) Deliver the Public Services Centre refurbishment project.</p>	<p>Target date: March 2018 June 2018 August 2018 (reported to O&S 20 March)</p>	<p>Head of Finance & Asset Management Lead Member for Finance and Asset Management</p>	<p>😊</p>	<p>Majority of first phase, ground floor construction works completed on time – 15 June. Exceptions to this were the installation of a new reception desk and the completion of works to the entrance as a result of the discovery of asbestos. The balance of construction works are scheduled to be completed by the 20th August when the contractor will hand back possession of remaining areas to the Council. The weeks after this will see installation of AV equipment, signage and furniture as well as the final movement of services.</p>

b) Seek tenants for the remainder of the top floor and other spaces.	Target date: March 2018 December 2018 (revised date)	Head of Finance & Asset Management Lead Member for Finance and Asset Management	☺	Remaining two zones of top floor have now been let. Zone two has been occupied from 1 July with the final zone being occupied in September. Discussions with existing tenants ongoing as to expanding their tenanted areas on the ground floor.
c) Develop a programme to create partnerships within Public Service Centre.	Target date: March 2019	Deputy Chief Executive Lead Member for Finance and Asset Management		The Public Service Centre has seen the development of partnership working across various agencies which ultimately benefits our residents. A programme is to be developed to enhance these partnerships and identify any new opportunities that may arise.

PRIORITY: CUSTOMER FOCUSED SERVICES

Actions	Target date	Reporting Line	Progress to date	Comment
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Objective 3. To improve customer access to our services and service delivery through digital methods.

a) Explore options to provide online public access to interactive planning policy information maps.	Target date: March 2019	Head of Development Services Lead Member for the Built Environment	☺	Action plan and programme is being presented to Programme Board in relation to providing an interactive planning map for policy designations in the borough.
b) Introduce the option for paperless billing for council tax and business rates.	Target date: February 2019	Head of Corporate Services Lead Member for Customer Focus		Paperless billing will be offered to those residents who wish to engage in this manner. The project will commence in the latter part of quarter two. The key milestone will be to have a paperless billing system in place for the main 2019/20 billing run.

c) Explore options and deliver a corporate-wide customer relationship management (CRM) system.	Target date: March 2019	Head of Corporate Services Lead Member for Customer Focus	☺	A CRM provides a corporate platform that will bring a number of advantages as to how the council interacts with our customer base. For example it would provide a single view of the customer to see all transactions across all channels. It would also give the ability for customers to track service requests. This is a significant corporate project and exploratory work is taking place to understand the impact on services and potential costs. The target date relates to the development of a business case.
d) Investigate digital methods to improve customer engagement.	Target date: March 2019	Head of Corporate Services Lead Member for Customer Focus	☺	The development of a new building control website is nearly complete and will provide the opportunity for the building control service to improve customer engagement. Other specific projects will be developed in line with the Customer Care Strategy that was reported to O&S committee in May 2018. These include the potential to use tools such as webchat and Skype and continued development of on line forms and website improvements such as ways to capture customer satisfaction.

Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service										
15	Total enquiries logged by the Area Information Centre (AIC).	908		201						<p style="text-align: right;">Q1</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td>Bishops Cleeve</td> <td style="text-align: right;">13</td> </tr> <tr> <td>Brockworth</td> <td style="text-align: right;">62</td> </tr> <tr> <td>Churchdown</td> <td style="text-align: right;">66</td> </tr> <tr> <td>Winchcombe</td> <td style="text-align: right;">60</td> </tr> <tr> <td>Total:</td> <td style="text-align: right;">201</td> </tr> </table>	Bishops Cleeve	13	Brockworth	62	Churchdown	66	Winchcombe	60	Total:	201	Lead Member Customer Focus/ Head of Corporate Services
Bishops Cleeve	13																				
Brockworth	62																				
Churchdown	66																				
Winchcombe	60																				
Total:	201																				
16	Total number of people assisted within the borough by Citizens Advice Bureau (CAB).	1521		421						<p>858 issues raised compared to 635 for the same period last year Q1). With 73% being about:</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td>Benefits</td> <td style="text-align: right;">31%</td> </tr> <tr> <td>Debt</td> <td style="text-align: right;">22%</td> </tr> <tr> <td>Employment</td> <td style="text-align: right;">11%</td> </tr> <tr> <td>Relationships</td> <td style="text-align: right;">11%</td> </tr> </table>	Benefits	31%	Debt	22%	Employment	11%	Relationships	11%	Lead Member Economic Development /Promotion / Head of Development Services		
Benefits	31%																				
Debt	22%																				
Employment	11%																				
Relationships	11%																				

										<p>Housing 8%</p> <p>Of the 421 clients seen (858 issues) this quarter the heaviest demand was in Brockworth at 60 (14.3%).</p> <p>The following five wards represent 192 (46%) of all clients seen: Brockworth 60 Coombe Hill 34 Tewkesbury Priors Park 34 Cleeve St Michael 33 Churchdown St Johns 31</p>	
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Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
17	Financial gain to clients resulting from CAB advice	£281,178		£61,580						During the quarter, clients have benefitted from £61,580 of financial gains	Lead Member Economic Development/ Promotion / Head of Development Services
18	Number of reported enviro crimes	967	1000	293				↑	☹️	<p>Enviro-Crime figures for Q1:</p> <ul style="list-style-type: none"> fly tips- 128 (133) littering- 3 (4) dog fouling- 13 (51) abandoned vehicles- 64 (35) noise- 85 (34) <p>Total for Q1 – 293 (353) (Figures in Brackets quarter 4 2017/18)</p>	Lead Member Clean and Green Environment/ Head of Community Services

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											There has been a distinct increase in the number of abandoned vehicles and noise complaints compared to quarter 4 2017/18. In terms of the number of noise complaints this is thought to be due to the time of year. Further analysis will be carried out to determine the increase of abandoned vehicles.	
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Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 201-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
49 19	Community groups assisted with funding advice	153		32						<p>Since July 2015 community groups have been supported by the borough to receive £1,201,498 in grants from external funders.</p> <p>In Q1 the council supported groups to raise £60,467 in external grants.</p>	Lead Member Economic Development /Promotion / Head of Development Services
20	Benefits caseload: a) Housing Benefit b) Council Tax Support	3,812 4,368		3,600 4,305						<p>The Housing Benefit caseload continues to fall following the roll-out of Universal Credit in the Borough.</p> <p>The Council Tax Reduction caseload is also falling, but at a steadier pace.</p>	Lead Member Finance and Asset Management / Head of Corporate Services

47	21	Average number of days to process new benefit claims	14	15	21				↓	☹	<p>Performance is below target at 21 days, but remains marginally better than the national average of 22 days. The target of 15 days was met in May 2018, but performance in April and June has adversely impacted on the overall performance for this quarter.</p> <p>New performance measures are being put in place to help achieve target in Quarter 2.</p> <p>Challenges we face include increasing workload, particularly providing services in support of DWP claimants' transition from legacy benefits to Universal Credit.</p>	Lead Member Finance and Asset Management / Head of Corporate Services
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Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
22	Average number of days to process change in circumstances	4	4	5				↓	☹	Performance in Q1 was just over target at 5 days against the national average of 4 days.	Lead Member Finance and Asset Management / Head of Corporate Services

23	Percentage of council tax collected	98%	98.3%	29.8%				↔	☹	Performance for Q1 is just under the quarterly target of 30%.	Lead Member Finance and Asset Management / Head of Corporate Services
24	Percentage of NNDR collected	98.56%	98.5%	33.7%				↑	☺	NNDR (Business Rates) collection is above target at the end of Q1.	Lead Member Finance and Asset Management / Head of Corporate Services

Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
25	Number of anti-social behaviour incidents	2128		498				↑		Over a rolling 12 month period there has been a decrease in incidents of 9.3%	Lead Member Community/ Head of Community Services
26	Number of overall crime incidents	3314		906				↓		Over a 12 month rolling period there has been an increase of 6.85%	Lead Member Community/ Head of Community Services

27	Average number of sick days per full time equivalent	10.5	7.0	2.4				↑	☹️	<p>Total sick days to Qtr 1 = 418.6 (228). Comprising long term 222 (67) and short term 196.6 (161) – previous year's figures for the corresponding quarter in brackets.</p> <p>Long term sickness equates to 1.27 days in the quarter and short term 1.13 days.</p> <p>The full year outturn on current trends = 9.61 days (10.53 days in 2017/18). The latest available figures regarding sickness absence across local government have recently been published in Local Government Workforce Survey for 2016/7 (published June 2018). Councils reported 8.9 days per fte lost in 2016/17 (8.2 for Shire districts)</p>	Lead Member Organisational Development/ Head of Corporate Services
Key performance indicators for priority: Customer focused services											
KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
28	Percentage of waste recycled or composted	54.55%	52%	56.53%				↑	☺️	<p>A good start to the year with an increase in tonnages for garden waste therefore providing a boost to the % recycled. The food waste tonnage is virtually identical the Q1 last year and the recycling (blue bin) is very similar.</p>	Lead Member Clean and Green Environment/ Head of Community Services

										A slight increase in waste to landfill by approx. 100 tonnes this year has dropped the overall performance slightly, compared to 2017/18 but nonetheless a good start to the year. Some small charity tonnages still to come in so this may change on the Q2 submission.	
29	Residual household waste collected per property in kgs	380kg	430kg	100kg				↔	😊	Waste to landfill has increased slightly. Not significantly, but difficult to attribute it to one particular reason. A residual waste compositional analysis is taking place this year which will identify recyclables in the refuse bin providing a target of materials to put together a communication campaign once the results are released.	Lead Member Clean and Green Environment/ Head of Community Services
Key performance indicators for priority: Customer focused services											
KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
30	Food establishments hygiene ratings	4.83%	5% With a food hygiene rating Under three	4%				↑	😊	There are 699 (629) food hygiene rated premises. Of these 28 (29) are below a food hygiene rating of three meaning improvement is necessary. () – quarter 4 last year.	Lead Member Clean and Green Environment/ Head of Community Services

31	Percentage of Freedom of information requests answered on time	87%	80%	83%					↓	😊	Total number of FOI's received in Q1 was 126. 105 of these were answered within the 20 working days deadline. 21 were not answered on time. The overall total is an increase compared to Q1 2017/18 where we had received 70.	Lead Member Organisational Development/ Head of Corporate Services
32	Percentage of formal complaints answered on time	91%	90%	89%					↓	😊	Q1 saw a total of 73 formal complaints of which 65 were answered within the 20 working days deadline. One complaint is awaiting a response following an agreed extension of time.	Lead Member Organisational Development/ Head of Corporate Services

Quarter 1 Budget Report

Chief Executive

	Full Year Budget	Budget	Actual	Savings / (Deficit)
	£	£	£	£
Employees	246,000	61,442	60,704	738
Premises	0	0	0	0
Transport	2,918	732	584	148
Supplies & Services	7,432	1,365	1,365	0
Payments to Third Parties	0	0	0	0
Income	0	0	0	0
TOTAL	256,350	63,539	62,653	886

Community Services

	Full Year Budget	Budget	Actual	Savings / (Deficit)
	£	£	£	£
Employees	1,097,558	259,764	263,324	(3,560)
Premises	2,500	627	148	479
Transport	32,317	8,084	5,899	2,185
Supplies & Services	108,998	10,497	13,311	(2,814)
Payments to Third Parties	4,558,341	1,396,214	1,402,905	(6,691)
Income	(2,066,806)	(1,121,001)	(1,191,290)	70,289
TOTAL	3,732,908	554,185	494,298	59,887

1

1) The new Garden Waste service has brought in income above target. As all renewals are now for the 1st April the income target has been achieved for the whole financial year. Other income areas such as licencing and bulky waste are also performing adequately against income budgets

Corporate Services

	Full Year Budget	Budget	Actual	Savings / (Deficit)
	£	£	£	£
Employees	1,762,933	439,931	437,299	2,632
Premises	0	0	0	0
Transport	16,423	4,208	2,845	1,363
Supplies & Services	506,574	144,241	136,258	7,983
Payments to Third Parties	127,934	27,780	21,001	6,779
Transfer Payments - Benefits Service	20,276,485	0	58,754	(58,754)
Income	(20,726,872)	(119,139)	(154,977)	35,838
TOTAL	1,963,477	497,021	501,180	(4,159)

2

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2) As a result of a higher level of overpayments being identified due to both claimant error and the receipt of better and more timely data through RTI (Real Time Information) referrals, benefit subsidy is below budget. This will be monitored during the coming months to see if this is a trend. Team resources have been realigned with specific officer resource allocated to the recovery of overpaid Housing Benefit. Whilst we can't always avoid the overpayment from occurring we are focussing efforts to make sure we recover the overpayment from the recipient

3) Additional grants have been provided to the benefits team to help cover the cost of developments and changes in the service, particularly the implementation of Universal Credit

Democratic Services

	Full Year Budget	Budget	Actual	Savings / (Deficit)
	£	£	£	£
Employees	254,331	63,137	41,951	21,186
Premises	0	0	0	0
Transport	16,730	4,187	2,610	1,577
Supplies & Services	433,968	110,983	110,341	642
Payments to Third Parties	36,700	7,017	8,808	(1,791)
Income	(500)	(126)	(136)	10
TOTAL	741,229	185,198	163,574	21,624

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4) A vacant post is held within the democratic services team to offset the costs of any elections, which generate a peak of additional work. Currently there has been no significant elections relating to the 2018/19 financial year and so an underspend is being reported.

Deputy Chief Executive

	Full Year Budget	Budget	Actual	Savings / (Deficit)
	£	£	£	£
Employees	112,154	28,059	27,638	421
Premises	0	0	0	0
Transport	3,460	868	400	468
Supplies & Services	4,450	320	37	283
Income	0	0	0	0
TOTAL	120,064	29,247	28,075	1,172

Development Services

	Full Year Budget	Budget	Actual	Savings / (Deficit)	
	£	£	£	£	
Employees	1,860,039	465,155	444,934	20,221	5
Premises	43,281	8,050	8,623	(573)	
Transport	57,248	14,330	9,153	5,177	
Supplies & Services	262,513	81,831	79,309	2,522	
Payments to Third Parties	204,235	27,685	24,877	2,808	
Income	(1,680,202)	(394,500)	(307,408)	(87,092)	6
TOTAL	747,114	202,551	259,488	(56,937)	

5) Development services continue to have a range of vacant posts in the team which are being recruit to, the period of recruitment resulting in a saving on staff budgets

6) Development services are behind the income budget target for Q1, which continues a trend from the previous year where planning income is below that experienced in prior years. The head of service expects that they will catch up on income to shorten the gap during the year, with evidence that pre-application income is slightly up on target in Q1 .

Finance and Asset

	Full Year Budget	Budget	Actual	Savings / (Deficit)	
	£	£	£	£	
Employees	2,591,457	638,438	622,801	15,637	7
Premises	564,516	263,333	263,402	(69)	
Transport	14,974	3,764	2,157	1,607	
Supplies & Services	455,749	58,649	64,355	(5,706)	
Payments to Third Parties	270,900	49,664	51,828	(2,164)	
Income	(1,271,630)	(486,420)	(499,546)	13,126	8
TOTAL	2,625,966	527,428	504,998	22,430	

7) The property team has had vacant posts and maternity leave during Q1 of the financial year resulting in a saving against budget

8) Income levels from both general car parking income and parking permits is higher than budgeted at the end of Q1.

One Legal

	Full Year Budget	Budget	Actual	Savings / (Deficit)	
	£	£	£	£	
Employees	1,394,939	326,766	307,711	19,055	9
Premises	0	0	0	0	
Transport	21,707	4,785	2,476	2,309	
Supplies & Services	133,762	52,930	48,084	4,846	
Payments to Third Parties	160,460	2,615	745	1,870	
Income	(1,336,088)	(53,350)	(41,120)	(12,230)	10
TOTAL	374,780	333,746	317,896	15,850	

9) Vacant posts within the one-legal team are contributing to a Q1 underspend against budget projections.

10) Third party income levels have not been achieved in the first quarter

Appendix 4 - Analysis of Capital Budget

	Q1 Budget Position £	Q1 Actual Position £	(Over) / Under spend £	% Slippage	Comments
Council Land & Buildings	628,750	587,988	40,762	6	Expenditure in Q1 is in relation to final stages of the refurbishment of the public services centre. Whilst expenditure in this quarter is showing as being within budget, there has been additional costs incurred, due to unforeseen circumstances relating to asbestos which means that there is additional pressure on the total budget available for this project.
Equipment	31,500	11,706	19,794	63	Timing issue, invoices from Idox and Financials (GDPR module) not yet received.
Capital Investment Fund	0	0	0	0	Officers are investigating any opportunities for commercial capital investments. As expected none have been identified at the end of Q1 which have been progressed to a purchase.
Community Grants	30,500	30,440	60	0	Payments in Q1 are in line with expectations.
Housing & Business Grants	100,000	106,366	(6,366)	(6)	Payments in Q1 are in line with expectations.
	790,750	736,499	54,251	7	

Appendix 5 - Revenue Reserves for 18/19

Reserve	Balance 31st March 2018	Spent in Reserve Quarter 1	Reserve Remaining	Note
Service Reserves				
Asset Management Reserve	1,156,802	11,188	1,145,614	
Borough Regeneration Reserve	6,934	180	6,754	
Business Rates Reserve	637,371	-	637,371	
Business Support Reserve	220,140	28,260	191,880	
Business Transformation Reserve	355,882	20,558	335,325	
Community Support Reserve	114,278	7,062	107,215	
Development Management Reserve	238,002	450	237,552	
Development Policy Reserve	525,428	4,382	521,046	
Elections Reserve	68,500	-	68,500	
55 Flood Support and Protection Reserve	13,682	952	12,730	
Health & Leisure development reserve	1,989	-	1,989	
Housing & Homeless Reserve	430,735	1,279	429,455	
IT Reserve	18,231	-	18,231	
Organisational Development Reserve	131,372	14,240	117,132	
Risk Management Reserve	5,000	-	5,000	
Transport Initiatives Reserves	<u>520,391</u>	<u>- 2,221</u>	<u>522,612</u>	
	4,444,736	86,331	4,358,405	
Uncommitted Reserve				
Waste & Recycling development Reserve	535,641	-	535,641	
Uncommitted Reserve	46,769	-	46,769	
MTFS Equalisation Reserve	<u>866,004</u>	<u>-</u>	<u>866,004</u>	
	1,448,414	-	1,448,414	
Totals	5,893,150	£86,331	5,806,820	

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	21 November 2018
Subject:	Disposal and Purchase of Council Vehicle
Report of:	Head of Community Services
Corporate Lead:	Deputy Chief Executive
Lead Member:	Lead Member for Clean and Green
Number of Appendices:	One

Executive Summary:

At a meeting of the Executive Committee in November 2016 the Committee agreed to a request from Ubico Ltd for the purchase of an additional waste vehicle to complete the fleet. The vehicle was a 7.5 tonne narrow access vehicle to ensure that waste and recycling collections could be made in the narrow lanes and roads particularly in rural areas.

The vehicle capacity has been found to be too small for the amount of waste collected and the vehicle needed to make additional trips to the landfill site or transfer station, this has resulted in rounds not being completed.

This report sets out the business case for the disposal of this vehicle and the sourcing of a new vehicle which is fit for purpose. Various other options have also been explored such as purchasing a second-hand vehicle and leasing, together with the preferred option of purchasing a new vehicle.

Finances are set aside as part of the Council's capital programme for vehicle replacement and this reserve currently stands at approximately £400,000 and is earmarked for use in 2021/22. If the decision is to purchase a new vehicle, rather than leasing it, the capital programme would need to be amended to allow the use of this capital fund for the purchase the current financial year.

Recommendation:

To RECOMMEND TO COUNCIL that the capital programme be amended to allow the purchase of the vehicle as set out as Option 3 of the Business Case attached to the report.

Reasons for Recommendation:

Ubico took delivery of the Council's new waste fleet in March 2017. The vehicle specified does not meet the needs of the service and therefore, in order to meet the needs of the service, a new vehicle needs to be procured.

The purchase of the 12 tonne split back narrow access vehicle as outlined is the best option for competing rounds in an efficient and effective manner.

Resource Implications:

The recommendation to purchase a new vehicle for £123,000 can be funded from the Vehicle Replacement Reserve which has been established and currently benefits from £400,000 annual contributions. The capital programme has established the likely first need of this reserve in 2021/22 and therefore Council are required to approve the re-profiling of expenditure in the capital programme as no budget is available within the current year.

The option to lease a vehicle has been discounted because of the significant negative impact upon the revenue budget at a time when the Council faces continuing annual deficits within its medium term financial projections.

The disposal value of the 7.5 tonne vehicle will be a capital receipt for the council and be placed into capital balances for future needs.

The option recommended also includes a small ongoing revenue saving which will support the Council's need to identify savings in order to balance the budget.

Legal Implications:

If the Council proceeds with the purchase of the vehicle referred to in this report then the Council will have to follow its Contract Procedure Rules and the Council's lease to Ubico of its vehicle fleet will require variation to incorporate the new vehicle.

If the Council proceeds with leasing the vehicle because the value over seven years exceeds the European Union threshold for procurement of goods the Council is obliged to formally tender in accordance with both its Contract Procedure Rules and the Public Contracts Regulations 2015 (which may include utilising a framework agreement).

Risk Management Implications:

The safe delivery of front-line services including refuse collection, recycling, street cleansing and grounds maintenance carry a degree of risk to the workforce, the public, property and vehicles. If the new service is audited or inspected by the HSE, it would be expected that all risk assessments are being adhered to and all HSE specific guidance, legislation and codes of practice are being followed in order for the Council to demonstrate due diligence and comply with its duty of care.

Performance Management Follow-up:

Performance is monitored and managed in conjunction with the Joint Waste Team through the Environmental Services Partnership Board, the Ubico Contract management meetings and the Overview and Scrutiny Committee.

Environmental Implications:

All vehicles are specified to meet the latest European emission standards and are Euro 6 compliant.

1.0 INTRODUCTION/BACKGROUND

- 1.1 At a meeting of the Executive Committee in November 2016 the Committee agreed to a request from Ubico Ltd for the purchase of an additional waste vehicle to complete the fleet. The vehicle was a 7.5 tonne narrow access vehicle to ensure that waste and recycling collections could be made in the narrow lanes and roads particularly in rural areas.

- 1.2 The vehicle capacity was found to be too small for the amount of waste collected and the vehicle was having to make additional trips to the landfill site or transfer station and which resulted in rounds not being completed.
- 1.3 In order to ensure that rounds were completed an alternative, larger capacity vehicle was sourced which could still access the narrow lanes and also ensure that rounds could be completed on the scheduled days.
- 1.4 A number of customers on these routes are also garden waste customers and as this waste is collected separately from residual waste the vehicle has to do the rounds twice in order to keep the waste streams separate.
- 1.5 Fortunately Stroud District Council (SDC) was in need of a small 7.5 tonne narrow access vehicle and due to the fact that SDC is also a Ubico client the TBC vehicle was moved to the SDC contract and the hire cost of the vehicle that TBC needed was off set against this.
- 1.5 This has meant that the hire costs of the larger capacity vehicle for the TBC contract has been at no additional cost to the Council.

2.0 ISSUES FOR CONSIDERATION

- 2.1 Stroud District Council has indicated that it would like to purchase TBCs 7.5 tonne narrow access vehicle.
- 2.2 Ubico has requested that TBC procure a vehicle that is fit for purpose for the collection of waste and recycling in the narrow lanes and roads in rural areas.
- 2.3 A suitable vehicle to fulfil TBC purposes is a 12 tonne split back narrow access vehicle which allows both garden and residual waste / recycling to be collected at the same time but remain separate in the back of the vehicle.
- 2.4 Two valuations for the TBC narrow access vehicle have been gained from independent vehicle dealers.
- 2.5 The purchase price of the vehicle in 2016/17 was circa £65,000.
- 2.6 The vehicle that Ubico is asking TBC to procure is not readily available on the second hand market as it is the type of vehicle that is bought for a specific purpose and Council's / Contractors tend to keep them for the life of the vehicle.
- 2.7 In its business case Ubico has outlined the potential of generating revenue income from the hiring out of the new vehicle of approximately £5,000 a year. This amount has not been deducted from the purchase or lease price of the vehicle as this target may not be achieved.

3.0 OPTIONS

- 3.1 Various options have been considered, as detailed in the Ubico Business Case attached at Appendix 1.
- 3.2 As outlined in paragraph 2.5 above the purchase of a second-hand vehicle is not a viable option open to us at present.

- 3.3** The value of the 7.5 tonne narrow access vehicle that SDC would like to purchase, taking into consideration depreciation, is approximately £47,000.
- 3.4** The purchase cost of a new vehicle (12 tonne split back narrow access) is approximately £123,000
- 3.5** Part of the purchase price for the new vehicle would be off-set by the sale of the 7.5 tonne narrow access vehicle, in effect, reducing the purchase cost to approximately £76,000.
- 3.6** The lease cost of a new vehicle (12 tonne split back narrow access) is £302,400 over its viable life (7 years). This equates to £43,200 cost per year, although there would be a saving on the maintenance of the vehicle if leased.
- 3.7** Options 4 and 5 of the business case are not considered to be cost effective options as the use of the vehicles on other contracts to cover the downtime of other Ubico partners is unproven and this income cannot be guaranteed.

4.0 OTHER OPTIONS CONSIDERED

- 4.1** As outlined in the attached business case.

5.0 CONSULTATION

- 5.1** The Council's S.151 Officer and the Lead Member for Clean and Green have been consulted.

6.0 RELEVANT COUNCIL POLICIES/STRATEGIES

- 6.1** The following council policies are relevant to this report:

- Managing Contractors Safety Policy.
- Health, Safety and Welfare Policy.
- Environment Policy 2010-2020.
- Council Plan 2016-2020.

7.0 RELEVANT GOVERNMENT POLICIES

- 7.1** The following government legislation and guidance is relevant to this report:

- Waste Regulations (England and Wales) Regulations 2011 (Amended 2012).
- Environmental Protection Act 1990.
- Health & Safety at Work etc., Act 1974.
- Health & Safety Executive Guidance Note "Waste and Recycling Vehicles in Street Collection" (Waste 04 (rev1)).

8.0 RESOURCE IMPLICATIONS (Human/Property)

- 8.1** No additional other than the financial implications set out in the body of the report.

- 9.0 SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)**
- 9.1** All vehicles are specified to meet the latest European emission standards and are Euro 6 compliant.
- 10.0 IMPACT UPON (Value For Money/Equalities/E-Government/Human Rights/Health And Safety)**
- 10.1** Considered in the body of the report.
- 11.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS**
- 11.1** None arising directly from this report.

Background Papers: None.

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Appendices: 1- Ubico Business Case.

Narrow Access Vehicle Business Case

Purpose of report

In Tewkesbury there are 80 roads with a total of 645 properties with collections of Refuse and Recycling and approximately 157 properties with garden waste collections (subject to changes in subscription levels) with access only by narrow lanes. In the current Ubico operation there is a small, narrow access vehicle in the fleet to enable collections to be carried out in line with revised risk assessments for operational practices and national health and safety guidance when collecting from narrow lanes, this vehicle is small enough to enable it to be turned around in the majority of locations therefore negating the majority of long reverse manoeuvres. This vehicle is used on week 1 to collect residual waste and garden waste and week 2 for collecting recycling.

The capacity of the vehicle purchased has been found to be too small for the amount of waste scheduled to be collected as it was unable to compact the waste and therefore had to divert away from the round to go to the landfill site / transfer station to tip the waste in the middle of the day. This extra time incurred leads to the rounds not being able to be completed on the scheduled day.

As a short term measure this vehicle was able to be utilised by another Ubico contract (Stroud District Council (SDC)) which in return paid for a larger capacity vehicle to be hired by TBC to be able to complete the residual and recycling rounds.

A number of properties on the collection round also subscribe to the garden waste collection scheme. This waste was historically collected alongside the residual but since the new service was commenced in April 2017 now needs to be collected separately from the residual waste leading to the vehicle having to drive the route twice. It is not possible to complete this task within two of the scheduled days meaning that an additional vehicle and crew have been used to ensure collections are made, this leads to an additional cost over the agreed contract sum being incurred.

Options

There are five options considered in this report:

1. Continue with current practice, accepting the risks identified
2. Sell smaller capacity vehicle (SDC are looking to purchase a vehicle such as this) and purchase new vehicle, continue with current practice accepting the risks identified
 - i. Resource second-hand vehicle and continue option 2
 - ii. Resource leased vehicle and continue option 2
3. Sell smaller capacity vehicle and purchase new split bodied vehicle allowing two separate waste streams to be collected at same time.
 - i. Resource second-hand vehicle and continue option 3
 - ii. Resource leased vehicle and continue option 3
4. Keep the vehicle currently used by SDC and bring back to depot as a spare food waste collection vehicle and purchase new vehicle as option 2
 - i. Resource second hand vehicle
 - ii. Resource leased vehicle
5. Keep the vehicle currently used by SDC and bring back to depot as a spare food waste collection vehicle and purchase new vehicle as option 3
 - i. Resource second hand vehicle
 - ii. Resource leased vehicle

Implications / Risks

Option 1: Continue with current practice, accepting the risks identified.

SDC currently pay for a hire vehicle to replace the vehicle they are currently using, this has worked very well in the short term but leaves TBC open to either increased hire costs or service disruption based on SDC decision making. There is also an additional resource cost of the additional collection vehicle and crew.

Option 2: Sell smaller capacity vehicle (SDC are looking to purchase a vehicle such as this) and purchase new vehicle similar to one currently hired, continue with current practice accepting the risks identified.

i Resource second-hand vehicle and continue option 2

ii Resource leased vehicle and continue option 2

The current vehicle is able to access all the properties on the round but having to collect two types of waste every other week the length of the collection round means that all collections are unable to be completed on the scheduled day. At present an extra vehicle is hired from another Ubico contract and additional staff are used to make these collections at additional cost to the contract sum.

Option 3. Sell smaller capacity vehicle and purchase new split bodied vehicle allowing two separate waste streams to be collected at same time.

i. Resource second-hand vehicle and continue option 3

ii. Resource leased vehicle and continue option 3

A split backed vehicle would be able to collect two different types of waste at the same time but retain the ability of tipping them separately to ensure that contamination does not take place. Using this type of vehicle would ensure that the collection rounds were completed on the scheduled day in the most efficient method. The ability to collect two types of waste may also be beneficial in circumstances where roads are unable to be collected on schedule due to access issues, the split back vehicle could make one visit and collect, for example, food waste and residual waste in one visit reducing the required additional resources by half. (The purchase of a second hand vehicle will be extremely difficult due to the specialist nature of the vehicle leading to them not being readily available on the market).

Option 4: Keep vehicle currently used by SDC as a spare food waste collection vehicle and purchase vehicle for option 2

There is not a current spare food waste vehicle on the fleet so when vehicles are off the road for servicing etc a vehicle from another Ubico contract is hired to replace it. The availability of this vehicle cannot be guaranteed leading to potential financial and reputational risk to both TBC & Ubico. By keeping the vehicle currently used by SDC as a spare this risk is mitigated and also can be used for income generation by hiring it out when not required.

Option 5: Keep vehicle currently used by SDC as a spare food waste collection vehicle and purchase vehicle for option 3

There is not a current spare food waste vehicle on the fleet so when vehicles are off the road for servicing etc a vehicle from another Ubico contract is hired to replace it. The availability of this vehicle cannot be guaranteed leading to potential financial and reputational risk to both TBC & Ubico. By keeping the vehicle currently used by SDC as a spare this risk is mitigated and also can be used for income generation by hiring it out when not required.

Cross fleet hire opportunities and income generation

The collection round is currently scheduled on three days per week. On days it is not scheduled there may be an opportunity to hire the frontline vehicle to other contracts within Ubico.

Option 4 & 5 include the retention of the vehicle currently used by SDC, this vehicle could also be offered for hire on days it is not required for use by TBC.

Costs

	Capital	Revenue	Description
	Total	Total	
Option 1	£0.00	£31,472.00	Continue as is.
Option 2	£45,300.00	£25,752.00	Sell vehicle currently used by Stroud and acquire 12t refuse vehicle.
Option 2.1	£7,300.00	£25,752.00	
Option 2.2	-£47,074.00	£61,752.00	
Option 3	£72,300.00	-£1,320.00	Sell vehicle currently used by Stroud and acquire 12t split back refuse vehicle.
Option 3.1 #	£0.00	£0.00	
Option 3.2	-£47,074.00	£41,880.00	
Option 4	£98,000.00	£4,852.00	Retain vehicle currently used by Stroud and acquire 12t refuse vehicle.
Option 4.1	£60,000.00	£4,852.00	
Option 4.2	£0.00	£40,852.00	
Option 5	£125,000.00	-£22,220.00	Retain vehicle currently used by Stroud and acquire 12t split back refuse vehicle.
Option 5.1 #	£0.00	£0.00	
Option 5.2	£0.00	£20,980.00	

Second Hand Split back not available in current market

Preferred option

NB. Ubico are unable to comment on the difference between purchasing & leasing as this does not directly affect the service.

The use of a split back vehicle is the preferred option as it will enable the current collection rounds to be completed on the scheduled day by one collection crew; the vehicle will also provide a degree of resilience against non-collection caused by access issues. Therefore Options 3 & 5 are the preferred options.

Option 5 provides greater resilience for all services and also a greater potential for income generation through the hiring out of the vehicles when they are not required.

Appendix 1. Calculations.

Fig. 1 Frontline vehicle potential hire income.

Working Days p.a.	260
Scheduled collection days	156
Potential Hire days	104
Hire Charge per day	£110.00
Potential income (50%)	£5,720.00

Fig2. Food Waste Vehicle potential hire income.

Working Days p.a.	260
Scheduled servicing days	40
Potential Hire out days	220
Hire out Charge per day	£110.00
Potential income (50%)	£12,100.00

Fig 3. Potential hire in charge for servicing of Food Waste Vehicles

Scheduled servicing days	40
Hire in Charge per day	£110.00
Total Hire in Charge	£4,400.00

Fig 4. Vehicle prices. (Food Waste Vehicle (FWV) based on depreciation of 1.25% per month.)

Current	RCV			Split Back		
	New	2nd Hand	Lease / month	New	2nd Hand	Lease / month
£47,074.00	£98,000.00	£60,000.00	£3,000.00	£125,000.00	N/A	£3,600.00

Fig 5. Full costings

	Capital			Revenue per annum*				
	Sell	Buy	Total	Lease	Resource	Potential Income	FWV Hire	Total
Option 1	£0.00	£0.00	£0.00	£0.00	£27,072.00	£0.00	£4,400.00	£31,472.00
Option 2	-£47,074.00	£98,000.00	£50,926.00	£0.00	£27,072.00	£5,720.00	£4,400.00	£25,752.00
Option 2.1	-£47,074.00	£60,000.00	£12,926.00	£0.00	£27,072.00	£5,720.00	£4,400.00	£25,752.00
Option 2.2	-£47,074.00	£0.00	-£47,074.00	£36,000.00	£27,072.00	£5,720.00	£4,400.00	£61,752.00
Option 3	-£47,074.00	£125,000.00	£77,926.00	£0.00	£0.00	£5,720.00	£4,400.00	-£1,320.00
Option 3.1#	-£47,074.00	N/A	#VALUE!	£0.00	£0.00	£5,720.00	£4,400.00	-£1,320.00
Option 3.2	-£47,074.00	£0.00	-£47,074.00	£43,200.00	£0.00	£5,720.00	£4,400.00	£41,880.00
Option 4	£0.00	£98,000.00	£98,000.00	£0.00	£27,072.00	£17,820.00	-£4,400.00	£4,852.00
Option 4.1	£0.00	£60,000.00	£60,000.00	£0.00	£27,072.00	£17,820.00	-£4,400.00	£4,852.00
Option 4.2	£0.00	£0.00	£0.00	£36,000.00	£27,072.00	£17,820.00	-£4,400.00	£40,852.00
Option 5	£0.00	£125,000.00	£125,000.00	£0.00	£0.00	£17,820.00	-£4,400.00	-£22,220.00
Option 5.1#	£0.00	N/A	#VALUE!	£0.00	£0.00	£17,820.00	-£4,400.00	-£22,220.00
Option 5.2	£0.00	£0.00	£0.00	£43,200.00	£0.00	£17,820.00	-£4,400.00	£20,980.00

* Asset charges, fuel, tax, insurance, maintenance etc not included

Second Hand Split back not available in current market

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	21 November 2018
Subject:	Joint Core Strategy - Preferred Registered Providers
Report of:	Strategic Housing and Enabling Officer
Corporate Lead:	Head of Community Services
Lead Member:	Lead Member for Built Environment
Number of Appendices:	Three

Executive Summary:

An Affordable Housing Partnership made up of the three Local Housing Authorities across the Joint Core Strategy (JCS) area was formed to oversee the delivery, allocation and management of affordable housing on the Strategic Allocations.

The aim of the Affordable Housing Partnership will continue to be, for the three Authorities, to work collaboratively to oversee the delivery of new affordable homes and to manage cross-boundary lettings arrangements.

In order to support these outcomes, Registered Providers with an interest in delivering and/or managing new affordable housing within the JCS area's Strategic Allocations were assessed. They have had to demonstrate to the Affordable Housing Partnership's satisfaction that they meet minimum acceptable standards in delivering services such as housing management and community involvement. A list of the Affordable Housing Partnership's current 10 Preferred Registered Providers can be found in Appendix 3.

These Registered Providers were assessed in accordance with the evaluation criteria set out in Appendix 2 to become 'Preferred Registered Providers'.

Developers will be urged to work with the Affordable Housing Partnership's Preferred Registered Providers on the delivery of new affordable housing across the Strategic Allocations through their s.106 negotiations.

It was previously agreed that the Preferred Registered Provider list will be reviewed by way of a further re-tender every five years; or sooner if agreed by the Affordable Housing Partnership. The decision whether to continue having a Preferred Registered Provider list will also be reviewed every five years by the Affordable Housing Partnership. If the decision is to continue, the JCS Authorities will carry out a further exercise to re-compile a Preferred Registered Provider list.

Recently, further Registered Providers have approached the Affordable Housing Partnership with an interest in becoming Preferred Registered Providers. The Affordable Housing Partnership has considered how best to assess these 'new' Registered Providers. One option would be to re-evaluate the whole list of Preferred Registered Providers based on previous criteria including any new providers. Another option would be to carry out a new selection process for the whole group. The Affordable Housing Partnership decided that this would be an unnecessary process to apply to the current Preferred Registered Providers, especially as there has been no delivery on Strategic Allocation sites to date that the Preferred Registered Providers can be measured on.

An alternative option agreed by the Affordable Housing Partnership and current Preferred Registered Providers is to ask any interested Registered Providers to go through the original assessment criteria to evaluate their suitability. This would bring new providers into the arrangement on the same basis as the existing ones and arrangements would then be reviewed in their entirety as per the timescales agreed previously.

N.B. This comes at a time when Severn Vale Housing Society and Merlin Housing Society will be merging with Bromford Housing Group so in the future there would be two fewer Preferred Registered Providers in the group.

Recommendation:

- 1. To DELEGATE AUTHORITY to the Head of Community Services to evaluate and select additional Preferred Registered Providers for the delivery and/or management of new affordable housing on the Strategic Allocation Sites.**
- 2. To DELEGATE AUTHORITY to the Head of Community Services, in consultation with the Lead Member for Built Environment, to make further operational decisions within the Affordable Housing Partnership.**

Reasons for Recommendation:

By allowing new Registered Providers to join the Preferred Registered Providers group, the Affordable Housing Partnership will be able to extend this arrangement with Registered Providers who are likely to be operating on the Strategic Allocation sites.

The purpose of selecting a number of Preferred Registered Providers to deliver and manage the homes and communities within the Strategic Allocations was to 'raise the bar' and prevent a 'free for all' from Registered Providers of any standard competing for the delivery of affordable housing in these areas. Capacity to deliver new affordable housing competitively is important – but equally important is the ability of Registered Providers to invest in developing and sustaining strong and resilient communities both during and after development is complete.

Registered Providers selected as Preferred Registered Providers will have demonstrated, to the three JCS Local Authorities' satisfaction that they can deliver and manage affordable homes and their communities to an acceptable standard. This will in turn provide the Authorities with confidence that the Affordable Housing Partnership's outcomes can be met.

Resource Implications:

None as a direct result of this report.

Legal Implications:

The establishment of the list of Preferred Registered Providers was not a procurement of services to the Authorities which was covered by the Public Contracts Regulations 2015 or the Contract Rules of each Authority. Nevertheless, the Authorities carried out a fair and open selection process. The Authorities will apply this selection process in evaluating the new applications. The Authorities have entered into a Memorandum of Understanding with the Preferred Registered Providers which sets out their objectives and roles and new providers will be required to do the same. As the Preferred Registered Providers are not providing a service to the Authorities, a formal legally binding agreement is not necessary.

The Authorities cannot insist that developers work with the Preferred Registered Providers to deliver their affordable housing obligations; developers are able to put forward alternative Registered Providers to the Authorities.

The agreement between the Authorities will need to be updated to set out how to deal with applications from Registered Providers to obtain “preferred status” before the re-selection process is due at the end of year five.

Risk Management Implications:

None as a direct result of this report.

Performance Management Follow-up:

The Partnership will continue to meet on a regular basis to oversee the implementation of its outcomes. The Partnership will undertake an annual review of progress against its outcomes and priorities.

The Preferred Provider arrangements will be reviewed at least every five years or as agreed by the Partnership (and subject to Executive Committee approval).

Environmental Implications:

None as a direct result of this report.

1.0 INTRODUCTION/BACKGROUND

- 1.1 The Joint Core Strategy (the JCS) details the requirement to plan for approximately 30,500 new homes across the JCS area over the plan period to 2031. This plan includes provision to support the otherwise unmet housing needs of Cheltenham and Gloucester. Specifically, the plan includes a number of Strategic Allocations which will contribute towards meeting the housing needs of the urban authorities.
- 1.2 In order that a balanced housing market is achieved across the JCS area it follows that any future housing provision will also include an element of affordable housing and the JCS sets out a common Affordable Housing Policy (SD12), which seeks 40% affordable housing on sites of 10 or more residential units.
- 1.3 Given that some of Cheltenham and Gloucester’s future affordable housing requirements will be provided on Strategic Allocations falling within Tewkesbury boundaries, it was necessary that a Cheltenham, Tewkesbury and Gloucester Affordable Housing Partnership was established to oversee the delivery, allocation and management of affordable housing on the proposed Strategic Allocations.
- 1.4 The formation of this Affordable Housing Partnership was supported by the JCS as per paragraph 4.12.16 (pg.70 of the adopted version).

2.0 THE AFFORDABLE HOUSING PARTNERSHIP (the Partnership)

- 2.1 The aim of the Partnership is to bring about a collaborative approach to overseeing the delivery of new affordable homes within the Strategic Allocations, and to establish, monitor and review cross-boundary lettings arrangements. Such arrangements will be agreed with this Committee when necessary. The Partnership operates at Officer level and would want to be able to make future decisions regarding how it functions operationally without the need for Executive approval. The Partnership would consult with the Lead Member for Built Environment on such decisions.

2.2 The Partnership's main outcomes are twofold:

- To maximise the delivery of new affordable housing for each local authority.
- To create a framework that enables new communities to become and remain cohesive and sustainable.

2.3 Registered Providers (RPs) can play a key role in creating communities that are cohesive and sustainable, and it will be expected that RPs will take a strength-based approach to their work focussing in particular on the following outcomes:

- supporting tenants into education, training and employment.
- promoting financial and digital inclusion.
- reducing fuel poverty.
- reducing social isolation.
- promoting community engagement.
- tackling anti-social behaviour.
- tackling poor waste management by tenants.

2.4 The Partnership seeks to ensure that RPs wishing to deliver and/or manage new affordable housing on the Strategic Allocations can support these outcomes. A key mechanism by which these outcomes can be achieved will be through the proposed Preferred Provider arrangements.

3.0 CURRENT PREFERRED PROVIDER ARRANGEMENTS

3.1 Registered Housing Providers with an interest in providing and/or managing new affordable housing within the Strategic Allocations were invited to bid for Preferred Provider status during the selection process carried out in 2015. The RPs were selected according to the evaluation criteria detailed in Appendix 2 of this report. This included but is not limited to evaluating:

- Their capacity to deliver new affordable housing across relevant sites.
- The strength of their housing management capabilities.
- Their ability to engage and involve local communities so that they can become and remain cohesive and sustainable.

4.0 OTHER OPTIONS CONSIDERED

4.1 Not to include further RPs as Preferred Providers

This option was not taken as the Partnership wishes to continue engaging with the providers that are likely to be delivering and managing the Strategic Allocation sites. Providers that wish to join would be expected to employ agreed practices such as Local Lettings Plans to ensure management of the properties is at a consistently high standard. If the sites are managed by providers outside of the group there would be less opportunity to influence their approach.

4.2 Carry out a new selection process for current Preferred Providers and potential new providers

It was decided that this approach would be unnecessarily demanding of the current providers particularly as there has been no delivery from JCS developments.

5.0 NEW PREFERRED PROVIDERS

- 5.1** The Affordable Housing Partnership has been approached by further Registered Providers wanting to become Preferred Providers. In view of the proposed Severn Vale/Merlin/Bromford merger it was decided that considering new providers would be appropriate to keep a good range of providers to assist in advising the Affordable Housing Partnership.
- 5.2** As the current agreement between the Authorities did not contain a provision about how to deal with approaches from RPs, a decision needed to be made on how to manage this process. The Partnership seeks authority to make such decisions on unforeseen issues in the future without returning for Executive approval.
- 5.3** The preferred option for the Affordable Housing Partnership was to assess the new providers (and others that may declare an interest) with the criteria used for the process previously. This was largely based on the time and effort required by both providers and the Affordable Housing Partnership when a full review will happen for them in the future after five years. There has also been no opportunity to assess the providers on delivery of properties as none of the JCS allocation sites have come forward so far.
- 5.4** The selection will be carried out jointly with Gloucester City Council and Cheltenham Borough Council and the Authorities will enter into a Memorandum of Understanding with the selected Preferred Registered Providers.

6.0 CONSULTATION

- 6.1** The formation of the Affordable Housing Partnership and the proposed selection of Preferred Providers continue to be supported by the JCS Cross Boundary Programme Board, which is made up of Chief Executive Officers or equivalent Officer from the three Local Authorities.
- 6.2** Consultation has also been undertaken with developers and their agents who have an interest in the Strategic Allocations, and with Registered Providers currently owning or managing stock within in the JCS area.
- 6.3** The current Preferred Registered Providers were consulted on the proposal to just assess the newly interested Registered Providers and all of the eight responses received agreed to this way forward.

7.0 RELEVANT COUNCIL POLICIES/STRATEGIES

- 7.1** Joint Core Strategy Submission Document www.gct-jcs.org/

8.0 RELEVANT GOVERNMENT POLICIES

- 8.1** National Planning Policy Framework 2012 (NPPF) and Planning Practice Guidance – Updated July 2018 <http://planningguidance.planningportal.gov.uk/>

9.0 RESOURCE IMPLICATIONS (Human/Property)

- 9.1** None as a direct result of this report.

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

- 10.1** None as a direct result of this report.

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

11.1 None as a direct result of this report.

12.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

12.1 None.

Background Papers: None.

Contact Officer: Strategic Housing & Enabling Officer Tel: 01684 272162,
Email: john.bryant@teWKesbury.gov.uk

Appendices:

1. Affordable Housing Partnership Terms of Reference
2. Preferred Provider Evaluation Criteria
3. Current Preferred Providers list.

Gloucester, Cheltenham and Tewkesbury Affordable Housing Partnership Terms of Reference

The Partnership Aims

- To work in collaborative partnership to deliver affordable housing across the districts
- To work with partners, stakeholders and local communities to ensure that the affordable housing delivered reflect the needs of the districts, that provide choice of affordable housing options and helps to create inclusive, mixed communities.
- To agree cross-boundary lettings arrangements for new affordable homes.
- To act as a consultative body for the future development of local Housing Strategies and Local Plans and Supplementary Planning Documents with regards to affordable housing.
- To act as a sounding board for the sharing of good practice in respect of housing management and development practices.

Outcomes

- To maximise the delivery of new affordable housing for each local authority.
- To create a framework that enables new communities to become and remain cohesive and sustainable.

Membership

During the early stages of developing the Partnership we will be comprised of representatives from the Gloucester, Cheltenham and Tewkesbury Local Housing Authorities. During this time we will actively engage with members of the JCS area's Registered Provider Forum and the Homes and Communities Agency for consultative purposes.

Once the Preferred Affordable Housing Partners are in place the Partnership will then be comprised of representatives from the following organisations:

- Cheltenham Borough Council
- Tewkesbury Borough Council
- Gloucester City Council

The Partnership will invite other stakeholders to attend partnership meetings as required, including the Preferred Affordable Housing Providers and the Homes and Communities Agency.

Partnership Development Activities

During the development of the Partnership there are initially 2 key activities which we will focus on:

1. To develop and establish Preferred Housing Providers for the delivery of affordable housing across the districts.
2. To agree cross-boundary lettings arrangements for the provision of affordable housing.

Our Priorities

Once the Preferred Housing Providers are agreed, the Partnership will work to achieve the following objectives:

1. To identify and maximise funding opportunities to aid the delivery of new affordable housing where appropriate.
2. To deliver new affordable housing according to assessed needs to include agreement of tenure split, dwelling types and size.
3. To ensure as far as possible the standardisation of affordable housing clauses within Section 106 Agreements.
4. To deliver new affordable housing in a timely and coordinated manner across the build programme of each development.
5. To ensure new affordable housing is allocated, reviewed and monitored in accordance with agreed cross-boundary lettings arrangements.
6. To ensure a framework is in place which enables future community needs, including the housing needs of specific groups, to be identified and addressed.
7. To ensure the arrangements of the Preferred Housing Providers is regularly monitored and reviewed.
8. To promote housing from an equalities perspective, seeking social inclusion and routes away from welfare dependency.

Operational Matters

The Partnership will meet monthly (unless otherwise agreed) and frequency of these meetings will be reviewed once Preferred Housing Providers are in place.

The Partnership will agree a Chair and Secretariat from Membership on an annual basis.

It is expected that appropriately authorised officers will attend meetings of the Partnership. Decisions which cannot be made by the representative present at the meeting must be made clear at the time and the Partnership will agree a timescale for when the decision will be made.

Decisions made by the Local Housing Authorities will be by consensus. Where this cannot be achieved the matter will be referred to senior management of each organisation who will confer to reach an agreement on the course of action to be taken.

The Partnership does not constitute a legal body in its own right and all decisions made must be fully delegated from the represented organisation, voted for or deferred back accordingly. The members attend as representatives of their own organisation to agree a consensus, working on behalf of their own organisation to achieve the strategic outcomes and priorities identified for the Partnership.

Review

Terms of Reference of the Partnership will be reviewed annually.

There will be a formal outcomes review every 12 months to show how the Partnership is meeting its objectives and amend them when required by consensus to continue to achieve the above aims.

The Preferred Housing Providers arrangements will be reviewed at least every 5 years, or as agreed by the Local Authority members of this Partnership (subject to relevant constitutional approvals by the respective district authorities).

Preferred Provider Evaluation Criteria

Preferred Providers will be evaluated on questions relating to the following areas:

1. General information
2. Regulatory Compliance
3. Partnerships
4. Quality Assurance
5. Development of new affordable housing
6. Asset management and existing housing stock
7. Neighbourhood management
8. Community services and tenant involvement
9. Performance information
10. Meeting the Affordable Housing Partnership's outcomes

Gloucester, Cheltenham and Tewkesbury Affordable Housing Partnership

Preferred Providers

Bromford

1 Cirencester Office Park
Tetbury Road
Cirencester
GL7 6JJ

Fortis Living

Festival House, Grovewood Road
Malvern
Worcestershire
WR14 1GD

Greensquare Group Ltd

Barbury House
Stonehill Green
Swindon
SN5 7HB

Rooftop Housing Association Ltd

70 High Street
Evesham
WR11 4YD

Sovereign Housing Society Ltd

90 Bartholomew Street
Newbury
Berkshire
RG14 5EE

Cheltenham Borough Homes Ltd

Cheltenham House
Clarence Street
Cheltenham
GL50 3JR

Gloucester City Homes Ltd

Railway House
Bruton Way
Gloucester
GL1 1DG

Merlin Housing Society

Riverside Court
Bowling Hill
Chipping Sodbury, Bristol
BS37 6JX

Severn Vale Housing Society Ltd

Shannon Way
Ashchurch
Tewkesbury
GL20 8ND

Two Rivers Housing

Rivers Meet
Cleeve Mill Lane
Newent, Gloucestershire
GL18 1DS

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	21 November 2018
Subject:	Tewkesbury Town Regeneration Supplementary Planning Document
Report of:	Head of Development Services
Corporate Lead:	Deputy Chief Executive
Lead Member:	Lead Member for Built Environment
Number of Appendices:	One

Executive Summary:

In July 2012 the Council adopted a Tewkesbury Town Centre Masterplan Strategic Framework Document. The Tewkesbury Town Regeneration Partnership has reviewed the current Masterplan and in doing so considered that the key planning elements of the Masterplan should be incorporated into a Supplementary Planning Document (SPD). This draft SPD has therefore been prepared to take into account of the latest national and local guidance and brings up to date the planning guidance for the Town Centre. This draft is attached at Appendix 1 to this report.

Recommendation:

- 1. To APPROVE, for public consultation, the draft Tewkesbury Town Regeneration Supplementary Planning Document set out in Appendix 1.**
- 2. To delegate authority to the Head of Development Services, to make any necessary minor amendments to the draft document as considered appropriate prior to its publication for consultation.**

Reasons for Recommendation:

To approve the Tewkesbury Town Regeneration Supplementary Planning Document for public consultation.

Resource Implications:

Resource implication on Officer time to conduct the consultation, review responses and make an amendments as appropriate.

Legal Implications:

The preparation of an SPD is not a statutory requirement, but a decision for each local planning authority based upon demands for further information to assist in the delivery of sustainable development. An SPD cannot in itself establish land use, development management or site allocations policies, but can be used to provide further guidance for development on specific sites or on particular issues.

An SPD must contain a reasoned justification of the policies contained within it, must not conflict with the adopted development plan and must have regard to national policies and advice contained in guidance issued by the Secretary of State. In preparing an SPD the Council must comply with its Statement of Community Involvement and must carry out formal public consultation for at least four weeks, accompanied by the provision of a Consultation Statement setting out who was consulted in the preparation of the SPD; a summary of the issues raised; and how those issues have been addressed.

Once adopted, the SPD would be a material consideration in the determination of planning applications. A planning authority can adopt an SPD either as originally prepared or as modified to take account of any representations made in relation to the SPD or any other matter they think is relevant.

Risk Management Implications:

There is no statutory requirement to prepare SPDs. However, it is considered to be important that Tewkesbury Borough has appropriate planning policies to support the regeneration of the Town in the development of the regeneration sites.

Performance Management Follow-up:

Subject to the approval of the SPD for public consultation, and following a review of the representations made, a final version of the SPD will be reported back to Council with a view to adoption.

Environmental Implications:

The SPD contains further detail and advice in relation to the incorporation of green infrastructure within the Town.

1.0 INTRODUCTION/BACKGROUND

1.1 In 2010 the Council first began to prepare a masterplan for the area which culminated in the adoption of a masterplan in 2012. This document provided the basis for the draft SPD which will when adopted be a material consideration in the determination of planning applications.

1.2 This SPD is intended to provide a user-friendly guide to assist applicants in making better planning applications; to aid infrastructure delivery; and to help the general public and other stakeholders to gain a better understanding of the Council's commitment to regenerating the town centre. It is to be read in conjunction with other national and local planning policies and guidance, such as the National Planning Policy Framework and the Joint Core Strategy. Furthermore, the Preferred Options Tewkesbury Borough Plan (currently out to consultation) includes policy RET9 – Tewkesbury Town Regeneration which seeks for new development with the town centre to be consistent with 2012 Tewkesbury Masterplan Strategic Framework document; recognising that this is intended to be updated with this new SPD.

2.0 CONTEXT OF SUPPLEMENTARY PLANNING DOCUMENT

- 2.1** A review of the SPD has been undertaken to take into account the latest guidance and a draft SPD has been prepared. This is attached at Appendix 1 to this report. The document contains information on the context to the document, the work undertaken to date in the Town, the purpose of the document and the overall planning policy context. It also contains a vision based around four key objectives of the economy, regeneration, community and the environment and is stated as “ maximising Tewkesbury’s unique assets, building on the quality of our town and delivering regeneration opportunities to make it a better place to live work and visit ”.
- 2.2** The draft SPD contains a section detailing the analysis and design principles focusing on the historic context, green infrastructure, access and movement, local character and constraints and opportunities which are present in the Town. The document also sets out a number of key urban design principles.
- 2.3** The document also sets out the key projects within the Town which are Back of Avon, the Alleys, Spring Gardens, Healings Mill and the MAFF site and details the key development principles and parameters associated with each project.

3.0 CONSULTATION

- 3.1** The document benefits from being a joint document supported by the Town Council and the embodiment of the work of the Tewkesbury Town Regeneration Partnership (TTRP). The Town Council has already endorsed the content of the document for consultation. If approved by the Borough Council for public consultation, the draft SPD would be published for a six week consultation in December 2018 to January 2019. Following the consultation period, a response report will be produced and any appropriate amendments made to the SPD. It is envisaged that final draft of the SPD would be reported to the Executive Committee and Council following in the spring of 2019.

4.0 RELEVANT COUNCIL POLICIES/STRATEGIES

- 4.1** Tewkesbury Borough Local Plan to 2011.
Draft Preferred Options Tewkesbury Borough Plan (October 2018).
Adopted Joint Core Strategy (December 2017).

5.0 RELEVANT GOVERNMENT POLICIES

- 5.1** National Planning Policy Framework.
National Planning Practice Guidance.

6.0 RESOURCE IMPLICATIONS (Human/Property)

- 6.1** Resource implication on officer time to conduct the consultation, review responses and make an amendments as appropriate. The Council is the owner of Spring Gardens and the former MAFF site, both of which have been identified as Projects with the SPD.

- 7.0 SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)**
- 7.1** The preparation of the SPD provides an opportunity for regeneration opportunities in the Town Centre that could have a positive impact in terms of helping to bring forward more sustainable forms of development.
- 8.0 IMPACT UPON (Value For Money/Equalities/E-Government/Human Rights/Health And Safety)**
- 8.1** None.
- 9.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS**
- 9.1** None.

Background Papers: Screening Statement for the Tewkesbury Town Regeneration SPD.

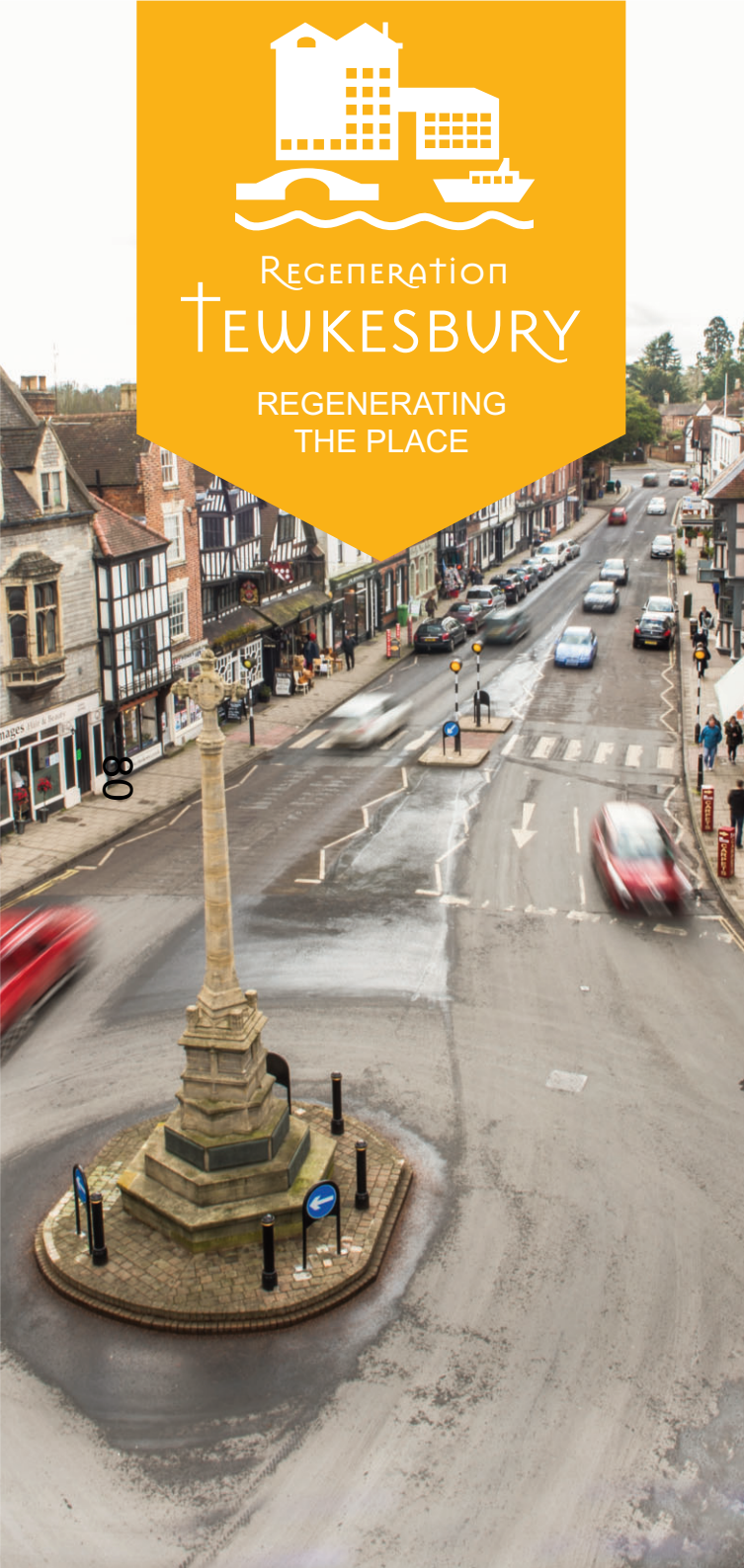
Contact Officer: Planning Policy Manager Tel: 01684 272089
Email: matthew.barker@tewkesbury.gov.uk

Appendices: 1 –Tewkesbury Town Regeneration Supplementary Planning Document.



REGENERATION
TEWKESBURY

REGENERATING
THE PLACE



Tewkesbury
Town Council



Tewkesbury
Borough Council

Tewkesbury Town Regeneration

Supplementary Planning Document

November 2018

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Tewkesbury town regeneration

“Tewkesbury has a unique structure due to its proximity to the rivers”

1.0 Introduction

1.1 Context

Tewkesbury is a historic medieval town, located on two major rivers; the Severn and the Avon, and located at Junction 9 of the M5 motorway.

Tewkesbury has a unique structure due to its proximity to the rivers. Its medieval core remains intact, protected by floodplain. Due to the floodplain constraints, modern developments have taken place beyond the historic core.

Tewkesbury is strategically located with good links to the M5, allowing easy access to much of the country, with Bristol and Birmingham being within an hours travel.

The planned development at Junction 9 provides Tewkesbury with the opportunity to widen the retail opportunities in the area, complimentary to the town centre.

Tewkesbury has many development opportunities within and beyond the town centre that are covered within this masterplan. It will be important that any development is well planned and designed to help deliver the vision, aspirations and principles as set out in this document.

The Masterplan consists of two areas:

- Town centre – the traditional town centre.
- Area of influence - Tewkesbury town – defined by the wider built up area, its landscape setting and strategic links.





Tewkesbury town regeneration

“Tewkesbury has many development opportunities within and beyond the town centre”



1.2 Work to date

The council first started to develop a Tewkesbury Town Centre Masterplan over a number of months in 2010 which was adopted in July 2012. Prior to the Masterplan process, a number of reports and strategies had been written about different aspects of Tewkesbury and the future of the town. These documents were reviewed to identify common issues, aspirations and opportunities.

These were then developed into 10 themes which became the basis for a programme of public and stakeholder consultation during the summer of 2010. Questionnaires completed by visitors to the public consultation were evaluated and this provided guidance for the following stakeholder event.

Vision Twentyone were contracted to facilitate a stakeholder event in July 2010. Over 60 representatives attended. The event was workshop based and the outcomes from the workshops, along with the public responses were collated to form a Tewkesbury Masterplan Consultation Statement. The identified priorities established the vision for the town.

The vision was adopted by Tewkesbury Borough Council in November 2010.

Following the adoption of the 2012 masterplan, a number of the identified themes and projects have been successfully completed.

- The leisure centre was completed May 2016
- The Riverside Public Realm Strategy was completed December 2014
- The missing link was completed Summer 2016
- High Street improvements
- Wayfinding and tourism signage
- Tewkesbury branding, including visitor and business website
- Successful marketing and investment campaign

1.3 Purpose of this document

This document is intended to be an update to previous work, it will analyse the constraints and opportunities within the study areas and identify key design principles for all new development opportunities.

The document will describe and analyse each identified project in more detail, setting key parameters and principles for each one. Actions and future work will then be identified.

It is intended for this document to be used as a planning tool to guide redevelopment and regeneration within the town and wider area. It will also help to promote economic investment and vitality within the opportunity sites identified and promote the town as a great place to invest.

1.4 Planning policy context

This document is a supplementary planning document and is a material planning consideration when assessing planning applications.

This document should be used by prospective developers to guide development and by planning officers when assessing planning applications.

This document provides advice to support the policies in the development plan, that set out the quality of development that will be expected for the borough.

The National Planning Policy Framework states that permission should be refused for development of poor design that fails to take the opportunities available for improving the character and quality of an area and the way it functions.

Principle M1:

Applicants will be required to prepare design proposals in line with the relevant guidance throughout this document. This will be outlined in the Design and Access Statement which will form part of a planning application.

1.4 Vision

Economy

Identify opportunities to help Tewkesbury establish itself as a desirable place to live, work and visit.
Grow business and tourism opportunities to help encourage investment.

Regeneration

Ensure that existing social, environmental and economic assets are utilised for the benefit of the town and surrounding borough.

Community

Enable effective and transparent community and partner engagement.
Establish and promote a vibrant and inclusive local community.

Environment

Protect and enhance our distinct natural and historic environment.

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“ Maximising Tewkesbury’s unique assets, building on the quality of our town and **delivering regeneration opportunities** to make it a better place to live, work and visit.



L to R: Healings Mill; historic aerial view over Tewkesbury; lower High Street glimpse; extract from Ghent manuscript 'Battle of Tewkesbury'; Abbey Mill; Tewkesbury Abbey

2.1 Historic context

Tewkesbury is an ancient settlement at the meeting of the rivers Severn and Avon. The surrounding rivers and flood plain have prevented the old town from expanding so that its long thin profile has hardly altered since the middle ages. Tewkesbury presents one of the best medieval townscapes in England with its fine half-timbered Tudor buildings, overhanging upperstoreys and ornately carved doorways.

Tewkesbury is renowned as having one of the best medieval black and white townscapes in the country and has much to delight visitors. It has a historic street pattern including many small alleyways which connect the high street with the river.

Preserving and enhancing this important heritage is an important principle throughout this document and is an essential part of any development.

The town centre has a large conservation area, further details of which can be found in the conservation area appraisal.

Positive contributors to the town's character have been identified, but also those areas which are of poor quality. Oldbury Road and land to the east have been identified as having

an ill-defined character as a result of previous demolitions. This has left open areas, now used as surface car parking and modern developments which are often out of scale with the character of the town.

Opportunities to redevelop these important areas of the town are identified later in this document. These projects have the opportunity to deliver significant heritage improvements, such as recreating lost east-west links and the historic grain of the town.

The two plans, presented on page six, show how Tewkesbury has expanded in the last 200 years. New suburbs have been added and the size of the town has increased.



Principle M2:

Heritage assets and historic landscapes should be celebrated, enhanced or preserved where appropriate for the enjoyment of existing and future residents.

Applications responding to the historic environment, should refer to the JCS and Borough Plan policies for more specific advice.



Tewkesbury town regeneration

2.0 Analysis and design principles

Historic context



1903

- Development was clustered around the High Street and closely linked to the river.
- The railway line was operating.
- Outlying villages are clearly separate settlements.



Today

- Development has spread north/east and north along key routes and allowing for flooding.
- Outlying villages have been absorbed into the built area of the town.
- The railway line is now disused.
- The motorway was developed in the late 1960s/70s.

2.2 Green infrastructure

Well designed, accessible landscapes and public open spaces can improve social cohesion, health and wellbeing within an area.

Every settlement has a variety and hierarchy of spaces. New and existing landscape and open spaces should be linked to form green networks. Where direct links are not possible, it may be appropriate to link these together through green routes, shared surface streets and boulevards.

A key aim of this document is to utilise development opportunities to enhance existing green infrastructure, create new green spaces and create links between new and existing green infrastructure.

The key public open spaces within the town are;

1. Victoria Gardens
2. Vineyards
3. Tewkesbury Nature Reserve
4. The Ham



Strategic green infrastructure



Key pedestrian desire lines



Principle M3:

Applicants should demonstrate how the landscape structure has been considered from the outset of the design process and as an integral part of the proposal.

Development should retain important landscape features, mature trees and planting wherever possible and incorporate these features into the landscape structure.

Existing public rights of way should be incorporated into the movement network.

Applicants should link existing and proposed landscapes and open spaces together to form open space networks.

Applicants should demonstrate within their application how proposed open spaces contribute and respond to the hierarchy of existing landscapes and open space networks.

2.3 Access and Movement

A movement framework is the network of connected streets within a town or development.

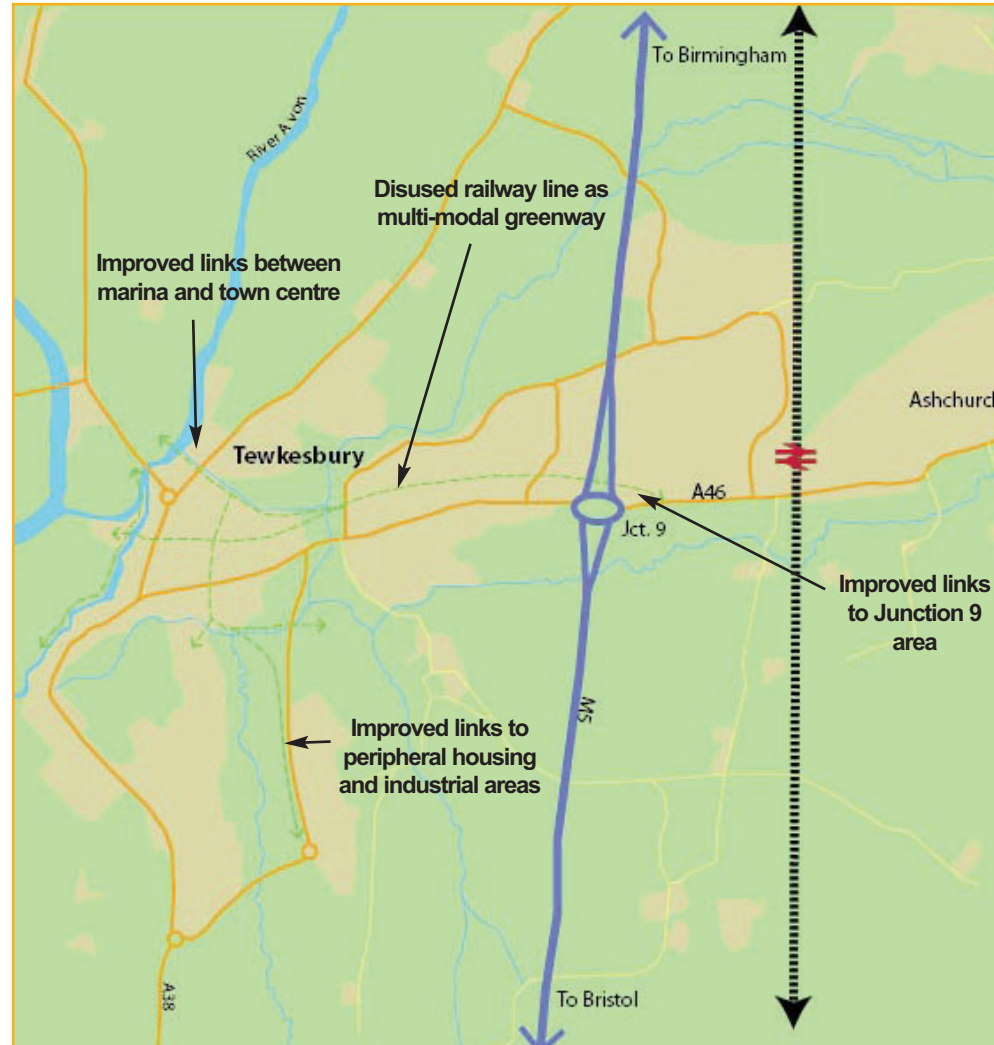
A successful network provides,

- A number of routes, offering choice for how people make their journeys.
- A range of street types that facilitate all users and encourages walking and cycling.
- Makes clear connections to existing routes and facilities.

89 Providing new development that integrates and connects with the existing settlement benefits both new and existing residents. Providing convenient access to existing facilities for new residents and to new facilities for existing residents.

The more direct these links are (vehicular or otherwise) between residents and local facilities and public transport the more viable those services become.

A key aim of this document is to utilise development opportunities to re-establish and enhance the historic street pattern and to create and improve links between currently separated areas of the town.



Principle M4:

The movement network should be designed to follow natural desire lines, link to existing streets, open spaces, local facilities or destinations. It should also respond to topography and landscape features and existing or historic street patterns.

Design a network of connected streets and public spaces that provides choice and follows a spatial and visual hierarchy. The character of streets should reflect its position in the hierarchy and respond to local characteristics.

New development should link with existing routes and access points, creating direct and attractive connections between public transport, footpaths, cycle routes and local facilities.

New development should link new pedestrian and cycle routes with 'strategic' networks such as 'safe routes to school' and the national cycle network.

2.4 Local character analysis

As part of the contextual analysis to inform the proposals, a study of the town and built form has been undertaken. This has helped to inform the vision, masterplanning process and development strategies.

These case study areas have been chosen for their proximity to the project sites, ensuring that when used as a reference, future development can take reference from local context. The positive aspects that inform local character together with more specific characteristics that differentiate them in terms of built form, architectural merit and function are summarised here.

The case study areas are;

- The riverside
- Tewkesbury town centre
- Suburban Tewkesbury

The analysis of each of the following case studies is broken down into three categories;

- Street character
- Built form
- Architectural feature and materials

The applicant must understand and respond to the specific context of their site. The applicant will be required to demonstrate a clear link between their appraisal of the context, any applicable planning designations, the character of their site, physical constraints and opportunities and their development proposals. This rationale will need to be articulated through the design and access statement.



Principle M5:

Applicants must prepare a Character Study that identifies the context within which the application site is set. This should consider the structure and history of the settlement within which it is located, the character of the landscape, the streets and spaces and the built form. Applicants will be required to demonstrate how the study informs the design proposals. The Character Study will form part of the Design and Access Statement that supports a planning application.



The riverside

91 Street character

Simple historic buildings, continuous frontage and varied heights and road form.

Built form

Attached properties directly abutting the footway.

Architectural feature and materials

Simple architectural palette.
Predominant use of red brick.



Tewkesbury historic core

Street character

Historic continuous frontage, mixed use buildings with a varied height and roof form.

Built form

Historic burbage plots within the High Street area.
Small terraced properties predominant within the conservation area.

Architectural feature and materials

Simple architectural palette.
Predominant use of red brick.



Suburban Tewkesbury

Street character

Informal suburban character, properties set back from the highway, regular building line and spacing of buildings.

Built form

Medium density, generally two stories.
Largely semi-detached and detached dwellings.

Architectural feature and materials

Common use of brick.
Variation of architectural details, buildings more reflective of the era in which they were built rather than any local context.

2.5 Constraints and opportunities

One of the fundamental objectives of this document is to ensure that new development respects, responds to and enhances the unique characteristics of the borough, to ensure that new development shares common characteristics with its locality, integrates and functions as a natural part, or extension of existing settlements and contributes in a positive manner to the character of the borough.

The plan on page 12 shows the key constraints and opportunities associated with the town centre.

Flood risk - this impacts much of the town centre area adjacent to the river, the main development site affected is Healings Mill, development here is, however, encouraged with appropriate mitigation. Further details on this specific site are covered under the project on page 21.

Conservation - The conservation area covers much of the town centre and there are numerous listed buildings. This historic heritage and character should be fully considered and responded to when considering development options.

Pedestrian routes - The town has a number of historic alleys which form key pedestrian routes east west across the town. Many are neglected with a poor public realm. Opportunities for improvement will be encouraged and supported. This will also help to improve the linkages from the high street to the riverside, generally improve walking and cycling opportunities by improving connections within the town.

Riverside - The riverside is considered to be an under utilised resource, the public realm is poor and the links to the high street are mostly illegible. There are opportunities to improve links, improve the public realm and encourage and support riverside enterprises to increase vitality. The Ham is the largest area of public open space within the town centre, better use should be made of this asset.

Public realm - The quality of the public realm within the town centre is generally poor. Pedestrians routes are often poor and vehicles take priority. There are opportunities for improvement to public spaces and to improve the sense of arrival to the town to aid legibility.

Landscape and green infrastructure - Tewkesbury has a unique relationship between the rivers, landscape and urban form. The rivers and associated flooding have shaped the

development of the town and created its distinctive structure and large areas of green space. Development proposals should retain important landscape features, mature trees and planting wherever possible and incorporate these features into the landscape structure. All open space should have a purpose and be of a size, location and form appropriate for that use.

Urban form - Tewkesbury has a wealth of historic buildings and a strong medieval street network. The rivers have been key in shaping the wider form of the town. This historic identity is key to giving Tewkesbury its sense of place and character, however, there are more recent developments that have eroded this structure and form. New development needs to respond to this historic street pattern and there is the opportunity to restore it where possible.












Transport links - Tewkesbury is well located close to Junction 9 of the M5. The A38 forms the main route through the town. This route is constrained and congested within the town centre, particularly around the cross, where access is narrow. There are air quality and noise issues along this area and high street. There is the opportunity to improve links to the M5 and railway station to the east of the town.

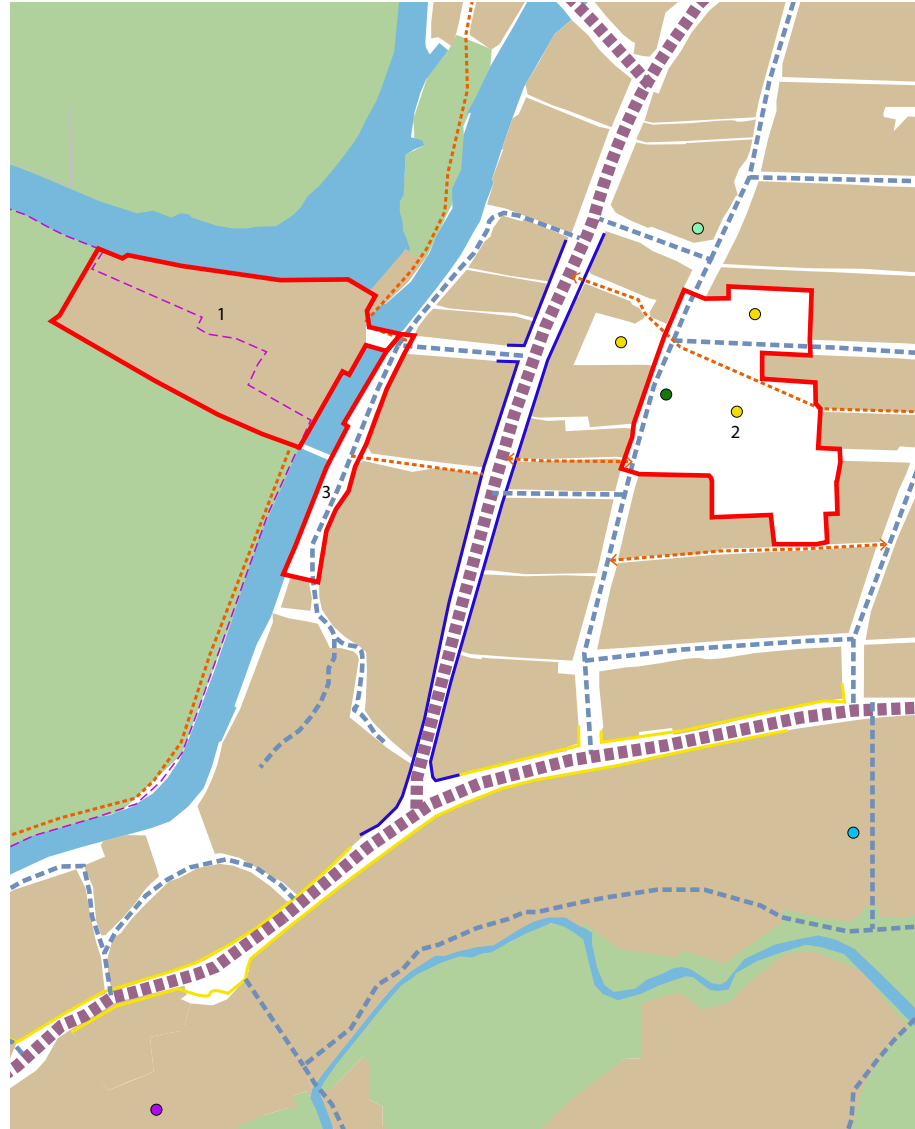
Mop Fair - All developments should give full consideration to the terms of the Royal Charter of 1610, giving the town the right to hold the annual Mop Fair in its streets.



Constraints and opportunities

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-  SSSI BOUNDARY
-  SECONDARY STREETS
-  PEDESTRIAN ROUTES
-  PRIMARY STREETS
-  PRIMARY SHOPPING FRONTAGE
-  SECONDARY SHOPPING FRONTAGE
-  CAR PARK
-  ROSES THEATRE
-  PUBLIC TOILETS
-  TEWKESBURY ABBEY
-  HOSPITAL



Principle M6:

Applicants must carry out a site appraisal that identifies the physical aspects of their site and identifies key constraints and opportunities that will help to inform their proposals. The site appraisal will form part of the Design and Access Statement that supports a planning application.

2.6 Key urban design principles

Tewkesbury has many features that make its built and natural environment characterful and memorable; from its unique relationship with its rivers and surrounding landscape, to its medieval street network and its wealth of historic buildings.

It is therefore important that the character, strengths and weaknesses of the urban fabric are understood, to enable an informed and strategic approach to the improvement of the urban environment to be put in place.

The following principles are best practice and should be applied to all development opportunities in order to ensure the highest quality is achieved.

These principles are outlined in more detail in policy SD4 of the Joint Core Strategy.

Following analysis of the constraints and opportunities of the town, the plan on page 14 shows key opportunity areas for improvements to the town.

All development should demonstrate how it achieves the following principles. This is a requirement within the Design and Access Statement.

Continuity and enclosure - a place where public and private spaces are clearly distinguished.

Quality of the public realm - a place with attractive and well used outdoor areas.

Ease of movement - a place that is easy to get to and move through.

Character - a place with its own identity.

Legibility - a place that is easy to navigate through.

Adaptability - a place that can change easily.

Diversity - a place with variety and choice.

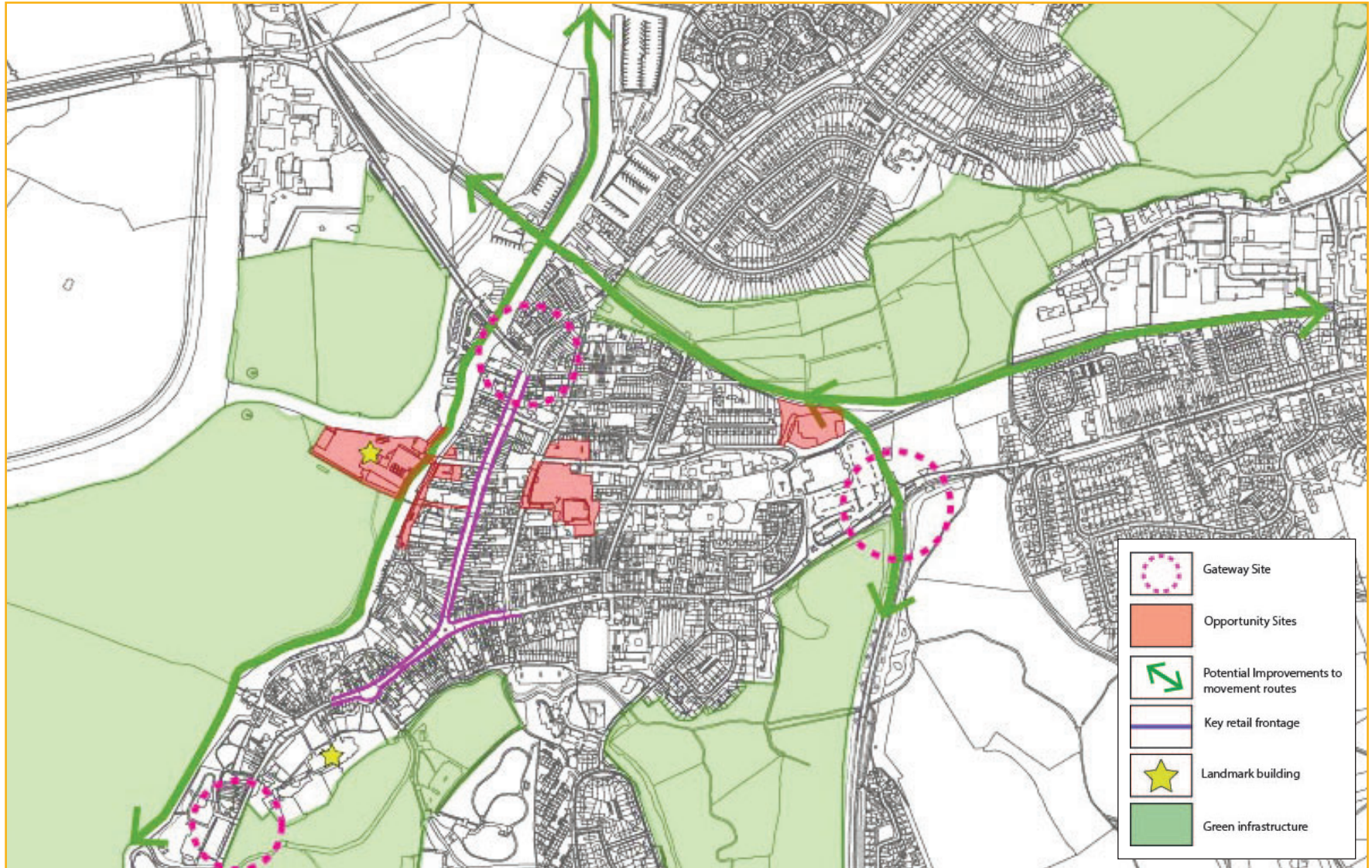
Active design - a place that supports and encourages a healthy and active lifestyle.

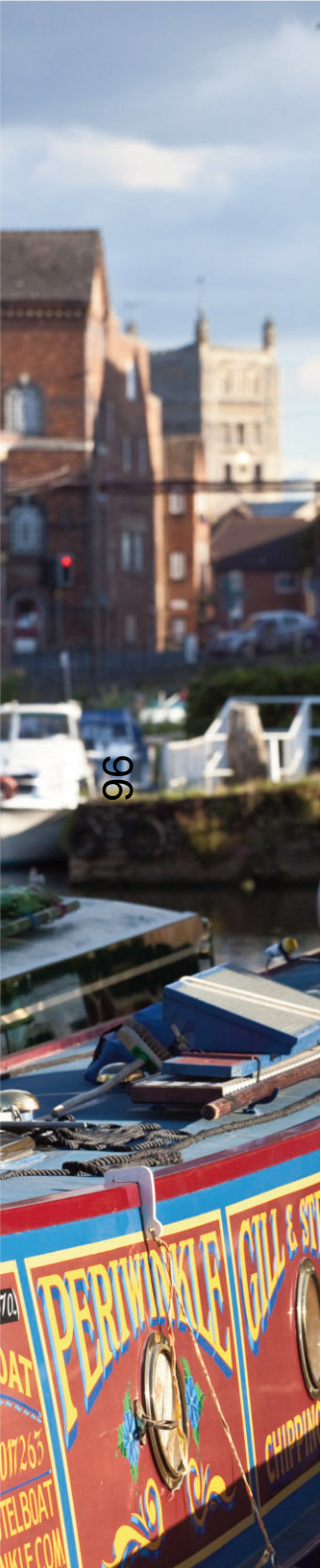
Landscape - demonstrate how the landscape structure has been considered from the outset of the design process and as an integral part of the proposal.



Urban design analysis

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Tewkesbury town regeneration

3.0 Projects

3.1 Back of Avon

The Back of Avon area is one of the town's only riverside areas of public open space.

Currently the area has a poor quality and cluttered public realm, with overly dominant car parking. There is a lack of clear signage and the connections to the area are unclear.

One of the main objectives for this document is to embrace the riverside, enhancing access to and along the river and increasing riverside activity.

The potential to improve the riverside is seen as a key priority to help regenerate the town's economy. The Back of Avon area is the key priority area.

Development principles and parameters

Public realm - Streets should be designed as social spaces with the needs of pedestrians, cyclists and public transport users put above the car. Particular attention should be paid to improving the quality of the relationship between the riverscape and the townscape. Public realm improvement to the key alley links is encouraged. Street clutter should be minimised by reducing road markings, street signs, unnecessary posts or street furniture.

Vitality - Any new development should actively seek to encourage and increase the social and economic activity and vibrancy of the riverside environment. The Back of Avon area should become one of the premier public realm assets of the town as identified in the Tewkesbury Town Regeneration vision. Improvements to moorings and additional moorings are encouraged.

Community facilities - Breakingstone Meadow, potential to improve use as a community facility, e.g. as venue for events/festivals.

Connections - New development should link with existing routes and access points, creating direct and attractive connections between public transport, footpaths, cycle routes and local facilities. Potential location for new pedestrian footbridges and improvement to alley links to highstreet, including Quay Street and Smiths Lane. Vehicle access for business needs to be maintained. Opportunities to also connect to the Ham.

Public art - Artwork should be incorporated into the public realm, to give a sense of place and character. It can also aid legibility. Proposal should identify suitable locations for public art. Provision should be made for the maintenance of the art.

Public space - Street should encourage pedestrian movement through generous pavement widths. This area should incorporate an area of public space that has the potential to accommodate markets or events.

Landscaping - Tree planting and soft landscaping should be provided here. Long term maintenance and management of landscape elements needs to be demonstrated through a management and maintenance plan.

Lighting - Lighting columns should be kept to a minimum and wherever possible light fittings should be located on existing or new buildings. Light fittings should be designed to avoid light pollution.

Street furniture - Street furniture should be restricted to essential items and function should be combined where possible. Furniture should be simple, high quality and robust. Seating and other furniture should be considered in an integrated way into the design of the landscape.

Materials - Keep it simple. A context appropriate palette of good quality materials should be used. Preference is for local materials. Durability is important. Avoid reconstituted materials, particularly in conservation areas or other sensitive locations.



New seating along the riverside



Shared space, slows traffic and gives pedestrians priority



The riverside footpath in Tewkesbury



Blue brick is characteristic of Tewkesbury

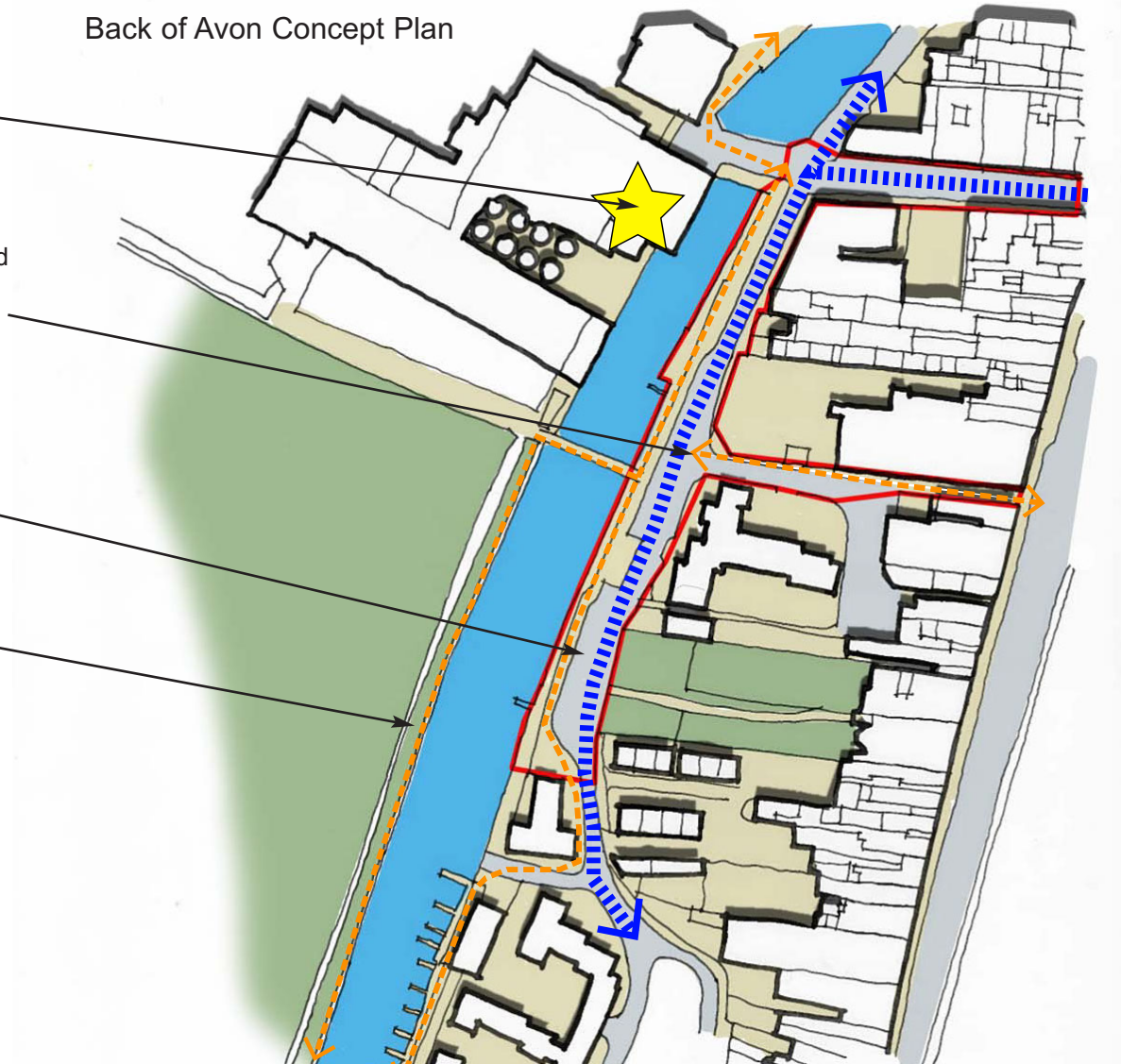
Back of Avon Concept Plan

Healings Mill is a key landmark building in this area

Key links to High Street and along river maintained and enhanced

Existing car parking to be reduced or removed to improve public realm

Pedestrian/ cycle routes



3.2 Alleys

The alleyways of Tewkesbury are a unique historic feature of the town. They provide important east/west links across the town centre, linking the riverside with the High Street and beyond.

Each alley is unique. However, they currently have a poor public realm and the connectivity that they provide is not always evident.

There are unifying characteristics of the alleys such as blue bricks.

Improving the appearance of the alleys and their legibility is an important element that will also help to achieve the wider aim of improving pedestrian and cycle links within the town.

Development principles and parameters

Connections - Development should respond to existing movement patterns, desire lines and rights of way. Repairing the historic grain, to improvement east west connections with the high street and residential areas.

Public realm - Streets should be designed as social spaces with the needs of pedestrians, cyclists and public transport users put above the car. Street clutter should be minimised by

reducing road markings, street signs, unnecessary posts or street furniture.

Heritage - Preservation and enhancement of Tewkesbury's unique built heritage. Architecture and layout should respond to the historic context and street pattern.

Public art - Artwork should be incorporated into the public realm, to give a sense of place and character. It can also aid legibility. Proposal should identify suitable locations for public art. Provision should be made for the maintenance of the art.

Lighting - Lighting columns should be kept to a minimum and wherever possible light fittings should be located on existing or new buildings. Light fittings should be designed to avoid light pollution.

Street furniture - Street furniture should be restricted to essential items and function should be combined where possible. Furniture should be simple, high quality and robust. Seating and other furniture should be considered in an integrated way into the design of the landscape.

Materials - Keep it simple. A context appropriate palette of good quality materials should be used. Preference is for local materials. Durability is important. Avoid reconstituted materials, particularly in conservation areas or other sensitive locations.





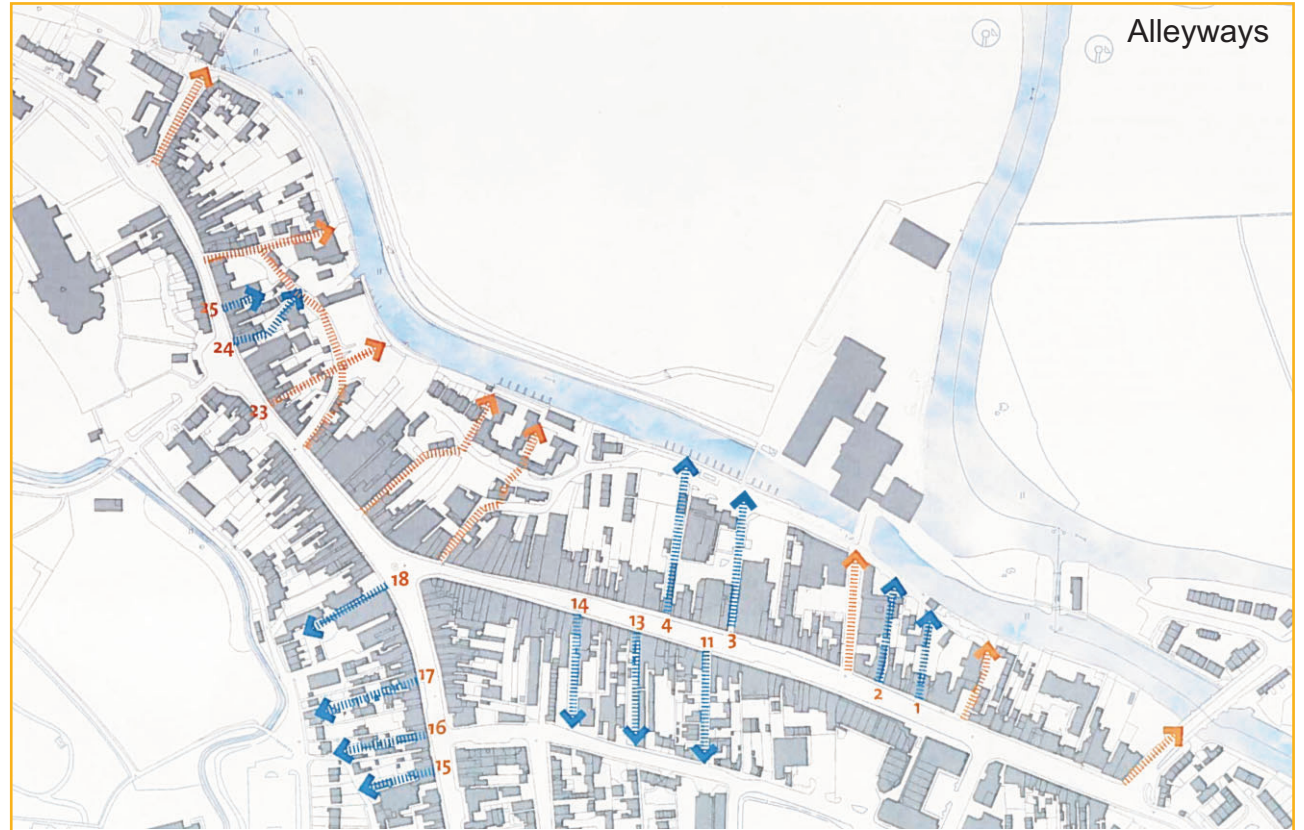
Signage aids understanding



Blue bricks are characteristic of the alleys



Lighting can be combined into bollards to reduce clutter



- | | | |
|-------------------------|----------------------------|-----------------------------------|
| 1 - Clark's Alley | 10 - Warder's Alley | 21 - Smiths Court |
| 2 - Care's Alley | 11 - Eagle's Alley | 22 - Laights Court |
| 3 - Machine Court | 12 - Old Post Office Alley | 23 - Turners Court |
| 4 - Smith's Lane | 14 - Walls Court | 24 - The Old Baptist Chapel Court |
| 5 - Lock Court or Alley | 15 - Fish Alley | 25 - Chandlers Court |
| 6 - Manns Court | 16 - Hughes Alley | |
| 7 - Stephens Alley | 17 - Fletchers Alley | |
| 8 - Well Alley | 18 - Lilley's Alley | |
| 9 - Summers Court | 19 - Wilkes Alley | |

3.3 Spring Gardens

This is a key town centre area, which previously included the town cattle market and a bus depot. Until recently the site held the Cascades Leisure Centre, the leisure centre has now been relocated leaving the site vacant.

The site, which is owned by the Borough Council, is currently a surface car park and there is a public toilet block. There are a mixture of uses surrounding the site including retail, residential, office and a church. The site is also utilised as the location for the town's weekly market and the annual Mop Fair.

Applicants will be required to demonstrate how they achieve the following principles.

Development principles and parameters

Connections - New development should link with existing routes and access points, creating direct and attractive connections between public transport, footpaths, cycle routes and local facilities. Development should respond to existing movement patterns, desire lines and rights of way. Repairing the historic grain, to improve east west connections with the high street and residential areas.

Mixed-use - A complementary mix of uses that add to the life and vitality of the town centre. A

mixed use scheme would be preferable, however residential use would be considered appropriate on this site. Retail and residential use are encouraged. Public space should also be provided for markets and other events.

Conservation - Preservation and enhancement of Tewkesbury's unique built and natural heritage is a priority. Architecture and layout should respond to the historic context.

Form - New development should respond to the grain of the existing settlement. Taking cues from block sizes, patterns of plot subdivision and relationship between built and non-built space. Maintaining and mending the continuity of building frontages to enclose streets and other public spaces and to ensure lively and safe streets.

Public realm - Facilities should be clustered around a high quality public space. Streets should be designed as social spaces with the needs of pedestrians, cyclists and public transport users put above the car. Street clutter should be minimised by reducing road markings, street signs, unnecessary posts or street furniture.

Sustainability - Encouraging resource and energy efficient construction. Improving town centre facilities, reducing the need to travel by car.

Parking - A comprehensive parking strategy should be produced. It should contain a combination of parking solutions. Parking should be provided for residents and visitors. Applicant should consider non-allocated, shared parking to improve efficiencies and reduce parking numbers.

Design - Location, height, massing and materials of new buildings should respond to the character and context of the site. Design should be of a high quality, ensuring a development which creates a strong sense of place. Larger non residential footprints such as supermarkets should be wrapped with active development.

Public art - Artwork should be incorporated into the public realm, to give a sense of place and character. It can also aid legibility. Proposal should identify suitable locations for public art. Provision should be made for the maintenance of the art.

Density - Density should be appropriate to the location, respond to and/or enhance the character of the existing settlement.

Landscaping - Tree planting and soft landscaping should be provided. Tree size and maturity should be appropriate to the location. Long term maintenance and management of landscape elements needs to be demonstrated through a management and maintenance plan.





A successful mixed use scheme, with modern architecture, creates an attractive public realm just off the High Street

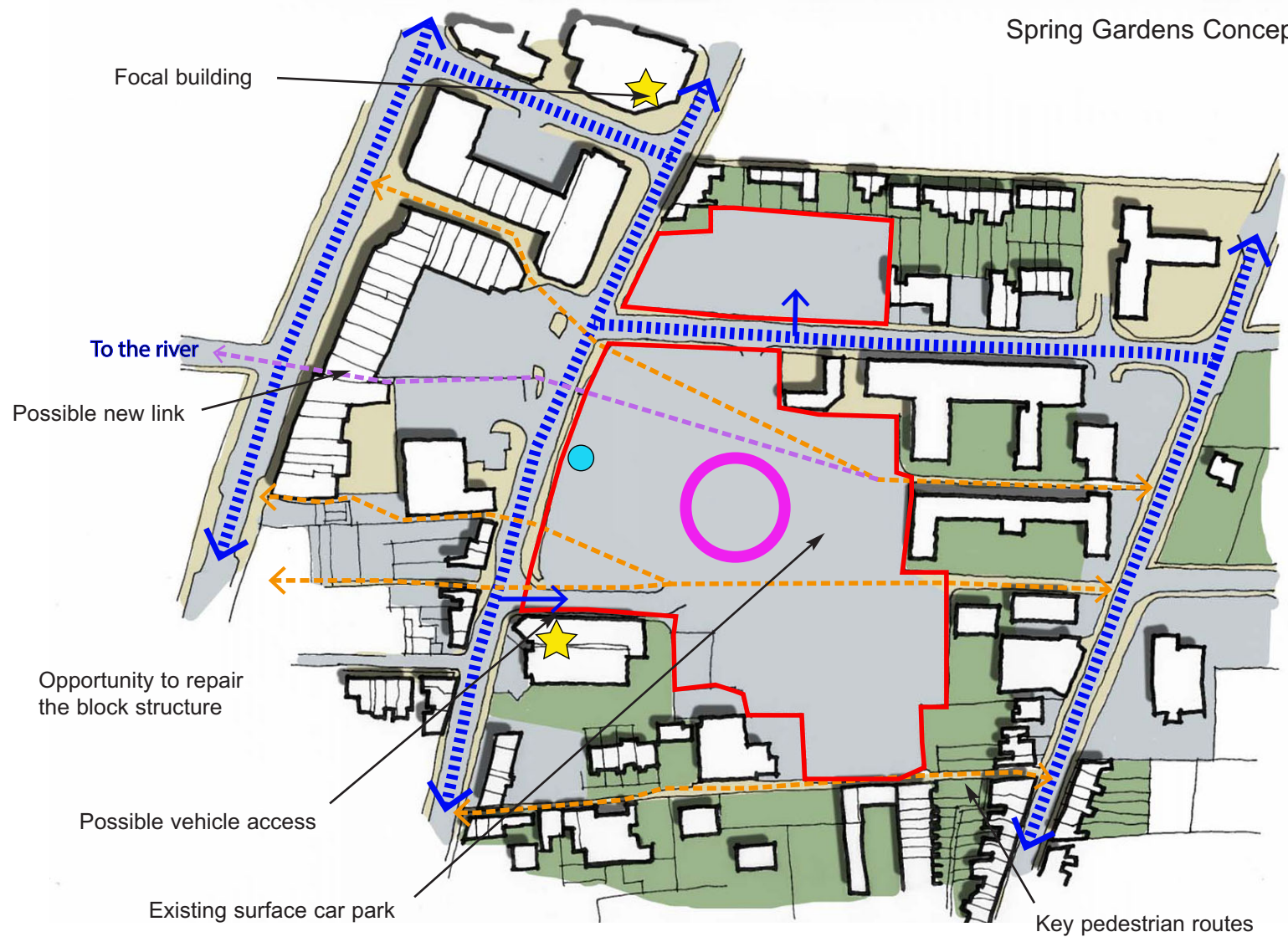


Public square with a mix of uses allows for activity and vibrancy. Modern architecture designed to respect a historic setting



A well designed street with uncluttered and well placed street furniture

Spring Gardens Concept





Tewkesbury town regeneration

3.0 Projects

3.4 Healings Mill

Healings Mill is a site of approximately 1.53 hectares (3.78 acres) and was a functioning flour mill until 2006. The vision for this site is a high quality mixed use development.

Healings Mill is located within Tewkesbury town centre, adjacent to the River Avon and on an area of land known as the Ham. The site itself is currently occupied by a range of disused mill buildings. Some of which have an important historic context and character and should be retained and some which need to be demolished.

Healings Mill sits in the functional floodplain and the site has been classified by the Environment Agency (EA) as being located within Flood Zone 3b. However, the EA are willing to take a pragmatic approach in considering the future redevelopment of the site, given the existing development on the site and its current use.

The site is connected to the town centre by a listed bridge over the Avon. There are also connections to public rights of way running along the river to the north and south. There are open views across most of the site to the countryside beyond.

Development principles and parameters

This is a complex site and as such Tewkesbury Borough Council would require proposals to

come forward as a full planning application.

Mixed-use - A range of uses would be acceptable on this site, including residential use, however residential use should be combined with other more active uses on the ground floor.

Flooding betterment - Removal of the structures and hardstanding to the rear of the site, providing betterment in terms of flooding and ecology.

Connections - Development should respond to the town centre and the open countryside, providing connections and links for pedestrians and cyclists, especially along the riverside.

Parking - A comprehensive parking strategy should be produced. It should contain a combination of parking solutions. Parking should be provided for residents and visitors. Applicants should consider non-allocated, shared parking to improve efficiencies and reduce parking numbers. Public parking and public access to the site is encouraged.

River - Moorings / boat hire / rowing club and other river related uses are encouraged.

Historic context - High quality architectural design must respect the historic context. The retention of part of the mill and brick silo buildings is essential to the success of any scheme. Conversion must retain the character

and appearance of the original building. Existing openings should be used for windows and doors. Where additional floors are introduced, they should not cut across tall windows.

Design - Location, height, mass and materials of new buildings should allow the original brick buildings on the site to remain visually dominant. Tall development may be appropriate here in keeping with the scale of the existing mill buildings.

Public realm - The treatment of the river frontage will be essential to the success of this scheme. Enough space should be given fronting the river to allow for an attractive public space and where possible to allow access down to the water. The area known as the hangings could be included within any improvement scheme.

Density - Density should be appropriate to the location, respond to and/or enhance the character of the existing settlement.

Form - New development should respond to the grain of the existing settlement. Taking cues from block sizes. Patterns of plot subdivision and relationship between built and non-built space.

Vitality - Any new development should actively seek to encourage and increase the social and economic activity and vibrancy of the riverside environment. Non-residential uses are strongly encouraged on the ground floor.



Mixed use regeneration of historic docks area in London, successfully combines old and new

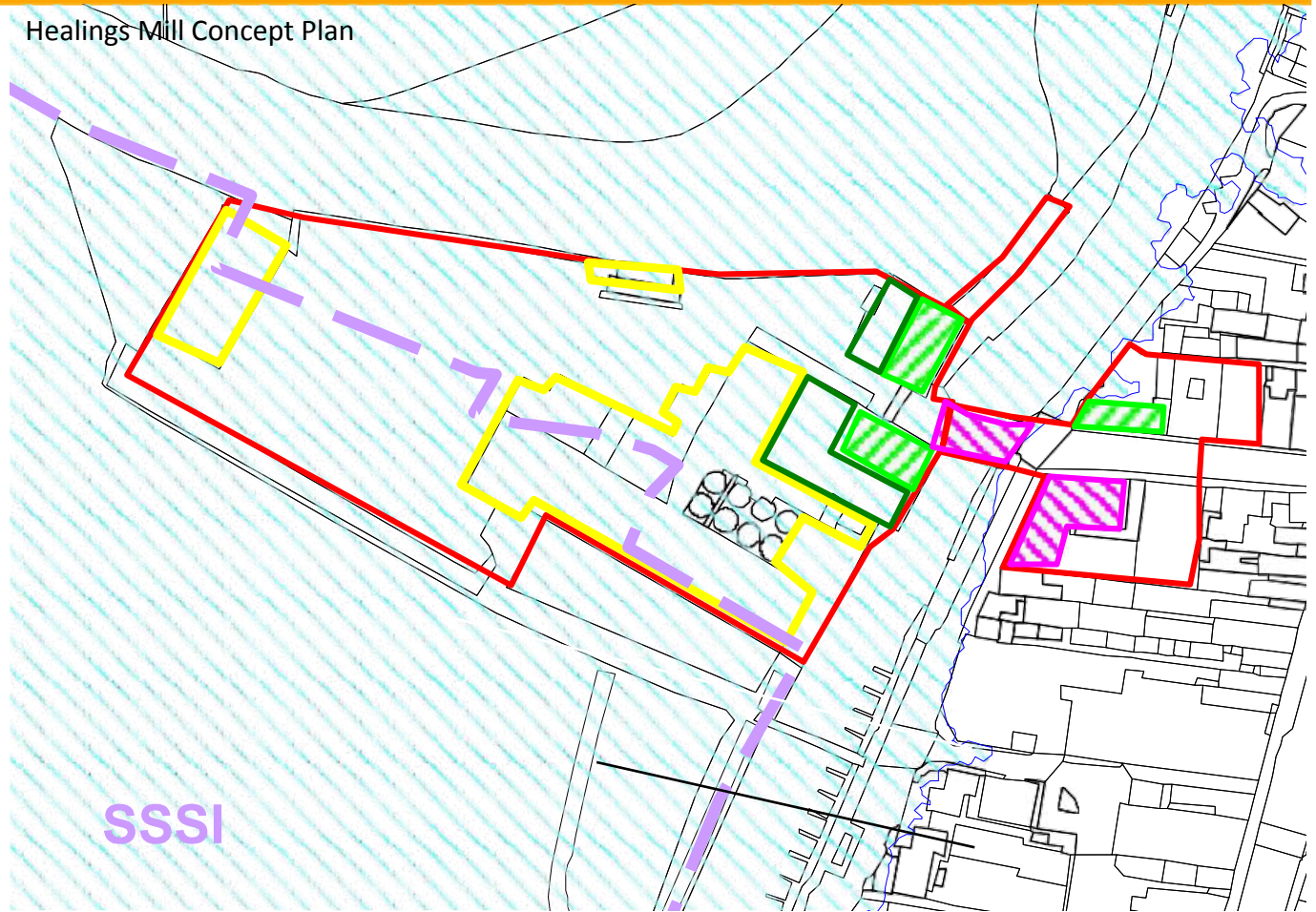


A tiered approach to the river bank, allows for an attractive riverside public realm and public space



Historic industrial building, converted into luxury apartments.

Healings Mill Concept Plan



SSSI

- Healings site
- High value historic building
- Medium value historic building
- Modern buildings of no historic interest
- Site of Special Scientific Interest

3.5 MAFF

The former Ministry of Agriculture, Food & Fisheries (M.A.F.F.) is now owned by the borough council. The council is promoting the redevelopment of this site for housing or care home uses.

The site is a 0.8 hectare triangular site, comprising existing concrete slab to majority of site area, together with tree planting to three sides. It is bounded to its southern edge by the newly formed cycle way that links east to J9 Business Park and west to Tewkesbury town centre, and by the Morrisons supermarket. This in turn is bounded by Ashchurch Road which is the primary access route from J9 of the M5 motorway. To the northern edge is a disused railway line, with allotments and open landscape beyond.

There are residential & commercial developments to the sites western side which lead into Tewkesbury town centre. The site is understood to have contamination issues associated with it.

The site is within the influence of a Key Wildlife Site and contains three substantial trees which are protected by Tree Preservation Orders. In accordance with Policy NAT1, proposals on this site should provide measures to avoid, mitigate against or, as a last resort, compensate for any adverse effects on the adjacent Key Wildlife Site

The smaller parcel is currently used as surface

car parking and lies within flood zone 3a. It is therefore considered unsuitable for redevelopment but could accommodate parking associated with development on the other parcel if no longer required for public parking.

Development Principles and Parameters

- **Use** - This site is considered suitable for a range of uses, including, residential, including affordable housing or later living. The Station Street Car Park Site also has potential development if no longer required for parking. Development of the two sites could be combined.
- **Connections** - Opportunities for improving connections for pedestrians and cyclists should be taken where possible. Development of this site would benefit from the re-creation of the disused railway line as a new strategic footpath and cycle link.
- **Form** - New development should respond to the grain of the existing settlement. Taking cues from block sizes. Patterns of plot subdivision and relationship between built and non-built space. Development should provide active frontage to both the potential cycle way and the route of the disused railway line.
- **Height** - The height of development should reflect local architectural context. Taller development may be appropriate here given the context of the supermarket. Up to 4

stories.

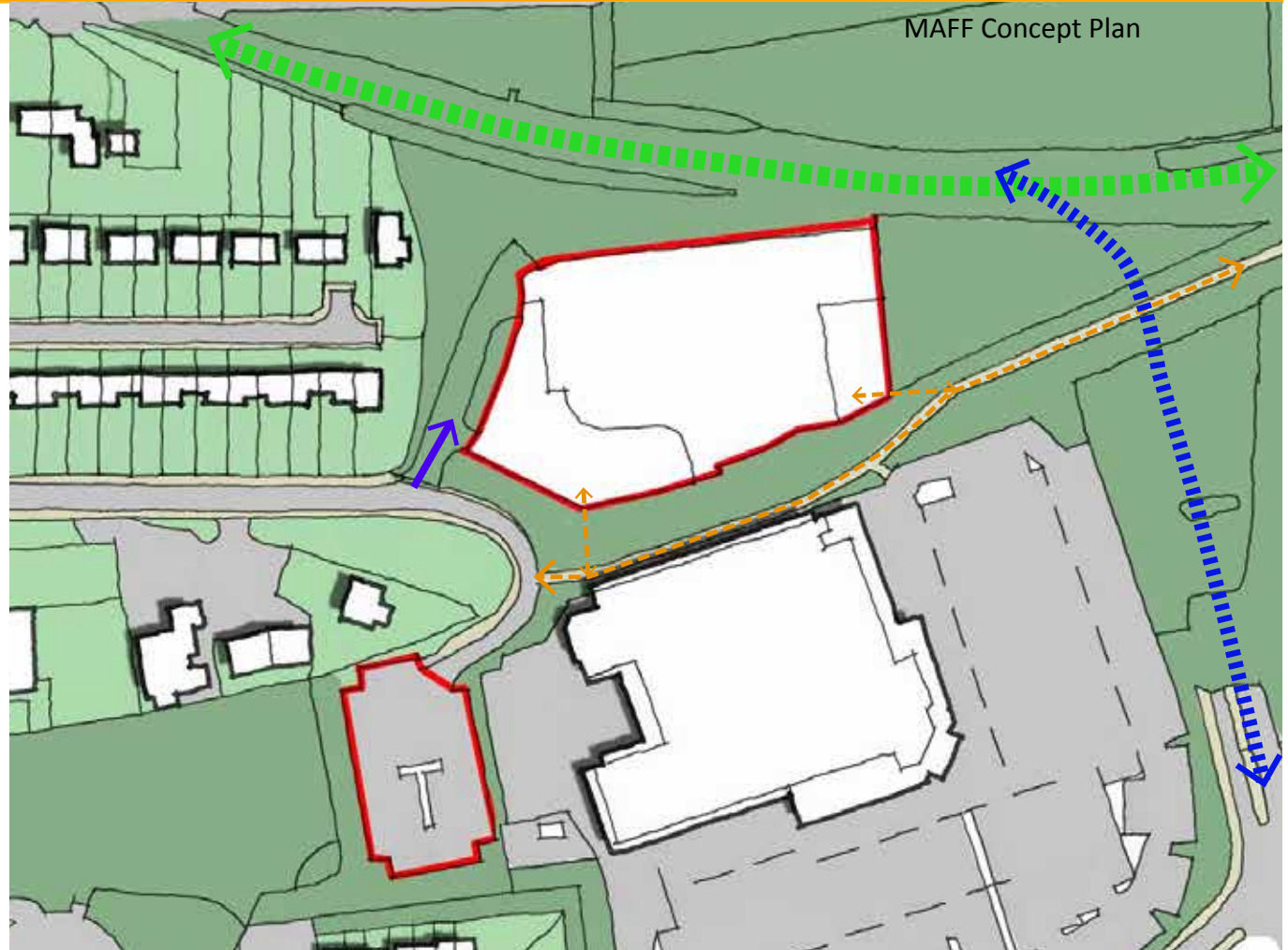
- **Appearance** - Architectural design should be of a high quality. Any proposals should positively respond to the sites prominent location at one of the key threshold areas of the town, and should also positively enhance local architectural distinctiveness.
- **Density** - Density should be appropriate to the location, respond to and/or enhance the character of the existing settlement.
- **Parking** - A comprehensive parking strategy should be produced. It should contain a combination of parking solutions. Parking should be provided for residents and visitors. Applicants should consider non-allocated, shared parking to improve efficiencies and reduce parking numbers.



Simple modern architecture, with attention to detail for a high density housing development.



Parking is well located to the rear of properties and within the street, allowing an attractive public realm even at a high density



Morrisons supermarket

Existing surface car park

Possible pedestrian access points

Key pedestrian/cycle route.

Possible future town centre bypass link.

Possible access point

Possible future strategic footpath and cycle link

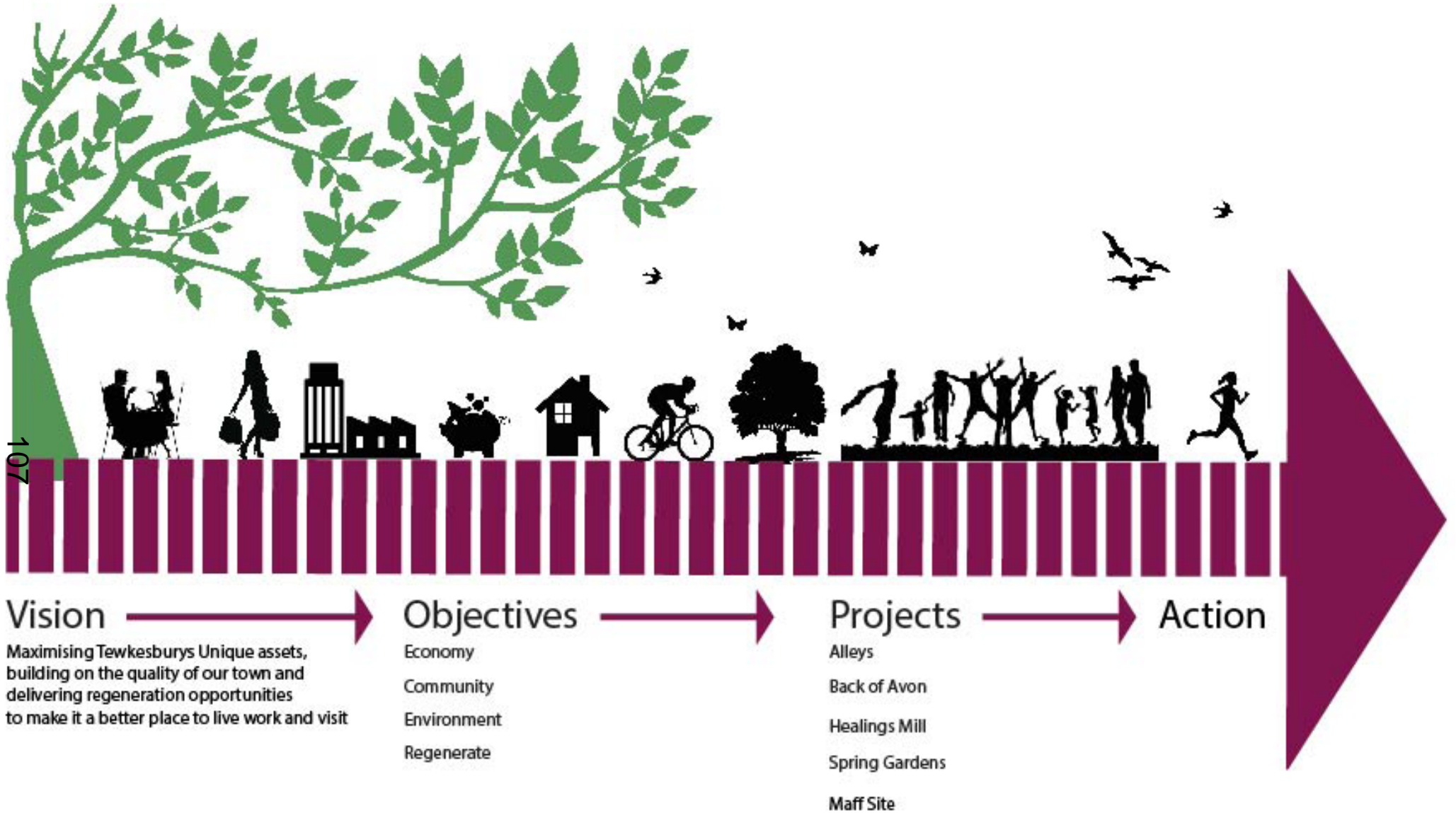
4.0 THE WAY FORWARD

4.1 Future work

It is intended for this document to be used as a planning tool to guide redevelopment and regeneration within the town and wider area. It will also help promote economic investment within the opportunity sites identified and promote the town as a great place to invest.

To further support this document it is intended that individual investment prospectus for each opportunity site will be developed to help foster regeneration and investment.

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Detailed action plans will also be developed highlighting specific actions for all stakeholders.



4.3 Summary

This document is a working document which will be monitored and reviewed regularly to ensure that it remains a 'live' up to date document.

The delivery of the projects in this document will be reliant on many partners, stakeholders and organisations. Everyone will have an important role to play.

Tewkesbury has many development opportunities within and beyond the town centre that are covered within this masterplan. It will be important that any development is well planned and designed to help deliver the vision, aspirations and principles as set out in this document.

Maximising Tewkesbury's unique assets, building on the quality of our town and delivering regeneration opportunities to make it a better place to live work and visit.



4.4 Reference documents

The following list of documents highlight some of the key documents which either informed the basis of the initial visioning work, or which have been developed during the Phase II process.

Tewkesbury Town Centre Urban Design Framework— Borough Council, January 2002;

Tewkesbury Regeneration Initiative— Unknown;

The Community Action Plan for Tewkesbury—
Tewkesbury Area Partnership (TAP), September
2005;

Tewkesbury Borough Vitality, Viability & Vulnerability Study—Hyder Consulting with Lambert Smith Hampton for Gloucestershire 1st and Tewkesbury Borough Council, July 2008

Tewkesbury Fit to Compete 20/20 Vision—Dr Michael McCarthy, Feb 11th 2009;

Tewkesbury Masterplan Consultation Statement— Vision twentyone, August 2010;

Adopted Vision Statement—Tewkesbury Borough Council, Nov 2010;

Tewkesbury Conservation Area Appraisal

Urban Design Compendium (2000) Homes and Communities Agency

English Heritage (Revised 2012) Understanding Place: An Introduction

CABE and ODPM in association with Design for Home (2003) The value of Urban Design and Layout; Thomas Telford, London

CABE (June 2006) Design at a Glance: A quick reference wall chart guide to National Design Policy, CABE

CABE (2004) Creating successful masterplan a guide for clients, CABE

CABE and DETR (2000) By Design. Urban Design in the planning System: Towards Better Practice, London, Thomas Telford Publishing

Department for Communities and Local Government (2012) National Planning Policy Framework

Tewkesbury Shop front guide - Tewkesbury Borough Council

Tewkesbury Riverside Public Realm Strategy - Tewkesbury Borough Council

DTZ retail report - Tewkesbury Brough Council

Bruton Knowles Economic development Strategy review 2016



***The Environmental Assessment of Plans and Programmes Regulations 2004
and the
The Conservation of Habitats and Species Regulations 2017***

**Screening Statement for the
Tewkesbury Town Regeneration Supplementary Planning Document**

Introduction

The Tewkesbury Town Regeneration Supplementary Planning Document (SPD) will be used as a planning tool to guide redevelopment and regeneration within the town. It will also help to promote economic investment and vitality within the opportunity sites identified and promote the town as a great place to invest. The SPD will supplement policies within the adopted and emerging local plan. Saved policies TY1, TY3, TY6 and TY7 of the Tewkesbury Borough Local Plan to 2011 (TBLP) are aimed at improving public access within the town centre and identifying opportunities for redevelopment. The SPD will provide further guidance on these matters. The emerging Tewkesbury Borough Plan (TBP) (2011-2031) seeks to promote and facilitate the regeneration of the town centre through Policy RET9 (Tewkesbury Town Regeneration) which identifies two key redevelopment opportunities (Healings Mill and Spring Gardens) and Policy RES1 which proposes to allocate the former MAFF (Ministry of Agriculture, Forestry and Fisheries) site for residential development. The SPD sets out a range of development principles and parameters that proposals on the identified sites will be expected to achieve in complying with development plan policies.

Legislative background

In accordance with the Environmental Assessment of Plans and Programmes Regulations 2004 (The 2004 Regulations) and European Directive 2001/42/EC, this document is the screening determination of the need for a Strategic Environmental Assessment (SEA) for the Tewkesbury Town Regeneration SPD. It also covers the need for screening under the Conservation of Habitats and Species Regulations 2017 (Habitats Regulations).

Under the regulations, SEA must be undertaken for any plan or programme prepared for town and country planning or land use purposes and which sets the framework for future development consent of certain projects. This report focuses on screening for SEA and the criteria for establishing whether a full assessment is needed.

The National Planning Practice Guidance (paragraph: 008 Reference ID: 11-008-20140306) advises that supplementary planning documents do not require a sustainability appraisal but may in exceptional circumstances require a SEA if they are likely to have significant environmental effects that have not already been assessed during the preparation of the Local Plan. A SEA is unlikely to be required where a supplementary planning document deals only with a small area at a local level (see regulation 5(6) of the Environmental Assessment of Plans and Programmes Regulations 2004), unless it is considered that there are likely to be significant environmental effects. Before deciding whether significant environment effects are likely, the local planning authority should take into account the criteria specified

in schedule 1 to the Environmental Assessment of Plans and Programmes Regulations 2004 and consult the consultation bodies.

SEA screening

The screening process set out in Regulation 9 and Schedule 1 of the 2004 Regulations includes two sets of characteristics for determining the likely significance of effects on the environment. These relate firstly to the characteristics of the SPD and secondly to the characteristics of the effects and of the area likely to be affected. There are a number of criteria relating to each of these characteristics, the responses to which are set out below.

Table 1: Assessment of Significance of Effects

Criteria (Schedule 1)	Likely significance of environmental effect	Assessment and Justification
1. The characteristics of the plans and programmes, having regard in particular to;		
(a) the degree to which the plan or programme sets a framework for projects and other activities, either with regard to the location, nature, size and operating conditions or by allocating resources.	No	The SPD does not allocate sites and it does not determine the location and size of developments taking place in the area. It provides additional guidance on existing policies within the emerging Local Plan (Part 1) that have been subject to SEA (as part of a wider sustainability appraisal (SA)).
(b) the degree to which the plan or programme influences other plans and programmes including those in a hierarchy.	No	The SPD will carry less weight than the policies within the TBP (when adopted), which have been subject to SEA. It sits below 'higher tier' documents and does not set new policies.
(c) the relevance of the plan or programme for the integration of environmental considerations, in particular with a view to promoting sustainable development.	No	The SPD provides guidance on the interpretation of local policy along with national guidance, all of which promote sustainable development. The SPD does not introduce new policy.
(d) environmental problems relevant to the plan or programme and;	Yes, but unlikely to have significant effects on the environment	Two of the opportunity sites identified within the SPD (Healings Mill and MAFF) are located in areas identified to be at risk of flooding. Part of the Healings Mill site is located within the Severn Ham SSSI which is also designated as a Key Wildlife Site (KWS). The MAFF site is also adjoined by a KWS and contains a number of mature trees subject to a Tree Preservation Order. Both sites are however previously developed and their redevelopment will be subject to policies within the Development Plan and NPPF which are aimed at avoiding, reducing or mitigating

		<p>any environmental impacts. The SPD itself is also aimed at securing environmental improvements. For example 'Flooding Betterment' is one of the development principles for the Healings Mill site.</p> <p>Tewkesbury Town Centre is a designated Air Quality Management Area (AQMA), however two key principles highlighted under the SPD are those to enhance green infrastructure and improve access and movement by providing links between currently separated areas of the town. This may help to reduce NO2 levels in the area.</p> <p>The opportunity sites within the SPD have been subject to SA as part of the emerging TBP. No significant environmental effects were identified for the sites through this process.</p>
(e) the relevance of the plan or programme for the implementation of EU legislation on the environment (for example, plans and programmes linked to waste management or water protection)	No	The SPD is not directly relevant to the implementation of EU legislation.
2. Characteristics of the effects and of the area likely to be affected, having regard, in particular to;		
(a) the probability, duration, frequency and reversibility of the effects	Significant effects on the environment are unlikely	The SPD provides guidance aimed at avoiding or mitigating the negative impacts of new developments. It is anticipated to have positive and beneficial effects. It offers guidance on the implementation of existing Local Plan policies, which have been subject to SEA.
(b) the cumulative nature of the effects	Significant effects on the environment are unlikely	The effects of this SPD will be largely beneficial- therefore any cumulative effects will also be beneficial e.g. the SPD will help bring redundant historic buildings and vacant brownfield land back into effective use which will create a better built environment and will improve the vitality and viability of the town (which in turn should be a catalyst for further investment and environmental improvements)

(c) the transboundary nature of the effects	Significant effects on the environment are unlikely	The SPD will help to improve the facilities and retail offer within the town centre which may help reduce travel to other centres and thus lessen the environmental impact of vehicle emissions
(d) the risks to human health or the environment (for example, due to accidents)	Significant effects on the environment are unlikely	<p>The opportunity sites at Healings Mill and MAFF are located in areas identified to be at risk of flooding. However in accordance with the Development Plan (notably JCS Policy INF2), the NPPF and the Council's adopted Flood and Water Management SPD 2018, developments on these sites will only be permitted if they can be made safe from flooding without increasing flood risk elsewhere.</p> <p>New residential development on the opportunity sites will increase the population of the AQMA and could place new residents at risk of air pollution. The SPD does not however allocate the sites – this will be the role of the TBP which has itself been subject to SEA (as part of a wider sustainability appraisal (SA)).</p>
(e) the magnitude and spatial extent of the effects (geographical area and size of the population likely to be affected)	Significant effects on the environment are unlikely	The SPD will help guide new developments in the Tewkesbury town area only, and is therefore unlikely to affect an extensive population.
(f) the value and vulnerability of the area likely to be affected due to; i. special natural characteristics or cultural heritage ii. exceeded environmental quality standards or limit values or iii. intensive land use	Whilst there are some of these within or proximate to the area significant effects on the environment are unlikely	The area contains numerous environmental constraints and assets including a SSSI, Key Wildlife Sites, areas at risk of flooding, a Landscape Protection Zone, an AQMA, a Conservation Area and a significant number of Listed Buildings. However, the SPD is only offering guidance on the implementation of existing Development Plan policies, which have been subject to SEA. It does not propose any new development over and above that assessed within the emerging TBP, which has been subject to SA.
(g) the effects on areas or landscapes which have a recognised national, EU or international protection status.	Whilst there are some within or proximate to the area significant effects on	There is a local (Tewkesbury Borough Council) Landscape Protection Zone designation in the SPD area. None of the opportunity sites are within the designation although the site at Healings Mill is immediately adjacent to it. The effect of the Healings Mill site on landscapes has however

	these aspects are unlikely.	been considered as part of the SA of the TBP with minor positive effects reported.
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HRA screening

Given the scope and status of the SPD it is not considered likely that it would have a significant effect on a European site. Significant effects on European sites have therefore been ruled out.

Consultation

Regulation 9 of the 2004 Regulations requires the responsible authority (Tewkesbury Borough Council) to consult the ‘consultation bodies’ (these are Historic England, Natural England and the Environment Agency). This will be undertaken as part of the consultation on the SPD.

Local bodies (Lead Local Flood Authority, County Highways, County Ecologist, County Archaeology) will also be consulted as part of the consultation on the SPD.

Conclusions

From the assessments set out above, it is the Council’s opinion that the Tewkesbury Town Regeneration Supplementary Planning Document does not require a Strategic Environmental Assessment or an ‘Appropriate Assessment’ under the Habitat Regulations. The advice of the consultation bodies and local bodies is however awaited before a definitive conclusion can be made.

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	21 November 2018
Subject:	Financial Update – Quarter Two Performance Report
Report of:	Head of Finance and Asset Management
Corporate Lead:	Deputy Chief Executive
Lead Member:	Lead Member for Finance and Asset Management
Number of Appendices:	Four

Executive Summary:

The budget for 2018/19 was approved by Council in February 2018 with the reserves being approved at Executive Committee in June 2018. This report is the second quarterly monitoring report of the Council's financial performance for the year.

The report highlights a quarter 2 surplus of £572,086 on the revenue budget and details the expenditure to date against both the capital programme and the approved reserves.

Recommendation:

To consider the financial performance information for the second quarter 2018/19.

Reasons for Recommendation:

The Executive Committee is responsible for recommending the budget to Council and for the management and delivery of the approved budget during the financial year.

The quarterly financial report is to notify Members of any known significant variations to budgets for the current financial year, highlight any key issues, and to inform Members of any corrective action to be taken if required.

Resource Implications:

As detailed within the report.

If the budget is in deficit at year end then the Council will have to use reserves to fund the overspend, meaning that these resources are not available to fund other activities or future financial management of the Council's projected medium-term budgets. The Council currently has a £550,000 General Fund balance, £850,000 to cover shortfalls in the medium term financial plan and a £415,000 retained business rates reserve.

Legal Implications:

None associated with the report.

Risk Management Implications:

A financial deficit will result in the utilisation of the limited reserves available to the Council. The financial performance of the Council is monitored on a monthly basis and reported to Members quarterly. Active management of the budget takes place to reduce the projected deficit whilst maintain delivery of services.

Performance Management Follow-up:

Budgets will continue to be monitored on a regular basis by budget holders supported by Finance. Quarterly monitoring reports will be presented to Members with the outturn position reported to the Committee in June 2019.

Environmental Implications:

None.

1.0 INTRODUCTION/BACKGROUND

1.1 This report provides the Quarter 2 (Q2) monitoring position statement for the financial year 2018/19. The purpose of this report is to notify Members of any known significant variations to budgets for the current financial year, highlight any key issues, and to inform Members of any action to be taken if required.

2.0 REVENUE BUDGET POSITION

2.1 The financial budget summary for Q2 shows a £572,086 (£81,867 at Q1) surplus against the profiled budget. Below is a summary of the expenditure position for the Council split out between the main expenditure types.

2.2	Services expenditure	Budget £	Budget Q2 £	Actual Q2 £	Variance £
	Employees	9,319,411	4,425,221	4,198,974	226,247
	Premises	610,297	351,728	336,806	14,922
	Transport	165,777	81,793	57,675	24,118
	Supplies & Services	1,913,446	756,414	746,293	10,120
	Payments to Third Parties	5,438,570	2,834,477	2,905,627	(71,151)
	Housing Benefit Service Cost	20,276,485	10,900,639	10,926,639	(26,000)
	Income	(27,162,098)	(3,229,976)	(3,256,273)	26,297
		10,561,888	16,120,294	15,915,741	204,553

Corporate Codes

Treasury activity	117,260	58,630	20,662	37,968
Investment Properties	(1,928,859)	(1,187,935)	(1,216,351)	28,416
Corporate Savings Targets	(67,500)	(33,762)	0	(33,762)
New Homes Bonus	50,000	0	0	0
Business rates	(2,694,620)	0	(334,901)	334,901
	6,038,169	14,957,237	14,385,151	572,086

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

2.3 Surplus on service expenditure

The budget position in relation to the Heads of Service responsibility shows a budget surplus of £204,553 as at the end of September (£60,753 Q1).

As can be seen the majority of the savings, £226,247, are related to employee cost. Employee costs savings are generated mainly through staff vacancies particularly in One Legal and Development Services, although the saving in Development is being offset by a deficit on the income budget for that service in Q2. Services have managed vacancies during the period by utilising current staff to cover work in the short term, limiting where possible use of agency staff. Democratic services has a vacant post which is maintained to offset overtime and other pressures during elections. Savings are being made against this post as there have been no significant elections so far this year.

A range of small savings are also being made across premises, transport and supplies and services against budget which is also contributing to the overall surplus being reported.

The surplus on income for the Council is £26,697 (£19,940 at Q1). £129,060 of the surplus is from Community Services and is in relation to the Garden Waste service bringing in income above target as a result of the implementation of the new sticker system and the fixed renewal date of 1 April. There is additional income showing in Corporate Services - this relates to additional grant income for the Benefits team, received from central government, which had not been budgeted for. This money is to help with any cost of transition of claimants to Universal Credit.

The positive position on income is being offset by planning application income being below the expected budget. This is a significant income stream for the Council but is currently in a deficit of £133,602 (£87,092 Q1) against target. The service is confident of delivering the total income for the year. The number of major planning applications over £10,000 are in line with expectations, and for those applications under £10,000 it is expected that the income target will be delivered now the Borough Plan is being progressed. Once implemented it is expected that developers will put in new planning applications with clarity over what the Council is expecting from them.

2.4 Deficit on service expenditure

In terms of deficits being reported at Q2 there is an overspend being shown against Benefit Claimant payments. The Q1 monitoring reported that the Housing Benefits team had processed higher than predicted level of overpayments going back over several years. Over the second quarter this trend has not continued and with lower levels of overpayments being identified the impact on the budget has been reduced by £34,000 to a predicted overspend of £26,000 by year end. It is hoped that this trend will continue which will further reduce the reported overspend.

In addition, the first quarter outturn position for the Ubico contract has indicated a forecast full year deficit of £141,622. A pro rata sum has been included within the Q2 figures. Ubico is reporting overspends on Grounds Maintenance and agency staff. Ground Maintenance forecast additional costs are due to the additional work required over the summer partly covered by employing additional staff. In addition, there has been an increase in diesel costs and maintenance of vehicles and equipment. Agency forecast costs are high due to the additional staff mentioned above and a high level of both long term and short-term sick.

- 2.5** Attached at Appendix A 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.

2.6 Corporate codes

The Corporate codes include the other sources of financing which are needed to balance the budget. Treasury activity has been positive in the first half of the year, resulting in a net surplus of £37,968. Full details of treasury activity are highlighted at section 5 and contained in full at Appendix D.

Investment properties have also produced a healthy surplus of £28,416 in the first half of the year. This is as a result of securing an additional investment property sooner than expected.

The retained business rates scheme is also progressing very well in the first half of the year although Members will be aware of the volatility of the scheme and therefore guarantees cannot be given about continuing positive performance into the second half of the year. However, significant growth and further compensation from the government for changes introduced at a national level have resulted in a retained surplus above budget of £334,901. This is the Council's position within the 50% individual Council scheme as information on the countywide 100% pilot is currently being collated. Whilst Tewkesbury is performing well, information on the other authorities is required in order to understand the likely windfall from being in the pilot.

The income that Tewkesbury is now receiving from the retained business rates scheme, as opposed to the significant losses it suffered in the early years, is encouraging and will support the Council's ambitions in developing its future communities. However, it should also be remembered that the national scheme is being amended from 2020 with a reset of the system potentially removing benefit from the growth currently being enjoyed. Therefore, any surplus generated in this or next year should be seen as a windfall amount until the national system is fully designed and understood.

3.0 CAPITAL BUDGET POSITION

3.1 Appendix B shows the capital budget position as at Q2. This is currently showing an underspend against the profiled budget.

3.2 The underspend is because of the commercial property that was purchased was less than the profiled budget expectation. It is anticipated that the full allocation will be spent before the year end with another purchase already scheduled for October and further options being considered. The refurbishment of the Council Offices is almost complete and is showing an overspend against the agreed budget. The overall costs increased due to issues such as the discovery of asbestos. Contributions from our partners and revenue resources are being used to offset this additional cost.

4.0 RESERVES POSITION

4.1 Appendix C provides a summary of the current usage of available reserves.

4.2 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.

4.3 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.

5.0 MID YEAR TREASURY MANAGEMENT REPORT

- 5.1** At the half year point of the financial year, treasury investment activities have resulted in an average return of 1.39% on its investments which, at the end of September, totalled £28,918,000. This performance and level of return has generated interest of £157,253 in the first half of the year against the budget estimate of £109,800 resulting in a surplus of £47,453. This is considered to be an excellent return given the impact of the sustained low rates during the investment period and is commensurate with the risk taken on investments.
- 5.2** The Council's investment performance has been boosted by further investment into the CCLA property investment fund. The fund, which is supplemental to the Council's direct property investment, is now worth over £3/4 billion and is producing monthly income returns of circa 4.5%.
- 5.3** The Council's drive to invest in commercial property has resulted in a requirement to borrow funds to cover direct investments and day-to-day cashflow. The budget had anticipated a borrowing cost of £168,430 at the mid-year point but actual costs have totalled £177,923 as early borrowing was required to finance the commercial property purchase.
- 5.4** Overall, the Council's treasury management activities in the first half of the year have been efficiently managed and resulted in a surplus of nearly £38,000 on budget.

6.0 CONSULTATION

- 6.1** Budget holders have been consulted about the budget outturn for their service areas. The feedback has been incorporated in the report to explain differences between budgets and actual income and expenditure.

7.0 RELEVANT COUNCIL POLICIES/STRATEGIES

- 7.1** Budget monitoring is on the approved budget for 2018/19 which has been prepared in line with the Medium Term Financial Strategy.

8.0 RELEVANT GOVERNMENT POLICIES

- 8.1** None.

9.0 RESOURCE IMPLICATIONS (Human/Property)

- 9.1** None.

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

- 10.1** None.

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

- 11.1** None.

12.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

12.1 None.

Background Papers: None.

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Appendices:

- A – Quarter 2 Revenue Position by Service.
- B – Quarter 2 Capital Position.
- C – Quarter 2 Earmarked Reserves Update.
- D – Mid-Year Treasury Management Report.

Quarter 2 Budget Report

Appendix A

Chief Executive

	Full Year Budget	Budget	Actual	Savings / (Deficit)
	£	£	£	£
Employees	246,000	122,846	123,362	(516)
Premises	0	0	0	0
Transport	2,918	1,464	1,067	397
Supplies & Services	7,432	4,348	2,047	2,301
Payments to Third Parties	0	0	0	0
Income	0	0	0	0
TOTAL	256,350	128,658	126,476	2,182

Community Services

	Full Year Budget	Budget	Actual	Savings / (Deficit)	
	£	£	£	£	
Employees	1,097,558	519,331	512,886	6,445	
Premises	2,500	1,252	493	759	
Transport	32,317	16,169	12,369	3,800	
Supplies & Services	108,998	40,893	42,513	(1,620)	
Payments to Third Parties	4,558,341	2,519,090	2,610,257	(91,168)	1
Income	(2,066,806)	(1,380,795)	(1,509,855)	129,060	2
TOTAL	3,732,908	1,715,940	1,668,663	47,276	

1) Payments to third parties is overspent by £91K. The majority of this overspend is because the Ubico reported position at Q2 is an £84K overspent. Ubico are reporting overspends on Grounds Maintenance (GM) and agency staff. GM's forecast additional costs are due to additional staff and work required over the summer, an increase in diesel costs and vehicle and equipment maintenance. Agency forecast costs are high due to the additional staff mentioned above and a high level of both long term and short term sick.

2) The new Garden Waste service has brought in income above target. As all renewals are now for the 1st April the income target has been achieved for the whole financial year. Other income areas such as licencing and bulky waste are also performing adequately against income budgets

Corporate Services

	Full Year Budget	Budget	Actual	Savings / (Deficit)	
	£	£	£	£	
Employees	1,762,933	880,455	881,547	(1,092)	
Premises	0	0	0	0	
Transport	16,423	8,320	6,186	2,134	
Supplies & Services	506,574	209,980	216,079	(6,098)	
Payments to Third Parties	127,934	51,930	33,067	18,863	3
Transfer Payments - Benefits Service	20,276,485	10,900,639	10,926,639	(26,000)	4
Income	(20,726,872)	(164,139)	(202,564)	38,425	5
TOTAL	1,963,477	11,887,185	11,860,954	26,231	

3) Payments to third parties is underspent by £18K. We have fewer apprentices employed in the organisation that we have budget for. We are currently recruiting for two apprentices and will soon will be advertising for a third, across three different service areas. There are also some small savings from reduced use of occupational health by staff in this year and lower court fees on business rates/council tax as the amount charged by the Magistrates' Court for liability orders has been reduced by statute.

4) The Q1 monitoring reported that the Housing Benefits team had processed higher than predicted level of overpayments going back over several years. Over the second quarter this trend has not continued and with lower levels of overpayments being identified the impact on the budget has been reduced by £34,000 to a predicted overspend of £26,000 by year end.

5) Additional grants have been provided to the benefits team to help cover the cost of developments and changes in the service, particularly the implementation of Universal Credit

Democratic Services

	Full Year Budget	Budget	Actual	Savings / (Deficit)	
	£	£	£	£	
Employees	254,331	128,825	86,358	42,467	6
Premises	0	0	165	(165)	
Transport	16,730	8,374	6,095	2,279	
Supplies & Services	433,968	230,316	224,074	6,242	
Payments to Third Parties	36,700	16,584	16,581	3	
Income	(500)	(252)	(7,070)	6,818	
TOTAL	741,229	383,847	326,204	57,643	

6) A vacant post is held within the democratic services team to offset the costs of any elections, which generate a peak of additional work. Currently there has been no significant elections relating to the 2018/19 financial year and so an underspend is being reported.

Deputy Chief Executive

	Full Year Budget	Budget	Actual	Savings / (Deficit)
	£	£	£	£
Employees	112,154	56,100	56,139	(39)
Premises	0	0	0	0
Transport	3,460	1,738	888	850
Supplies & Services	4,450	1,632	930	702
Income	0	0	0	0
TOTAL	120,064	59,470	57,956	1,514

Development Services

	Full Year Budget	Budget	Actual	Savings / (Deficit)	
	£	£	£	£	
Employees	1,860,039	929,723	851,822	77,901	7
Premises	43,281	8,292	9,558	(1,266)	
Transport	57,248	28,649	20,630	8,019	
Supplies & Services	262,513	119,783	115,487	4,296	
Payments to Third Parties	206,235	115,658	116,989	(1,331)	
Income	(1,678,605)	(795,459)	(661,857)	(133,602)	8
TOTAL	750,711	406,646	452,628	(45,982)	

7) Development Services continue to have a range of vacant posts in the team which are being recruit to, the timescale involved in the recruitment process results in a saving on staff budgets

8) Development services are behind the income budget target for Q2. The service is confident of delivering the total income for the year.

The planning fee target comprises 2 elements

Anticipated major applications with fees greater than £10,000 based on conversations with developers about intended applications. This element of target is on track and a number of major applications with large fees are anticipated before the end of the financial year.

The remainder is based on non-major applications with fees under £10,000. This fee income is significantly below the estimate. However, the estimate was based on there being an increase in non-major applications following the Borough Plan consultation which we anticipated coming in earlier in the year. As the consultation has just started the increase has yet to materialise. Therefore, it is still possible that the year-end target will be achieved but this is being carefully monitored.

Finance and Asset

	Full Year Budget	Budget	Actual	Savings / (Deficit)	
	£	£	£	£	
Employees	2,591,457	1,134,409	1,113,644	20,765	9
Premises	564,516	342,184	326,589	15,594	10
Transport	14,974	7,508	4,890	2,618	
Supplies & Services	455,749	86,718	97,633	(10,915)	11
Payments to Third Parties	270,900	125,985	125,131	855	
Income	(1,273,227)	(720,518)	(747,073)	26,555	12
TOTAL	2,624,369	976,286	920,814	55,471	

9) The property team has had vacant posts and maternity leave during Q2 of the financial year resulting in a saving against budget

10) Premises costs are less than budget due to utility costs for the Public Offices not increasing in line with our expectations at the start of the year. We still expect a significant increase in prices, but not until the next financial year

11) We have identified that more customers are using online payment methods, which increase the charges from our Merchant card suppliers. The budget is being increased in the next financial year.

12) Income levels from both general car parking income and parking permits is higher than budgeted at the end of Q2.

One Legal

	Full Year Budget	Budget	Actual	Savings / (Deficit)	
	£	£	£	£	
Employees	1,394,939	653,532	573,216	80,315	13
Premises	0	0	0	0	
Transport	21,707	9,571	5,551	4,020	
Supplies & Services	133,762	62,743	47,531	15,212	14
Payments to Third Parties	160,460	5,230	3,601	1,629	
Income	(1,336,088)	(168,813)	(127,854)	(40,959)	15
TOTAL	374,780	562,263	502,046	60,217	

13) Vacant posts within the one-legal team are contributing to a Q2 underspend against budget projections.

14) Currently there are savings on books and publications budget of £8k and on the training budget of £4k

15) Third party income levels have not been achieved in the first half of the year

Appendix B - Analysis of Capital Budget

	Q2 Budget Position £	Q2 Actual Position £	(Over) / Under spend £	% Slippage	Comments
Council Land & Buildings	1,017,500	1,144,610	(127,110)	(12)	The expenditure is in relation to the refurbishment of the Council Offices which is close to completion. Changes to the scope of the project resulted in additional costs, the majority of which are being covered by partner contributions. The project is yet to allocate costs between revenue, for which an earmarked reserve exists, and capital, hence the overspend shown
Equipment	47,500	34,668	12,832	27	Payments in Q2 are in line with expectations.
Capital Investment Fund	5,100,000	3,881,003	1,218,997	0	A commercial property was purchased in August 2018. The purchase price was below the funds made available by Council. Other opportunities are being considered within the scope of the budget approval.
Community Grants	32,336	31,555	781	2	Payments in Q2 are in line with expectations.
Housing & Business Grants	175,000	222,672	(47,672)	(27)	There has been an increase in expenditure on Disabled Facilities Grants compared to the last couple of years. This is not an issue for the capital budget as expenditure is still within the overall funding allocation for this scheme from central government.
	6,372,336	5,314,508	1,057,828	17	
Transformational projects from Capital	103,000	7,657	95,343	93	Implementation of transformation projects have only just begun and so there is slippage on delivery against the budget profile.
	6,475,336	5,322,165	1,153,171	109	

Appendix C - Revenue Reserves for 18/19

Reserve	Balance 31st March 2018	Spent in Reserve Quarter 2	Reserve Remaining	Note
	£	£	£	
Service Reserves				
Asset Management Reserve	1,156,802	32,527	1,124,275	1
Borough Regeneration Reserve	18,703	180	18,523	
Business Rates Reserve	637,371	-	637,371	
Business Support Reserve	220,140	44,153	175,986	
Business Transformation Reserve	355,882	34,343	321,539	
Community Support Reserve	114,278	8,736	105,542	
Development Management Reserve	238,002	8,450	229,552	
125 Development Policy Reserve	525,428	44,262	481,166	
Elections Reserve	68,500	-	68,500	
Flood Support and Protection Reserve	13,682	952	12,730	
Health & Leisure development reserve	1,989	-	1,989	
Housing & Homeless Reserve	430,735	- 136	430,871	
IT Reserve	18,231	-	18,231	
MTFS Equalisation Reserve	866,004	-	866,004	
Organisational Development Reserve	166,372	35,652	130,720	
Risk Management Reserve	5,000	-	5,000	
Transport Initiatives Reserves	520,391	- 13,262	533,653	
Waste & Recycling development Reserve	535,641	13,017	522,624	
Totals	5,357,509	195,857	5,161,651	

Notes

1 Allocation from PSC refurbishment capital budget will take place in third quarter

Treasury Management Report 2018/19

Introduction

In February 2012 the Authority adopted the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice* (the CIPFA Code) which requires the Authority to approve treasury management semi-annual and annual reports.

The Authority's treasury management strategy for 2018/19 was approved at a meeting on 20th February 2018. The Authority has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk is therefore central to the Authority's treasury management strategy.

Following consultation in 2017, CIPFA published new versions of the Prudential Code for Capital Finance in Local Authorities (Prudential Code) and the Treasury Management Code of Practice but has yet to publish the local authority specific Guidance Notes to the latter. In England, MHCLG published its revised Investment Guidance which came into effect from April 2018.

The updated Prudential Code includes a new requirement for local authorities to provide a Capital Strategy, which is to be a summary document approved by full Council covering capital expenditure and financing, treasury management and non-treasury investments. The Authority will be producing its Capital Strategy later in 2018-19 for approval by full Council.

External Context

Economic background: Oil prices rose by 23% over the six months to around \$82/barrel. UK Consumer Price Inflation (CPI) for August rose to 2.7% year/year, above the consensus forecast and that of the Bank of England's in its August *Inflation Report*, as the effects of sterling's large depreciation in 2016 began to fade. The most recent labour market data for July 2018 showed the unemployment rate at 4%, its lowest since 1975. The 3-month average annual growth rate for regular pay, i.e. excluding bonuses, was 2.9% providing some evidence that a shortage of workers is providing support to wages. However real wages (i.e. adjusted for inflation) grew only by 0.2%, a marginal increase unlikely to have had much effect on households.

The rebound in quarterly GDP growth in Q2 to 0.4% appeared to overturn the weakness in Q1 which was largely due to weather-related factors. However, the detail showed much of Q2 GDP growth was attributed to an increase in inventories. Year/year GDP growth at 1.2% also remains below trend. The Bank of England made no change to monetary policy at its meetings in May and June, however hawkish minutes and a 6-3 vote to maintain rates was followed by a unanimous decision for a rate rise of 0.25% in August, taking Bank Rate to 0.75%.

Having raised rates in March, the US Federal Reserve again increased its target range of official interest rates in each of June and September by 0.25% to the current 2%-2.25%. Markets now expect one further rise in 2018.

The escalating trade war between the US and China as tariffs announced by the Trump administration appeared to become an entrenched dispute, damaging not just to China but also other Asian economies in the supply chain. The fallout, combined with tighter monetary policy, risks contributing to a slowdown in global economic activity and growth in 2019.

The EU Withdrawal Bill, which repeals the European Communities Act 1972 that took the UK into the EU and enables EU law to be transferred into UK law, narrowly made it through Parliament. With just six months to go when Article 50 expires on 29th March 2019, neither the Withdrawal Agreement between the UK and the EU which will be legally binding on separation issues and the financial settlement, nor its annex which will outline the shape of their future relationship, have been finalised, extending the period of economic uncertainty.

Financial markets: Gilt yields displayed marked volatility during the period, particularly following Italy's political crisis in late May when government bond yields saw sharp moves akin to those at the height of the European financial crisis with falls in yield in safe-haven UK, German and US government bonds. Over the period, despite the volatility, the net change in gilt yields was small. The 5-year benchmark gilt only rose marginally from 1.13% to 1.16%. There was a larger increase in 10-year gilt yields from 1.37% to 1.57% and in the 20-year gilt yield from 1.74% to 1.89%. The increase in Bank Rate resulted in higher money market rates. 1-month, 3-month and 12-month LIBID rates averaged 0.56%, 0.70% and 0.95% respectively over the period.

Credit background: Reflecting its perceived higher risk, the Credit Default Swap (CDS) spread for non-ringfenced bank NatWest Markets plc rose relatively sharply over the period to around 96bps. The CDS for the ringfenced entity, National Westminster Bank plc, has held steady below 40bps. Although the CDS of other UK banks rose marginally over the period, they continue to remain low compared to historic averages.

The ringfencing of the big four UK banks - Barclays, Bank of Scotland/Lloyds, HSBC and RBS/Natwest Bank plc – is complete, the transfer of their business lines into retail (ringfenced) and investment banking (non-ringfenced) is progressing and will need to be completed by the end of 2018.

There were a few credit rating changes during the period. Moody's downgraded Barclays Bank plc's long-term rating to A2 from A1 and NatWest Markets plc to Baa2 from A3 on its view of the credit metrics of the entities post ringfencing. Upgrades to long-term ratings included those for Royal Bank of Scotland plc, NatWest Bank and Ulster Bank to A2 from A3 by Moody's and to A- from BBB+ by both Fitch and Standard & Poor's (S&P). Lloyds Bank plc and Bank of Scotland plc were upgraded to A+ from A by S&P and to Aa3 from A1 by Moody's.

Our treasury advisor Arlingclose will henceforth provide ratings which are specific to wholesale deposits including certificates of deposit, rather than provide general issuer credit ratings. Non-preferred senior unsecured debt and senior bonds are at higher risk of bail-in than deposit products, either through contractual terms, national law, or resolution authorities' flexibility during bail-in. Arlingclose's creditworthiness advice will continue to include unsecured bank deposits and CDs but not senior unsecured bonds issued by commercial banks.

Local Context

On 31st March 2018, the Authority had net underlying borrowing need of £5.95m arising from its revenue and capital income and expenditure. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. These factors are summarised in Table 1 below.

Table 1: Balance Sheet Summary

	31.3.18 Actual £m
General Fund CFR	28.572
Total CFR	28.572
Less: Other debt liabilities *	0.0
Borrowing CFR	28.572
Less: Usable reserves	-12.589
Less: Working capital	-10.032
Net Investments/Borrowing	-5.951

* finance leases, PFI liabilities and transferred debt that form part of the Authority's total debt

The Authority's current strategy is to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing, in order to reduce risk and keep interest costs low.

The treasury management position at 30th September 2018 and the change during the period is show in Table 2 below.

Table 2: Treasury Management Summary

	31.3.18 Balance £m	Movement £m	30.9.18 Balance £m	30.9.18 Rate %
Long-term borrowing	0.0	11.0	11.0	2.35
Short-term borrowing	21.0	-3.0	18.0	0.72
Total borrowing	21.0	8.0	29.0	1.34
Long-term investments	2.0	0.0	2.0	1.55
Short-term investments	11.404	9.596	21.0	1.39
Cash and cash equivalents	1.642	4.276	5.918	0.69
Total investments	15.046	13.872	28.918	1.39
Net borrowing	(5.954)	5.872	(0.082)	

Borrowing Strategy during the period

At 30th September 2018 the Authority held £29.0m of loans, (an increase of £8.0m from 31st March 2018), as part of its strategy for funding previous and current years' capital programmes. Outstanding loans on 30th September are summarised in Table 3 below.

Table 3: Borrowing Position

	31.3.18 Balance £m	Q1 Net Movement £m	30.9.18 Balance £m	30.9.18 Average Rate %
Public Works Loan Board	0.0	11.0	11.0	2.35
Banks (LOBO)	0.0	0.0	0.0	0.0
Banks (fixed-term)	0.0	0.0	0.0	0.0
Local authorities (long-term)	0.0	0.0	0.0	0.0
Local authorities (short-term)	21.0	-3.0	18.0	0.72
Total borrowing	21.0	8.0	29.0	1.34

The Authority's chief objective when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Authority's long-term plans change being a secondary objective.

As the Authority has an increasing CFR due to the capital programme and an estimated borrowing requirement as determined by the Liability Benchmark which also takes into account usable reserves and working capital, the Authority borrowed £11m longer-term (40 years) fixed rate loans to provide some longer-term certainty and stability to the debt portfolio.

Treasury Investment Activity

The Authority holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. During the six-month period, the Authority's investment balance ranged between £15.046 and £33.60 million due to timing differences between income and expenditure. The investment position is shown in table 4 below.

Table 4: Treasury Investment Position

	31.3.18 Balance £m	Net Movement £m	30.9.18 Balance £m	30.9.18 Rate of Return %
Banks & building societies (unsecured)	2.732	6.311	9.043	0.82
Covered bonds (secured)	0.0	0.0	0.0	0.0
Government (incl. local authorities)	5.0	2.0	7.0	0.73
Corporate bonds and loans	3.0	0.0	3.0	1.47
Money Market Funds	0.91	4.965	5.875	0.69
Other Pooled Funds	3.404	0.596	4.0	4.98
Total investments	15.046	13.872	28.918	1.39

Both the CIPFA Code and government guidance require the Authority to invest its funds prudently, and to have regard to the security and liquidity of its treasury investments before seeking the optimum rate of return, or yield. The Authority's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.

In furtherance of these objectives, and given the increasing risk and falling returns from short-term unsecured bank investments, the Authority has further diversified into more secure and higher yielding asset classes. £0.596m that is available for longer-term investment was moved from bank and building society deposits into pooled property funds. As a result, investment risk was diversified while the average rate of return has increased by 0.98% to 1.39%. The progression of risk and return metrics are shown in the extracts from Arlingclose's quarterly investment benchmarking in Table 5 below.

Table 5: Investment Benchmarking – Treasury investments managed in-house

	Credit Score	Credit Rating	Bail-in Exposure	Rate of Return %
31.03.2018	4.67	A+	31%	0.98
30.09.2018	4.89	A+	52%	1.39
Similar LAs	4.28	AA-	56%	1.41
All LAs	4.38	AA-	60%	1.25

The Authority's £4m of externally managed pooled funds generated an average total return of 4.98%, comprising a £78k (4.48%) income return which is used to support services in year, and £7.8K (0.50%) of capital growth. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Authority's investment objectives is regularly reviewed. In light of their performance and the Authority's latest cash flow forecasts, investment in these funds has been increased. The increase took the investment with the CCLA Property Fund to £4m in total.

MHCLG consulted on statutory overrides relating to the IFRS 9 Financial Instruments accounting standard from 2018/19. The consultation recognised that the requirement in IFRS 9 for certain investments to be accounted for as fair value through profit and loss may introduce "more income statement volatility" which may impact on budget calculations. The consultation proposed a time-limited statutory override and sought views whether it should be applied only to pooled property funds. The Authority responded to the consultation which closed on 28th September.

Non-Treasury Investments

The definition of investments in CIPFA's revised Treasury Management Code now covers all the financial assets of the Authority as well as other non-financial assets which the Authority holds primarily for financial return. This is replicated in MHCLG's Investment Guidance, in which the definition of investments is further broadened to also include all such assets held partially for financial return.

The Authority also holds £39.5m of such investments in directly owned property as listed below:

Property	Purchase date	Total Investment
Challenge House, Tewkesbury	Dec-16	£15,139,560
Retail units, Clevedon	Jul-06	£2,299,110
The Chase, Hertford	Nov-17	£3,937,861
SPL House, Ellesmere Port	Nov-17	£3,770,482
Wickes, Trowbridge	Dec-17	£5,929,910
Edmund House, Leamington	Aug-18	£3,851,000
M&S, Walton on the Naze	Oct-18	£4,619,280

These investments are expected to generate £2.37m of investment income for the Authority, representing a rate of return of 6%.

Treasury Performance

The Authority measures the financial performance of its treasury management activities both in terms of its impact on the revenue budget and its relationship to benchmark interest rates, as shown in table 6 below.

Table 6: Performance

	Actual £	Budget £	Over/ Under £	Actual %	Benchmark %	Over/ under
Treasury Investments	157,253	109,800	47,453	1.39	0.44	0.95
Property Investments	1,216,351	1,187,935	28,416	6.00	0.44	5.56
Total investments	1,373,604	1,297,735	75,869	4.08	0.44	3.65
Borrowing	177,923	168,430	-9,493	1.31	0.44	0.88
Total debt	177,923	168,430	-9,493	1.31	0.44	0.88
GRAND TOTAL	1,195,681	1,129,305	85,362	n/a	n/a	n/a

Compliance

The Head of Finance and Asset Management reports that all treasury management activities undertaken during complied fully with the CIPFA Code of Practice and the Authority's approved Treasury Management Strategy. Compliance with specific investment limits is demonstrated in table 7 below.

Compliance with the authorised limit and operational boundary for external debt is demonstrated in table 8 below.

Table 7: Debt Limits

	H1 Maximum	30.9.18 Actual	2018/19 Operational Boundary	2018/19 Authorised Limit	Complied? Yes/No
Borrowing	£37.0m	£29.0m	£40.0m	£45.0m	Yes

Since the operational boundary is a management tool for in-year monitoring it is not significant if the operational boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure.

Table 8: Investment Limits

	H1 Maximum	30.9.18 Actual	2018/19 Limit	Complied? Yes/No
Any single organisation, except the UK Government	£2m	£2m	£4m each	Yes
Any group of organisations under the same ownership	£2m	£2m	£2m per group	Yes
Any group of pooled funds under the same management	£4m	£4m	£4m per manager	Yes
Negotiable instruments held in a broker's nominee account	£0m	£0m	£5m per broker	Yes
Limit per non-UK country	£2m	£2m	£2m per country	Yes
Registered providers	£3m	£3m	£4m in total	Yes
Unsecured investments with building societies	£2m	£2m	£2m in total	Yes
Money Market Funds	£11.5m	£5.875m	50% of Portfolio Balance	Yes
Non-specified investments	£9m	£9m	£12m	Yes

Treasury Management Indicators

The Authority measures and manages its exposures to treasury management risks using the following indicators.

Security: The Authority has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit rating of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

	30.9.18 Actual	2018/19 Target	Complied?
Portfolio average credit rating	A+	A	Yes

Interest Rate Exposures: This indicator is set to control the Authority's exposure to interest rate risk. The upper limits on fixed and variable rate interest rate exposures, expressed as the amount of net principal borrowed was:

	30.9.18 Actual	2018/19 Limit	Complied
Upper limit on fixed interest rate exposure	£11m	£20m	Yes
Upper limit on variable interest rate exposure	£18m	£40m	Yes

Fixed rate investments and borrowings are those where the rate of interest is fixed for at least 12 months, measured from the start of the financial year or the transaction date if later. All other instruments are classed as variable rate.

Maturity Structure of Borrowing: This indicator is set to control the Authority's exposure to refinancing risk. The upper and lower limits on the maturity structure of all borrowing were:

	30.9.18 Actual	Upper Limit	Lower Limit	Complied?
Under 12 months	62%	100%	0%	Yes
12 months and within 24 months	0%	100%	0%	Yes
24 months and within 5 years	0%	100%	0%	Yes
5 years and within 10 years	0%	100%	0%	Yes
10 years and above	38%	100%	0%	Yes

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment

Principal Sums Invested for Periods Longer than 365 days: The purpose of this indicator is to control the Authority's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end were:

	2018/19	2019/20	2020/21
Actual principal invested beyond year end	£2m	£0m	£0m
Limit on principal invested beyond year end	£8m	£6m	£4m
Complied?	Yes	Yes	Yes

Outlook for the remainder of 2018/19

Having raised policy rates in August 2018 to 0.75%, the Bank of England's Monetary Policy Committee (MPC) has maintained expectations of a slow rise in interest rates over the forecast horizon.

The MPC has a definite bias towards tighter monetary policy but is reluctant to push interest rate expectations too strongly. While policymakers are wary of domestic inflationary pressures over the next two years, it is believed that the MPC members consider both that (a) ultra-low interest rates result in other economic problems, and

that (b) higher Bank Rate will be a more effective weapon should downside Brexit risks crystallise and cuts are required.

Arlingclose's central case is for Bank Rate to rise twice in 2019. The risks are weighted to the downside. The UK economic environment is relatively soft, despite seemingly strong labour market data. GDP growth recovered somewhat in Q2 2018, but the annual growth rate of 1.2% remains well below the long term average

	Sep-18	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21
Official Bank Rate													
Upside risk	0.00	0.00	0.00	0.00	0.00	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Arlingclose Central Ca:	0.75	0.75	1.00	1.00	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25
Downside risk	0.00	0.00	0.50	0.50	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75

The view is that the UK economy still faces a challenging outlook as the minority government continues to negotiate the country's exit from the European Union. Central bank actions and geopolitical risks, such as prospective trade wars, have and will continue to produce significant volatility in financial markets, including bond markets.

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	21 November 2018
Subject:	Council Tax Reduction Scheme 2019/20
Report of:	Head of Corporate Services
Corporate Lead:	Deputy Chief Executive
Lead Member:	Lead Member for Finance and Asset Management
Number of Appendices:	None

Executive Summary:

There is a requirement to have a Council Tax Reduction Scheme to support residents who qualify for assistance in paying Council Tax. The Local Government Finance Act 1992 requires each billing authority in England to make a scheme specifying the reductions which are to apply to amounts of Council Tax payable by persons, or classes of person, whom the authority considers are in financial need (“a council tax reduction scheme”). The scheme must be agreed by 11 March 2019.

Recommendation:

To RECOMMEND TO THE COUNCIL the adoption of the Council Tax Reduction Scheme for 2019/20.

Reasons for Recommendation:

The report recommends that the Council continues with the default local Council Tax Reduction Scheme that was adopted in April 2013. To reduce costs to the Council, changes would have to be made to the level of support provided to working age claimants. Most local authorities have already incorporated a reduced level of support into their local schemes and it is something that should be considered and reviewed on an annual basis. It is recommended that due to the continued uncertainty surrounding the roll out of Universal Credit the scheme remains ‘as is’ for 2019/20, but a full review will be taken in 2019 and new proposals will be brought forward for consideration.

Resource Implications:

Since 2014/15 the amount of grant received from Government to pay for Council Tax Reduction (CTR) has been included in the Revenue Support Grant that the Council receives with the amount to support CTR schemes not specifically identified year on year. It is estimated, however, that the cost to the Council is £285,000 per annum.

Legal Implications:

The Welfare Reform Act 2012 abolished Council Tax Benefit and instead required each billing authority to design a scheme specifying the reductions which are to apply to amounts of Council Tax. The prescribed regulations set out the matters that must be included in such a scheme.

All authorities in England are required to have a scheme identifying the reductions payable by their constituents who are in financial need under Section 13A of the Local Government Finance Act 1992 (updated in 2012). Schedule 1A paragraph 5 of the Act states that for each financial year, Councils must consider whether to revise their scheme or replace it with another scheme and that such decisions need to be made by 11 March in the financial year preceding that for which the revision or replacement scheme is to take effect. If the Council does not make/revise its scheme by 11 March 2019, a default scheme will be imposed on the Council which will be effective from April 2019.

Risk Management Implications:

To reduce the cost to the Council, changes would have to be made to the level of support provided to working age claimants. Most local authorities have already incorporated a reduced level of support into their local schemes and it should be something that is reviewed and considered on an annual basis. There is a risk that the cost of maintaining the current local scheme will increase if the number of claimants rises due to the state of the local and national economy.

Performance Management Follow-up:

The impact of the Council Tax Reduction Scheme and its costs will be monitored on an on-going basis.

Environmental Implications:

None.

1.0 INTRODUCTION/BACKGROUND

- 1.1** The Welfare Reform Act 2012 abolished Council Tax Benefit. The Local Government Finance Act 1992 requires each billing authority in England to make a scheme specifying the reductions which are to apply to amounts of Council Tax payable by persons, or classes of person, whom the authority considers are in financial need (“a council tax reduction scheme”).

2.0 BACKGROUND

- 2.1** Prior to April 2013, Council Tax Payers who qualified for assistance could apply for Council Tax Benefit (CTB) to help pay their Council Tax. The Council Tax Benefit (CTB) scheme was administered by local authorities on behalf of the Department of Work and Pensions (DWP) and was assessed on a means tested basis. Under this national scheme Council Tax Payers could receive benefit of up to 100% of their Council Tax liability. Changes introduced by the Government abolished CTB from 1 April 2013 and made local authorities responsible for setting their own Council Tax Reduction (CTR) schemes for working age people. The Government also reduced the amount of funding given to Councils to pay for schemes in 2013/14 by 10%. The CTR scheme for pensioners is set by the Government and is not subject to funding cuts. In devising new CTR schemes most local authorities have largely adopted schemes that replicate the old CTB schemes and have then applied a minimum payment for working age customers to make up the funding difference.
- 2.2** Since 2014/15 the amount of grant received from Government to pay for CTR has been included in the Revenue Support Grant that the Council receives and the amount to support CTR schemes is not specifically identified year on year. It is estimated, however, that the cost of to the Council of the current scheme is £285,000.
- 2.3** The legislation confers an obligation on the Council to review its scheme on an annual basis. If there are amendments to be made to the scheme these must be done by 11 March 2019. It is proposed that the Council continues with the default Council Tax Reduction Scheme that was first adopted in April 2013.
- 2.4** It is proposed that the eligibility under the new local scheme mirrors what has already been set out in legislation relating to the old Council Tax Benefit scheme, other than the annual uprating of premiums, allowances, non-dependant deductions and any changes to the national pension age scheme that need to be reflected in the local working age scheme.
- 2.5** Universal Credit Full Service has been rolled out in the Borough with the final parts of the Borough covered by Evesham Job Centre going live on 14 November 2018. The impact of Universal Credit will be monitored with a view to introduce a “tolerance level” of income change which would mean we ignore changes of less than a certain percentage or amount. This will be incorporated into any proposals to amend the scheme in 2020/21.

3.0 OTHER OPTIONS CONSIDERED

- 3.1** To not agree a Council Tax Reduction Scheme for 2019/20. This would have financial implications for the Council and those residents affected by wider Welfare Reform.

4.0 CONSULTATION

- 4.1** The legislation requires consultation prior to making a change to the Council Tax Reduction scheme, but there is no such requirement when no change is being made. Accordingly, no public consultation has been undertaken in respect of the proposed Council Tax Reduction Scheme for 2019/20.

5.0 RELEVANT COUNCIL POLICIES/STRATEGIES

- 5.1** The Local Council Tax Reduction Scheme.

6.0 RELEVANT GOVERNMENT POLICIES

6.1 The Council is required to adopt a Council Tax Reduction Scheme on an annual basis.

7.0 RESOURCE IMPLICATIONS (Human/Property)

7.1 None directly associated with this report other than Officer time.

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

8.1 None.

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

9.1 An Equality Impact Assessment should be undertaken if there are any proposals to amend the scheme.

10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

10.1 None.

Background Papers: None

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Appendices: None.

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	21 November 2018
Subject:	Community Grants
Report of:	Head of Finance and Asset Management
Corporate Lead:	Deputy Chief Executive
Lead Member:	Lead Member for Community
Number of Appendices:	One

Executive Summary:

In 2009 the Council made amendments to its grants process by establishing a Grants Working Group and funding the grant expenditure from capital balances. This approach was in place for six years until further changes, including the use of revenue rather than capital, was made in late 2015.

In the six years of operation, the Working Group approved 44 capital grants with a value of nearly £1.5m. The majority of the projects for which the grants were awarded have now been completed and the grant monies drawn down. As of November 2018, four of these grants, plus one older capital grant, had either yet to begin or had not yet drawn down the full allocation.

All grant awardees have been approached over the summer to provide an update on the position of each project and the requirement for capital grant. The details of the responses received are appended to this report and Executive Committee is asked to consider the responses and provide guidance to Officers on how it wishes to manage each grant going forward.

Recommendations:

To consider the information updates provided and for each live grant agrees its approach to the ongoing management of the grant award.

Reasons for Recommendation:

The outstanding grants range between three and eight years old with a balance of £115,299 still to be drawn down. With the removal of the ongoing grants scheme in 2017, the Member Working Group, which previously oversaw the grants process, was dissolved and ongoing management of grants passed to Officers. It is now 20 months since this change and it is appropriate for a full update to be presented to Executive Committee and Members given an opportunity to provide guidance to Officers on the future management of the outstanding grants.

Resource Implications:

In total, there remains £115,299 of capital grant monies that have yet to be claimed. Should Members decide to withdraw grants from applicants the monies will be returned to capital balances for use on future capital projects.

Legal Implications:

Of the five grant applications detailed in Paragraph 2.1 of the report, only three have been the subject of formal grant documentation to date: the remaining two have not yet reached the stage where it would be appropriate to have a formal grant agreement registered against the property's title.

The formal grant documents include a provision that the works in each case (as detailed in the document) have to be carried out within 26 weeks of the date of the grant document, or such later date as the Council may agree. This period has passed in all three cases. The grant document provides for repayment of all or part of the grant if the grant conditions are not complied with, but the Council must not act unreasonably: if the Council proposes recalling or withholding part of the grant funds, it should give reasonable notice to the grant recipient warning them that if the works are not completed by a stated future date, then the provisions of the grant agreement will be enforced and either repayment required or remaining sums withheld.

Where there is a surplus and additional works are being considered, it would be appropriate for this to be formally recorded so that the original grant conditions apply to the additional works as they would have been to the original works.

Particularly in the two cases where the formal documentation has not yet been entered into, the Council would need to be reasonable in its approach, bearing in mind all the circumstances. The applicant may have incurred expense or entered into liabilities in reliance upon the understanding that the grant monies would be forthcoming. The Council would have to review all the circumstances carefully before withdrawing the grant offer and, if appropriate, give the applicant a reasonable time to satisfy the outstanding requirements in order to proceed with the grant.

Risk Management Implications:

There is a reputational risk to the Council both in continuing to support grant awards, given the age of some, and withdrawing support at this stage. In addition, there is a risk that worthwhile capital projects may not be supported due to insufficient capital balances if the Council continues to earmark monies for projects which have yet to progress.

Performance Management Follow-up:

Officers will implement the instructions given by Committee and report back on progress as per member instructions.

Environmental Implications:

None.

1.0 INTRODUCTION AND BACKGROUND

- 1.1 In Autumn 2009, the Executive Committee decided to form a Working Group to specifically review grant funding requests in a systematic manor and therefore replace the ad-hoc arrangements which saw individual applications presented to Committee. The new Grants Working Group, consisting of four Members, was established in December 2009 and has administered both capital and revenue grants during its existence.
- 1.2 As a result of deteriorating capital balances, and the impact of austerity on the Council's revenue budget, a decision was taken in February 2017 to withdraw the community grants scheme. As a result, the Member Working Group which supported Officers in managing the grants scheme was disbanded and Officers have continued to manage the remaining grants with oversight from the Lead Member.
- 1.3 It is now over 18 months since the Working Group was disbanded and, although the majority of grants have now been completed, some do remain outstanding. The Lead Member for Community has requested a formal review of the outstanding grants to understand the current position and the likely direction of travel for each project.

2.0 COMMUNITY GRANTS UPDATE

- 2.1 The Community Grants Working Group awarded nearly £1.5m in capital grants during their existence and majority of those grants have now been claimed and the expected community benefit delivered. A small number of grants however remain either unclaimed or part-claimed as detailed in the table below:

Grant applicant	Date of award	Amount of award	Balance
Priors Park Community Parking Provision Grant	03/11/2010	£70,000	£25,054
Wormington Village Society - Village Hall	07/03/2013	£57,700	£57,700
Churchdown PC Fitness for All	28/11/2013	£27,000	£1,671
GL3 Hub Environmental Improvements	27/03/2015	£31,900	£1,110
Winchcombe Skate Park	15/12/2015	£70,000	£70,000

* Priors Park grant awarded outside of Working Group structure.

- 2.2 As can be seen, a number of grants are in the final stages of claim and it is expected that they will be completed in the near future. Any balance still available at completion of the project will be returned to the Council's capital reserves to fund future capital projects.
- 2.3 All applicant bodies with outstanding grant amounts have been contacted to establish the latest position on each grant award and establish likely timescales for moving the projects forward. The summary responses provided by each applicant body are attached for Members' information at Appendix A.

2.4 Executive Committee is asked to consider the summary updates provided and provide guidance to officers on how they wish the grant to managed going forward. Examples of instruction the Executive Committee may wish to give include, but are not limited to, the following:

- For those nearing completion, agree the final requests for payments.
- For those still in progress:
 - Continue to support the project and agree a timescale for a further update to Committee.
 - Continue to support the project but set a date for which the draw down of funds must begin by.
 - Withdraw support for the project and therefore withdraw the grant offer with immediate affect.

2.5 In addition to the capital community grants, which are the focus of this report, a small number of the revenue grants remain and are summarised below.

Grant applicant	Use of grant	Date of award	Amount of award	Balance	Latest position
Roses Theatre	New kitchen / function facilities / stage	05/04/2017	£19,950	£19,950	Project extended to March 19
Deerpark Archers	Purchase of a tractor	13/12/2016	£10,130	£200	Final balance to b drawn down

3.0 OTHER OPTIONS CONSIDERED

3.1 None.

4.0 CONSULTATION

4.1 All bodies with grant awards have been consulted on progress in order to inform this report.

5.0 RELEVANT COUNCIL POLICIES/STRATEGIES

5.1 None.

6.0 RELEVANT GOVERNMENT POLICIES

6.1 None.

7.0 RESOURCE IMPLICATIONS (Human/Property)

7.1 None.

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

8.1 There could be some community impact if the outstanding grants are withdrawn.

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

9.1 None.

10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

10.1 None.

Background Papers: None.

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Appendices: A – Update on Outstanding Capital Grants.

Wormington Village Hall	
When Awarded	07/03/2013 Grants Working Group
Original Grant Award	£57,700
Balance 13/09/18	£57,700
Background	Grant awarded in 2013 for the construction of a village Hall in the village of Wormington, where village events are currently held in a marquee on the open space. Total cost of the project was expected to be £206,000. The grant award therefore represents 28% of the total project cost. A business case has been presented (although no tests of the validity has been tested by Tewkesbury Borough Council). Planning permission was granted in 2017 and is valid for 5 years. Wormington Village Society have identified where the funding will come from and £137,200 has currently been secured.
Issues	The Society sought charitable status, which took until December 2013 to complete. Fundraising for the project is ongoing. As at February 2017, £137,200 had been secured.
Where we are now	The Lease of the land upon which the building is to be sited has not yet been concluded as there are ongoing negotiations.

Churchdown Parish Council Fitness for All	
When Awarded	28/11/2013 Grants Working Group
Original Grant Award	£27,000
Balance 13/09/18	£1,671
Background	The project was to provide improvements in facilities at two parks. The first was for the installation of outdoor exercise equipment at Tudor Mead park. This was completed in early 2015. The second related to improvements at John Daniels Playing Field. This included refurbishment of the sports pavilion, more inclusive play equipment for the play area and improvements to the cricket and football pitches, notably improvements to alleviate water logging. The total project costs were expected to be £59,982. The grant award therefore represents 45% of this cost.
Dates	Awarded November 2013
Issues	Initial drainage works were carried out in 2015 which alleviated the major flooding of the pitch, however, they needed to wait to reassess the situation to determine whether additional drains needed to be installed. There was a delay in getting quotes until the problem became apparent in the autumn / winter as contractors need to see the extent of the problem.
Where we are now	Main project completed in 2016. Balances currently being used to facilitate additional drainage and improvements to parking facilities at the location. Expectation that full balances will be drawn down early in the New Year.

	GL3 Hub Environmental Improvements
When Awarded	27/03/2015 Grants Working Group
Original Grant Award	£31,900
Balance 13/09/18	£1,110
Background	The GL3 Community Hub delivers educational, leisure, health and advisory services to residents across several parishes. The grant was awarded for their 'Environmental Improvements Sustainability Project' which included construction of a storage extension, installation of solar panels and loft insulation. The total project cost was expected to be £58,000. The grant award therefore represents 55% of the total project cost.
Issues	
Where we are now	Most of the intended works have been completed leaving a small balance. No further works, which would fall under the umbrella of the capital grant award, have been requested and therefore the remaining balance can be returned to capital balances.

Winchcombe Skate Park	
When Awarded	15/12/2015 Grants Working Group
Original Grant Award	£70,000
Balance 13/09/18	£70,000
Background	£70,000 grant awarded in 2015 for the construction of a Skate / BMX Park in Winchcombe. The total project costs were initially expected to be £192,510, so the grant award represents 36% of this cost.
Issues	There were delays in determining the planning application (granted in August 2018) and the 13 planning conditions are likely to delay construction into 2019. Before construction can begin Western Power are required to relay the overhead electrical cable and pole mounted switching gear underground and into new cabinets respectively. Severn Trent Water are also looking to redirect the power cables on the land, as part of an anticipated upgrade of Winchcombe Sewage Treatment Works. Talks are underway with this request.
Where we are now	A builder has been appointed to undertake the works. Expected completion date for the works is Summer 2019.

Priors Park Community Parking Provision	
When Awarded	Executive Committee 03/11/10
Original Grant Award	£70,000
Balance 13/09/18	£25,054
Background	The Council set aside a sum of £290,000 for community facilities on Priors Park in 2000/01. The Priors Park Neighbourhood Project building was refurbished leaving a balance of approximately £200,000. A further report went to Executive Committee in November 2010 to propose further community use of the funds available. A decision was made to allocate £70,000 of the balance to a Community Parking Provision on an area of open space owned by Tewkesbury Borough Council at Queen's Road, Prior's Park. The total project cost was expected to be £68,460 and the grant awarded covers the whole project cost (i.e. 100%).
	CH1 Land Registry completed February 2013
Issues	Initial delays to enable to the legal work to be completed in respect of the transfer of the land to Priors Park Neighbourhood Project. After many setbacks and delays, work began in August 2016 and was completed in September 2016.
Where we are now	First stage of project completed leaving a significant balance. Balance of grant potentially to provide additional parking elsewhere within the estate. Currently in negotiation with SVHS / TBC. Request that grant be held over until suitable area has been identified and developed.

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	21 November 2018
Subject:	Commercialisation Strategy
Report of:	Deputy Chief Executive
Corporate Lead:	Deputy Chief Executive
Lead Member:	Lead Member for Finance and Asset Management
Number of Appendices:	One

Executive Summary

The Council's Corporate Plan for the period from 2016 to 2020 was approved in April 2016 and sets out the following objectives for the adopted priority of Finance and Resources:

- Start on the path to being financially independent of the government's core grants.
- Maintain a low Council Tax.
- Investigate and take appropriate commercial opportunities.
- Use our assets to provide maximum financial return.

In 2014 the Executive Committee approved a Business Transformation Strategy, designed to assist the Council and its partnerships to fit the resources available and prepare for the changing agenda around public sector reform and the re-thinking of the relationship between public services, people, place and economy.

The Business Transformation Strategy has five key strands:



Partnerships and commissioning.



Use of buildings and assets.



Using technology and sustaining improvement.



People and culture.



Commercialisation.

The Business Transformation Strategy encourages the Council to adopt a commercial approach in order to provide additional income or service efficiency to safeguard ongoing service provision.

The commercialisation strategy, attached at Appendix 1 to this report, (which adopts the principles of a 'plan on a page') sets out the Council's 'statement of intent' and the basis for identifying, exploring and, where a sound business case exists, focussing upon implementing practices that can generate income. The strategy makes reference to some of the cultural and process changes that will be required to maximise delivery and importantly the engagement of staff.

The strategy is deliberately concise, setting out only the broad framework that will allow service areas to define more specifically what commercial opportunities exist in their areas. It seeks to create a mechanism for the exploration of business cases for entering markets not traditionally associated with local authorities, as well as building opportunities around existing service offerings.

A key part of the strategy will be to empower staff to feel comfortable suggesting more innovative ways of working, and to explore with their Line Managers the business cases that could work in their areas. Like any strategy, staff are key to helping shape and develop opportunities, as those responsible for delivering the services day to day are best placed to identify what could be done differently. Providing staff with flexibility to operate in different ways, through the roll out of digital and channel shift processes, to free up Officer time, will assist them in being able to explore income generation projects and ideas.

The Council has already developed commercial awareness and realised some of the benefits that this can bring. The creation of a Commercialisation Strategy will build upon this foundation and honour one of the key strands of the Business Transformation Programme.

Recommendation:

The Committee is asked to:

- 1. APPROVE the Commercialisation Strategy.**
- 2. NOTE that the governance arrangements, previously agreed as part of the Business Transformation (Transform) Strategy and Working Group, will be adopted to oversee projects developed as part of the strategy.**
- 3. NOTE that the Transform Working Group will support Officers in the development of a detailed 12-month action plan.**

Reasons for Recommendation:

A strategy for exploring commercial opportunities is essential as part of the suite of measures available to support the achievement of the Council's strategic objectives.

Resource Implications:

Exploring commercial opportunities as part of the Council's business transformation agenda will assist the Council in responding to key financial imperatives namely:

- allow the Council to remain viable as an independent organisation;
- ensure financial sustainability
- continue the focus on achieving savings and allowing choices about how services are delivered; and
- enable the organisation to remain fit for purpose in light of 21st century challenges.

£50,000 per annum has been identified in 19/20 and 20/21 and £25,000 per annum for the three years thereafter has been set aside in order to help deliver some of the Council's aims and objectives with regards to business transformation. These funds could be used to assist in the development or delivery of viable business cases for commercial opportunities.

However, potentially substantial sums may be required to deliver further transformation over the next few years.

Legal Implications:

There are various powers upon which the Council could rely and Officers should seek legal advice at an early stage when considering specific proposals. Generally charging for the provision of a service is limited to cost recovery unless the service is provided through a separate trading company.

Risk Management Implications:

This report recommends the adoption of a Commercialisation Strategy, as part of the overarching business transformation agenda. As part of the business transformation agenda, previously agreed, the mechanisms to ensure good governance, direction, control and measurement, both corporately and within service areas, were established. The Transform Working Group, will continue to play a key role in the oversight and governance of projects undertaken in accordance with the new Commercialisation Strategy. These mechanisms will continue to be utilised for governing the Commercial Strategy to provide a robust framework to minimise the risks to success.

Performance Management Follow-up:

Delivery of key projects will be monitored against delivery plans by Members through the Performance Framework.

Environmental Implications:

None directly arising from this report but potential indirect benefits of the implemented strategy will result from an increased use of automation and electronic access channels reducing the need to travel and the use of paper, printing and postage thereby reducing environmental impacts.

1.0 INTRODUCTION/BACKGROUND

1.1 The Council began the work to reshape itself in 2013, via the recognition and subsequent implementation of the Business Transformation Programme. This programme, with significant input at the time from the Transform Working Group assisted the Council and its partnerships to fit the resources available and prepare for the changing agenda around public sector reform and the re-thinking of the relationship between public services, people, place and economy. The Business Transformation Strategy was approved by Executive Committee in 2014. Since this time, transform successes include:

- Creation of 35 online forms across all departments of the Council Report a problem (abandoned vehicles, grass cutting/hedges, fly tipping, street cleansing, dead animals etc.).
- Report a missed bin.
- Talk to us (any feedback from residents – positive or negative).
- Make a formal complaint.
- Make an FOI request.
- Council Tax forms.
- Citizens panel signup.

- Report a planning infringement.
- A new online payment system from Adelante that provides direct payment for Council Tax and non-domestic business rates.

This year, 35,000 forms have been submitted by residents.

- 1.2** The Council's latest Medium Term Financial Strategy shows that, for the financial years between 2017 and 2022, the Council is facing a deficit of £3.5m. To help address the shortfall, the Council has adopted a Business Transformation Strategy which has five key strands:
- Partnerships and commissioning.
 - Use of buildings and assets.
 - Using technology and sustaining improvement.
 - People and culture.
 - Commercialisation.
- 1.3** Being 'commercial', 'adopting a commercial approach to service delivery' or 'developing a commercial strategy', seem to be buzzwords of the moment for many Councils, but what exactly does being 'commercial' mean? Well it means different things to different Councils, but for Tewkesbury Borough, being commercial can be summarised as looking to explore all opportunities to generate alternative income streams to help plug the financial deficit and using new technology and approaches to service delivery that reflect a business-like approach.
- 1.4** The Council already has a highly successful commercial investment plan, with a portfolio of approximately £40m invested in offices, industrial estates and business premises across the country, which generates a net return of approximately £1.2m, which is then used to support the base budget.
- 1.5** This strategy has helped significantly in terms of reducing the Medium Term Financial Strategy deficit, but still leaves the Council with a gap of £3.5m over 5 years. As such, it makes sense to create a culture and awareness at all levels of the organisation, to explore how adopting a commercial approach to generate income streams can help to reduce the deficit. It is this approach that will form the basis of what will become known as the 'Commercialisation Strategy' as set out in this report. This can be done both in the context of maximising existing work streams that can be charged for but also new work streams that can be charged for if a business case evidences the benefits.
- 1.6** The Council is already being commercially minded in many ways; through the leasing of the ground and upper floors of the public service centre; the creation of a highly successful garden waste collection scheme, which generated a budgeted surplus of £261,291 and the creation of One Legal, a shared service with Cheltenham Borough Council and Gloucester City Council which has generated surpluses for each Council. The planning partnership with Gloucester has allowed the sharing of two posts which are beginning to create efficiencies in the service upon which a commercial strategy can develop.
- 1.7** However, with tough financial times ahead, it makes sense to consider what else could be done to drive our commercial agenda. In short, if the Council can grow or invest to offset a deficit position, that is always going to be preferable to looking at cuts to services or staff.

1.8 The Business Transformation Strategy sets out the five key strands reflecting where and how Tewkesbury Borough Council will recognise, respond, adapt and implement changes in light of financial challenges and the changing dynamic of culture and technology. One of these strands is the adoption of a commercial approach in order to provide additional income or service efficiency to safeguard ongoing service provision.

1.9 In addition to generating income, the adoption of more commercial ways of working can provide organisational benefits including:

- Utilisation of staff skills and abilities in new ways to provide job satisfaction, development opportunities and new ways of working.
- Developing more efficient ways of working, reducing costs, duplication and silo working.
- Ability to learn from the private sector in terms of customer engagement and feedback.
- Enhanced customer experience and reduced response times via new technologies.

1.10 The strategy on a page deliberately sets out only the broad framework that would allow service areas to define more specifically what commercial opportunities existed for their areas. It would create the mechanism for the exploration of business cases for entering markets not traditionally associated with local authorities, as well as building opportunities around existing service offerings. An example of new territory could be assessing the business case for creating a local authority training company, recognising that many Councils spend large amounts on training and development of their staff and with a highly experienced and skilled staff base, this could be a service Tewkesbury Borough Council provided to others.

1.11 Adopting a commercial approach does not always need to reflect entering new markets, it can be as much about doing what we do now, but doing it more efficiently and effectively. For example, a business case could be developed to suggest that through the greater implementation of digital technologies to deal with more straightforward customer enquiries, existing Revenues and Benefits staff could have additional capacity to report new dwellings and businesses to the Valuation Office Agency. Councils do not receive income associated with new dwellings or businesses rates until the VOA have made an assessment. So, a realignment of how services are delivered could allow both a higher financial recovery rate and quicker receipt of income.

1.12 One Legal reflects a very successful example of how a support service area can provide efficiency savings for partner Councils and there could be opportunities to explore whether this model could work for other areas of the organisation.

1.13 A key part of delivering the strategy will be to empower and support staff to feel comfortable suggesting more innovative ways of working, and to explore the business cases that could work in their areas. Like any strategy, staff are key to helping shape and develop opportunities, as those responsible for delivering the services day to day are best placed to identify what could be done differently. Providing staff with flexibility to operate in different ways, to free up officer time, will assist them in being able to explore income generation projects and ideas.

2.0 NEXT STEPS

2.1 The strategy sets out the Council's statement of intent, and a broad framework to assist service areas in developing commercial business cases. It is proposed that the Transform Working Group now works closely with Officers to develop a 12-month action plan, setting out the key areas across each service where savings could be made via more efficient operating models, or where additional income could be generated.

3.0 OTHER OPTIONS CONSIDERED

- 3.1 The Council could decide against exploring commercial opportunities and rely on other sources of income and savings to meet the budget deficit of the Council. It is not clear whether such a plan will be sufficient to meet the financial requirements of the Council.

4.0 RELEVANT COUNCIL POLICIES/STRATEGIES

- 4.1 The Business Transformation Strategy encourages the Council to adopt a commercial approach in order to provide additional income or service efficiency in order to safeguard its ongoing service provision.

5.0 RELEVANT GOVERNMENT POLICIES

- 5.1 The Government's desire to reduce public expenditure and produce a budget surplus by 2019-2020 has resulted in substantial decreases in the level of core grant received by the Council. This has led the Council to adopt a more commercial approach to generating income to cover the shortfall in government financing.

6.0 RESOURCE IMPLICATIONS (Human/Property)

- 6.1 None.

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

- 7.1 The adoption of commercial opportunities to increase income generation and/or reduce costs associated with service provision could support or sustain the social, community and economic development of the Borough.

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

- 8.1 Any new income streams could help the Council to set a balanced budget in the medium term whilst retaining a Council Tax level in the lowest quartile for districts in England. This, by definition, would prove value for money.

9.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

- 9.1 Executive approval of the Business Transformation Strategy (April 2014) and Transform Working Group Terms of reference (April 2014)

Background Papers: None.

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Appendices: 1 - Commercial Investment Strategy.



A One Council approach to Commercialisation

We need to be commercially minded to deliver services, reduce costs and enhance customer satisfaction.

We will continue to work with colleagues, customers and councillors to drive improvements and efficiencies and create an environment where every colleague is empowered to make positive change by providing forums for innovation and commercial development. This approach will build on the successes already delivered as part of our business transformation.

CHALLENGES

OPPORTUNITIES

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Our net budget is only **£8.7m** that we spend on our population of nearly **95,000**



£2.4m of reserves were used to balance our budget in 2017/2018, which is not sustainable in the long term



Our 5 year MTFS indicates a deficit of **£3.5m** which needs to be significantly reduced.



Our agile workforce and excellent partnerships create opportunities to work together to generate income.



We have a healthy commercial investment portfolio which generates a net return of **£1.2m** per annum, and plans for further investment.

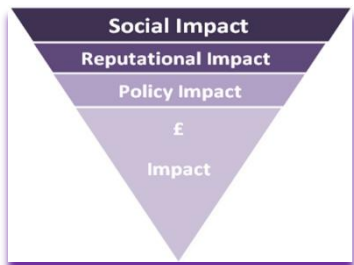


WHAT ARE WE FOCUSING ON?

Objective	Why is it important?
Consider commercialisation as part of the rolling service review process	To ensure service structures reflect how resources can be used to reduce costs and generate income streams, to the benefit of our communities.
Deliver major opportunities to maximise income generation	To generate income to support the continued delivery of services in light of diminishing government grant.
Create a commercial mind-set amongst staff and Members	To maximise the ability to identify, act quickly and implement opportunities to be more commercial
Engage and empower staff to change the way we do things	To Identify and unlock the talent and energy in the workforce to create champions of business-like thinking in every service area and a commitment to commercialisation.

RISK V REWARD – MAKING DECISIONS THAT MAXIMISE THE RETURN ON INVESTMENT

Factors in decision making



Making decisions that balance the benefits against risks and cost is a key part of business-like thinking. We continue to adapt and introduce innovative ways of working, and risk assessment will continue to be a key part of each and every business case for commercialisation.

We will always follow a 'best practice' approach, building on our **evidenced based decisions** that will enable us to **maximise the return on investment** – helping make the most out of every £ for Tewkesbury borough.

HOW DO WE CREATE THE RIGHT COMMERCIAL ENVIRONMENT?

Key priorities for commercialisation:

How will we measure success?

Delivering better outcomes through partnerships by

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- Use market analysis to identify future trends, opportunities and threats
- Create and apply commercial expertise across a range of services
- Create an environment to develop even more opportunities to work with public and private sector partners to generate income.
- Embed a 'balanced bottom line' culture (where thinking of ways to reduce the deficit becomes the norm) with staff confident to identify and drive positive change

- Return on investment
- Monitor delivery of business cases
- Cost of providing services
Net % income from commercial activity and fees & charges
- Monitoring performance of our commercial partners
- Cost of service provision,
Reviewing assets and making strategic decisions to grow/withdraw to achieve the greatest return on investment.
Staff surveys

- Exploring areas where joint working could achieve better outcomes for the borough
- Recognising our strengths and weaknesses and the abilities of others to help create the most effective delivery models
- Harness the power of partner organisations by creating a collaborative environment of trust and honesty
- Lead commercial change effectively by developing a responsive commercial mind-set across the council



(Detailed action plans will be developed as part of the service plan process)

Service led opportunities	Approach to commercialisation	Creating an inclusive culture
<ul style="list-style-type: none"> - Management Team, Heads of Service and Operational Managers, will adopt a standard template to collate ideas, detail estimated income and assess skills and experience required to deliver commercial projects as part of a standardised business case process - The Council will continue to provide commercial awareness and development opportunities to staff as part of the ‘grow your own’ approach to workforce development - Deliver through digital by maximising the use of technology in our ‘commitment to be commercial’ - Look to become ‘sector leaders’ and sell commercial services to others 	<ul style="list-style-type: none"> - Commercialisation will be included as an area for discussion in one to ones, team meetings, training & development, staff engagement surveys and appraisals - Ensure existing policies allow staff to visualise how digitisation, transformation and channel shift can help deliver commercial outcomes - All service areas will be directly involved in shaping the council’s IT and transformation strategies - Commercial opportunities will be a key part of the rolling service review programme - Create a flexible and responsive approach to allow us to review our investments and move quickly to secure new opportunities 	<ul style="list-style-type: none"> - Members will be involved in helping to shape the commercial strategy, identifying where their knowledge and experience can support teams in developing opportunities. - Portfolio holders will be encouraged in a ‘critical friend capacity’ to challenge established approaches and contribute to new ways of working via benchmarking against others and adopting innovative solutions to issues. - Members will champion a ‘balanced bottom line’ culture of outcomes against cost - Examples of good practice developed in other councils will be shared with Members via briefings, updates and reports

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