

24 August 2018

<b>Committee</b>	Overview and Scrutiny
<b>Date</b>	Tuesday, 4 September 2018
<b>Time of Meeting</b>	4:30 pm
<b>Venue</b>	Council Chamber

## **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.



	<b>Item</b>	<b>Page(s)</b>
<b>4.</b>	<b>MINUTES</b>  To approve the Minutes of the meeting held on 17 July 2018.	1 - 16
<b>5.</b>	<b>EXECUTIVE COMMITTEE FORWARD PLAN</b>  To determine whether there are any questions for the relevant Lead Members and what support the Overview and Scrutiny Committee can give to work contained within the Plan.	17 - 21
<b>6.</b>	<b>OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2018/19</b>  To consider the forthcoming work of the Overview and Scrutiny Committee.	22 - 30
<b>7.</b>	<b>PERFORMANCE REPORT QUARTER 1 2018/19</b>  To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.	31 - 71
<b>8.</b>	<b>GRASS CUTTING IMPROVEMENT PLAN</b>  To consider the progress made against the Grass Cutting Improvement Plan.	72 - 82
<b>9.</b>	<b>UBICO CONTRACT MATTERS</b>  To receive a presentation on relevant Ubico contract matters.	
<b>10.</b>	<b>SCRUTINY REVIEW OF WATER SUPPLY OUTAGE</b>  To approve the Scrutiny Review of Water Supply Outage Report and recommend it to Council for adoption and to agree how the Committee will monitor delivery of the action plan.	83 - 127
<b>11.</b>	<b>CORPORATE STRATEGIES AND POLICIES</b>  To consider the corporate policies and strategies and identify which will be reviewed by the Overview and Scrutiny Committee during 2018/19.	128 - 138
<b>12.</b>	<b>COMPLAINTS REPORT</b>  To consider the annual update to provide assurance that complaints are managed effectively.	139 - 148

**DATE OF NEXT MEETING**  
**TUESDAY, 16 OCTOBER 2018**  
**COUNCILLORS CONSTITUTING COMMITTEE**

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

**Substitution Arrangements**

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

**Recording of Meetings**

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 Chair will take reasonable steps to ensure that any request not to be recorded is complied with.

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

## TEWKESBURY BOROUGH COUNCIL

**Minutes of a Meeting of the Overview and Scrutiny Committee held at the Council Offices, Gloucester Road, Tewkesbury on Tuesday, 17 July 2018 commencing at 4:30 pm**

**Present:**

Chair	Councillor P W Awford
Vice Chair	Councillor R E Allen

**and Councillors:**

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

**also present:**

Councillor R E Garnham

**OS.16 ANNOUNCEMENTS**

- 16.1 The evacuation procedure, as noted on the Agenda, was taken as read.
- 16.2 The Chair welcomed the Managing Director of Ubico to the meeting and indicated that he was in attendance for Agenda Item 10 – Annual Ubico Report. The Council's representative on the Gloucestershire Police and Crime Panel was also present for Agenda Item 7 – Gloucestershire Police and Crime Panel Update.

**OS.17 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

- 17.1 Apologies for absence were received from Councillor T A Spencer. There were no substitutions for the meeting.

**OS.18 DECLARATIONS OF INTEREST**

- 18.1 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.
- 18.2 There were no declarations made on this occasion.

**OS.19 MINUTES**

- 19.1 A Member drew attention to Minute No. OS.14.4 which set out that the Head of Community Services had undertaken to provide additional enviro-crime data and indicated that this had not yet been received. The Head of Community Services apologised for the oversight and undertook to ensure that the information be provided as soon as possible.

- 19.2 The Chair advised that he had attended the Executive Committee meeting on 11 July 2018 to feed back on the Overview and Scrutiny Committee's review of the performance management information. Prior to this, he had informed Members that the Overview and Scrutiny Committee had taken part in a workshop with an external provider on the national review of scrutiny and improving effectiveness which some Executive Committee Members had attended. At that session, there had been general agreement that the Executive Committee could be subject to more challenge by the Overview and Scrutiny Committee, either through Lead Members being invited to attend Overview and Scrutiny Committee to present reports, or the Chair of the Overview and Scrutiny Committee attending Executive Committee meetings to raise any issues arising.
- 19.3 In terms of the performance management review, whilst there had been some good outcomes, two particular areas of concern had been identified: trade waste and Healings Mill regeneration. He had reported that the Committee was disappointed that there was a third slippage in delivering the trade waste project which had an original target date of April 2017. The Overview and Scrutiny Committee had seen the positive impact of the garden waste project and felt that trade waste was another area that could be commercially exploited. During the workshop, it was generally agreed that the information reported to the Overview and Scrutiny Committee was open and transparent; however, in respect of trade waste, there was continued reference to a report undertaken by the Association of Public Service Excellence (APSE) but Members were yet to be informed of what that contained. Both the Lead Member for Clean and Green Environment and the Head of Community Services had responded with the latter offering to bring a summary of the APSE report to Members. As Chair, he would support this offer and recommended that it be added to the Overview and Scrutiny Committee Work Programme. In terms of the Council Plan action to review the trade waste service, it had been confirmed that this could be achieved by the end of March 2019; this would include whether the service could provide a recycling element - something potential customers were looking for but the Council could not currently provide - and whether it would be more economical to take a joint approach with other partners.
- 19.4 With regard to Healings Mill, it was recognised that this was somewhat beyond the Council's control but the dates had slipped three times and, given that the current target date was September 2018, was likely to slip again. There was support, particularly from one Member of the Executive Committee, that the Council should "have more teeth" and be more proactive, particularly given the state of the building and the expiry of previous planning permissions. Whilst the complex nature of the situation was recognised, there was general agreement that the dates in the performance tracker were unrealistic given the circumstances. It had been agreed that Officers needed to work on the options and come back to Members with realistic timescales; this would fit well with the appointment of the new Conservation Officer. The Chair indicated that this could be a piece of work to come back to the Overview and Scrutiny Committee at some point, but he would be happy to take a steer from Members.
- 19.5 In response to a query as to the appropriate way for the Overview and Scrutiny Committee to escalate issues, the Head of Democratic Services explained that, in the first instance, concerns should be raised with the Executive Committee; if the response from the Executive Committee was unsatisfactory then one option would be to refer the matter to Council. The Deputy Chief Executive recognised that the Overview and Scrutiny Committee had been particularly frustrated with how the recent problems with grounds maintenance had developed and he accepted that the Committee had a right to hold Officers to account in terms of timescales etc.; however, going forward it would be beneficial for the Committee to make clear exactly what action it would like to see taken to address concerns in order to avoid ambiguity. A brief discussion ensued as to whether the Overview and Scrutiny

Committee should report to the Executive Committee or whether Lead Members could be invited to the Overview and Scrutiny Committee to answer questions. It was generally considered that both courses of action could be appropriate, depending on the circumstances. It was noted that timescales also played a part as it may not be possible to wait until the next Council or Committee meeting to raise an issue. In terms of the specific items which had been raised by the Chair at the last Executive Committee meeting – Trade Waste and Healings Mill – Members agreed that these should be included as pending items on the Overview and Scrutiny Committee Work Programme.

19.6 It was

**RESOLVED**

1. That the Minutes of the meeting held on 12 June 2018, copies of which had been circulated, be approved as a correct record and signed by the Chair.
2. That Trade Waste and Healings Mill be added to the pending items section of the Overview and Scrutiny Committee Work Programme 2018/19.

**OS.20 CONSIDERATION OF THE EXECUTIVE COMMITTEE FORWARD PLAN**

20.1 Attention was drawn to the Executive Committee Forward Plan, circulated at Pages No. 17-22. Members were asked to determine whether there were any questions for the relevant Lead Members and what support the Overview and Scrutiny Committee could give to the work contained within the plan.

20.2 A Member expressed concern that the Forward Plan looked very light; something which had repeatedly been raised in the past. He reiterated that it was difficult for the Overview and Scrutiny Committee to scrutinise the plan if it was unclear which items were coming forward. The Deputy Chief Executive accepted this point and undertook to review the situation in more detail following the meeting. It was subsequently

**RESOLVED**

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

**OS.21 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2018/19**

21.1 Attention was drawn to the Overview and Scrutiny Committee Work Programme 2018/19, circulated at Pages No. 23-31, which Members were asked to consider.

21.2 It was noted that the Head of Corporate Services had arranged for the representatives from Gloucestershire Healthwatch to attend the meeting on 12 February 2019. It was

**RESOLVED**

That the Overview and Scrutiny Committee Work Programme 2018/19 be **NOTED**, subject to the inclusion of the items raised in Minute No. OS.19.6 – Trade Waste and Healings Mill - and the Gloucestershire Healthwatch Update being moved from the pending items to the meeting on 12 February 2019.

**OS.22 GLOUCESTERSHIRE POLICE AND CRIME PANEL UPDATE**

- 22.1 Members received an update from the Council's representative on the Gloucestershire Police and Crime Panel, on matters discussed at the last meeting of the Panel held on 13 July 2018.
- 22.2 Members were advised that, as this was the first meeting of the municipal year, a Chair and Vice-Chair had been appointed and were unchanged from the previous year. One Member had highlighted the long gap between meetings of the Panel in the period March to July each year; whilst it was understood that the County and District Councils had to ratify their membership, it was suggested that an additional meeting could be included, or at least a meeting earlier in the calendar year, to ensure reports remained relevant.
- 22.3 It was noted that a motion had been passed by Gloucestershire County Council on 6 May requiring the County Council to write to the Police and Crime Commissioner for further details regarding funding, constabulary spending, the appointment of a Deputy Police and Crime Commissioner etc. The Police and Crime Commissioner was of the view that all nine questions came under the remit of the Police and Crime Panel and so wanted to share the response with Members – this had resulted in a lively debate among the Panel.
- 22.4 The Council's representative was pleased to report that, as of the end of the year to April 2018, Tewkesbury Borough was second out of 15 in its 'Most Similar Areas' group and, overall, there had been a 1% reduction in crime; Gloucestershire was bucking the national trend as crime was increasing in many areas. It was noted that a new project was being launched to address shortcomings identified during the recent inspections in relation to vulnerable children. "Child Friendly Gloucestershire" was based on the "Child Friendly Leeds" approach which brought together many agencies in the city. A draft of the Police and Crime Commissioner's annual report had been endorsed by the Panel and Members were advised that the Office of the Police and Crime Commissioner was happy to receive any feedback in relation to where the report should be circulated.
- 22.5 Notable in the Commissioner's Police and Crime Plan Priorities Highlight Report was the aim of improving neighbourhood policing. The key Constabulary pledges included: making local policing accessible by providing a dedicated, named Police Community Support Officer (PCSO) in every neighbourhood so that everyone knew who their local contact was and how to get in touch with them; appointing 55 or more PCSOs to act as a first point of contact for local concerns; and, investing additional Officers in neighbourhood policing in 2018 including schools officers, vulnerability PCSOs and rural liaison officers.
- 22.6 Members were informed that the National Association of Police Fire and Crime Panels was a recently formed association and would be a special interest group of the Local Government Association (LGA); this was something Police and Crime Panels had been aiming for across the country. It would cost £500 for the Gloucestershire Police and Crime Panel to become a Member and the Tewkesbury Borough Council representative felt this would be worthwhile as it was difficult to gain a unified response across 43 individual Police and Crime Panels. Finally, Members had been informed of the appointment of the new Chief Finance Officer for the Officer of the Police and Crime Commissioner; this role had previously been shared with the Constabulary.
- 22.7 Although he was pleased to hear that crime rates in Gloucestershire were bucking the national trend, a Member asked about crime detection rates and whether Gloucestershire Constabulary or the Police and Crime Panel monitored these. The Council's representative did not think these statistics were reported to the Panel – or there may be a delay in receiving them if they were being audited – but he undertook to investigate and report back to Members following the meeting.

Another Member noted the pledges in relation to improving neighbourhood policing and queried whether this would result in additional recruitment. The Council's representative undertook to provide the latest breakdown on the number of Police Officers, PCSOs and Special Constables. In response to a question about whether the new arrangements were being implemented, the Council's representative confirmed that they were and another Member reported that his local PCSO had introduced himself at a recent Parish Council meeting. The Council's representative undertook to confirm the date that the new programme had gone live.

- 22.8 The Chair thanked the Council's representative for the update and it was  
**RESOLVED** That the Gloucestershire Police and Crime Panel update be  
**NOTED.**

**OS.23 GLOUCESTERSHIRE HEALTH AND CARE OVERVIEW AND SCRUTINY COMMITTEE UPDATE**

- 23.1 Members received an update from the Council's representative on the Gloucestershire Health and Care Overview and Scrutiny Committee on matters discussed at the last meeting held on 10 July 2018.
- 23.2 The Council's representative advised that it had been confirmed that Gloucestershire would become one of only 14 Integrated Care Systems (ICS) in the country; the county had been given a huge vote of confidence and was praised by the NHS England Chief Executive for providing strong leadership and effective partnership working. An ICS for Gloucestershire would mean: an even greater focus on supporting people to stay healthy and independent; local people with long term conditions should see more joined-up care and support in their own homes; greater freedom to make local decisions about services; and, the ability to attract additional money.
- 23.3 The Committee had been pleased to welcome the Chief Operating Officer from the Gloucestershire Care Services NHS Trust (GCS), the Clinical Lead Therapist from the Gloucestershire Clinical Commissioning Group (GCCG) and the Consultant Physician in Stroke and General and Old Age Medicine at Gloucestershire Hospitals NHS Foundation Trust to discuss the clinical case for change for bed-based stroke rehabilitation. The Committee had been concerned about performance against stroke targets for some time and the clinical evidence supporting the change was clear that creating a centre of excellence for stroke patients in Gloucestershire was the best way forward for patients. It would deliver benefits to patients' health and reduce social care needs and would be staffed in line with national guidance from the Royal College of Physicians and the Stroke Association. The options appraisal that had been undertaken had identified the Vale Community Hospital in Dursley as the preferred location. The question was posed as to whether the service development would adversely affect the number of beds available across the county and the Chief Operating Officer from the Gloucestershire Care Services NHS Trust had discussed the bed modelling that had been undertaken which demonstrated that there would be no adverse impact. The GCCG and GCS had not identified the proposal as a substantial variation and therefore the Committee did not have a statutory role, instead it had a significant role as a critical friend. All Members of the Committee had been fully supportive of this proposal as it was clear that moving to a community setting was significantly better than trying to deliver a comprehensive stroke rehabilitation regime in an acute hospital setting.



- 23.4 The Director of Adult Social Services had informed the Committee that overall performance was good; however, performance relating to carers and self-directed support was not where it needed to be. A report was being taken to Gloucestershire County Council's Cabinet on 18 July 2018 with regard to the procurement of a new carers' contract and, within this context, consideration had been given as to how this funding could be made more widely available. Some Members had expressed disappointment that not all of the data in this report – or the public health report which was discussed later in the meeting - was up-to-date; it had also been stated that the structure of both reports made it difficult to understand the overall performance picture.
- 23.5 With regard to the public health report, the Committee had been advised that there continued to be a positive trend against performance targets in the Healthy Lifestyle Service. Performance relating to NHS Health Checks had fallen in quarter three, although it was still above the regional and national average based on the latest available data. Some Members had indicated that it would be helpful to receive a wider range of public health indicators e.g. immunisation data.
- 23.6 The GCCG report had shown significant use of Emergency Departments by people with minor conditions over the last month – this was disappointing given the increase in the primary care offer, including availability of appointments both during the week and at weekends. It was agreed that it would be more informative for the Committee to receive a breakdown of the Accident and Emergency data between sites, as opposed to performance for the Trust as a whole. It was also noted that performance against cancer targets remained a concern, particularly the two week wait.
- 23.7 The Chair thanked the Council's representative for her report and it was  
**RESOLVED** That the Gloucestershire Health and Care Overview and Scrutiny Committee update be **NOTED**.

#### **OS.24 GLOUCESTERSHIRE ECONOMIC GROWTH SCRUTINY COMMITTEE UPDATE**

- 24.1 Members received an update from the Council's representative on the Gloucestershire Economic Growth Scrutiny Committee on matters discussed at the last meeting held on 20 June 2018.
- 24.2 In noting the outcomes of locally-held meetings at Tewkesbury Borough Council and Cotswold District Council, the Committee had agreed to review the processes and issues raised at the meetings and to discuss the arrangements for future 'district held' meetings at the next Gloucestershire Economic Growth Scrutiny Committee meeting. The review would be prior to the meeting scheduled to take place at Cheltenham Borough Council on 31 October 2018.
- 24.3 The Gloucestershire Economic Growth Joint Committee had requested the Scrutiny Committee to consider the aspiration by the Cotswold Conservation Board to establish a National Park in the Cotswold Area of Outstanding Natural Beauty and the Committee had engaged in a detailed discussion on its merits, as well as the feasibility of the request. The Chair of the Joint Committee and the Chief Executive of Tewkesbury Borough Council had attended the meeting to respond to questions and to provide details of the Joint Committee's forward plan. With a slight majority, it had been agreed that the Scrutiny Committee would seek approval from the County Council's Overview and Scrutiny Management Committee to establish a task group to consider the impact of obtaining National Park status for the Cotswold Area of Outstanding Natural Beauty. In response to comments that had been made by the Government's Environment Secretary pending a national review of National Parks and Areas of Outstanding Natural Beauty, it had been suggested that the

scope of the review could be extended to include other areas within Gloucestershire that might have an interest in obtaining National Park status. A meeting between the Chair/Vice-Chair and senior officers would be held in early August to draft a one-page strategy for the proposed review. The draft document would be shared with Gloucestershire County Council lead opposition Members before seeking views from the Economic Growth Scrutiny Committee and submitting to the Overview and Scrutiny Management Committee for approval – if approved, the first meeting of the task group would be arranged in the autumn.

24.4 In terms of the work plan, Members were advised that a request had been made for a task group to be established to consider some of the specific implications relating to Brexit. It had been noted that the Gloucestershire Economic Growth Joint Committee and the Local Government Association were both involved in aspects of this work and – taking into consideration the national position – it was considered that it may not be an appropriate time for such a review and it had subsequently been agreed that the viability of setting up a task group be reviewed periodically. A suggestion had been made to invite the Leader of the Council, or a representative from the Local Government Association, to give an update at a future meeting of the Joint Committee on current issues and the potential implications of Brexit post-March 2019; it was agreed that Members of the Gloucestershire Economic Growth Scrutiny Committee should be invited to that meeting. Another request had been made for the Committee to receive a presentation from mobile phone providers and an update on mobile phone coverage/connectivity in rural areas. It had since been suggested that an all-Member briefing be arranged on a non-Committee meeting day. It had also been agreed that a presentation from the Cotswold Water Park Trust be added to the work plan for future consideration. In response to concern about the demise of city centres and the impact of large scale retail business moving to out of town locations, the Chief Executive of GFirst Local Enterprise Partnership (LEP) had offered to arrange a presentation from the GFirst LEP Board which was agreed. A similar suggestion made on behalf of the Joint Committee was for the Scrutiny Committee to consider the sustainability and economic growth of market towns in Gloucestershire as part of the Committees' visit to local authorities.

24.5 The Vice-Chair of the Gloucestershire Economic Growth Scrutiny Committee indicated that the Forest of Dean District Council had been interested in obtaining Area of Outstanding Natural Beauty status and had put this forward during the discussions around National Park status. With regard to the LEP, he advised that funding for all of the Growth Hubs would be in place by September. The Chief Executive clarified that there were two Tier 2 hubs – one in Cirencester which would be opening within the next week or so, and the one located at Tewkesbury Borough Council which would have a soft launch shortly followed by a formal launch in September. Work was ongoing in relation to a Tier 2 hub in Cheltenham and there were a number of Tier 3 hubs which would also be opening – the Tewkesbury Borough Growth Hub remained the only Tier 2 hub to be located within a local authority office. In response to a query regarding the launch date, the Chief Executive advised that, although a date had not yet been set, the formal launch would be arranged for September following the completion of the office refurbishment work which was on target to complete within the agreed timescales.

24.6 It was

**RESOLVED** That the Gloucestershire Economic Growth Scrutiny Committee update be **NOTED**.

**OS.25 ANNUAL UBICO REPORT**

- 25.1 The report of the Head of Community Services, circulated at Pages No. 32-69, provided an update on the Ubico contract for waste and recycling, street cleansing and grounds maintenance services. Members were asked to consider the annual report.
- 25.2 The Head of Community Services explained that Ubico had been delivering the Council's waste and recycling, street cleansing and grounds maintenance services since 1 April 2015 and the Overview and Scrutiny Committee reviewed the performance of the contract on an annual basis. The last annual report had been presented to the Overview and Scrutiny Committee in May 2017 but had not included quarter four figures due to the timing of the report. It had subsequently been agreed that the annual review be taken to the Committee in July each year. It was noted that the Committee had received an interim report in September 2017.
- 25.3 Members were reminded that a range of performance information was collected and reported to the Environmental Services Partnership Board (ESPB) on a quarterly basis and monitored by the Joint Waste Team on a monthly basis. The Commissioner Report prepared for the ESPB was attached at Appendix 1 to the report and detailed service requests, performance and health and safety statistics for the year. It was well documented that there had been problems with missed bin collections earlier in the year following the roll-out of a significant service change in April 2017 that had seen over 60% of households having a change in collection day or week. In previous years, the target for missed bin collections was 1%, or 42,000 misses per year, and, following a request from the Overview and Scrutiny Committee to make that more challenging, the Managing Director of Ubico had agreed a new target of 0.1%, or 4,200 misses per year. During 2017/18, a total of 5,317 bin collections had been missed which was just outside of the new target; however, there had been improvement during the year. The table at Page No. 34, Paragraph 3.3.1 of the report, showed that the amount of residual household waste taken to landfill had decreased significantly with the percentage of household waste reused, recycled and composted increasing from 53.29% in 2016/17 to 54.07% in 2017/18 against a national downturn.
- 25.4 With regard to grounds maintenance, Members would be well aware of the issues that had been experienced earlier in the year in relation to grass cutting and an urgent improvement plan, attached at Appendix 2 to the report, had been put in place to address this. There were two main aims: to bring the situation back under control and to ensure that the Council was not in the same position when the grass cutting season commenced next year. The Head of Community Services indicated that a lot of time and effort had gone into working with Ubico to address the situation and there had been significant improvement – the recent hot weather had helped as the grass had stopped growing over the last few weeks. He provided assurance that Ubico was now completely on top of the situation and all areas had had at least three cuts with the majority now on their fifth cut. The service was being reviewed to establish what resources and equipment were needed to prevent this situation recurring and a commitment had been made to involve Members in the delivery of the improvement plan. He explained that Ubico was currently contracted to carry out eight to 10 cuts across the borough each year – other District Councils within Gloucestershire and the surrounding areas did considerably more, for example, West Oxfordshire District Council carried out 17-18 cuts per year. It was important to understand what that actually meant in order to compare what Tewkesbury Borough Council was getting for its money and this would be discussed with Members in due course.

- 25.5 In terms of street cleansing and garden waste, it was noted that the Joint Waste Team was in the process of undertaking a street cleansing review which was due to complete in September. Over the years there had been a considerable increase in housing development in the borough and therefore in the number of bins e.g. general waste bins, dog waste bins etc. so it was important to evaluate the service performance and determine if the current levels of resourcing, activities and schedules were sufficient. The Head of Community Services advised that the Council had changed the way it delivered its garden waste services and, from April 2018, had moved to a single renewal date with a stickering system to identify which customers had paid for the service for the current year. This had led to an increase of 2,200 customers resulting in a total customer database of over 16,500 and generating income of more than £731,000. With regard to financial performance, it was important to note that Ubico had reported a total underspend of £58,000 for 2017/18 so further improvement was needed in terms of budget management and forecasting. Full details of the financial performance could be found at Appendix 3 to the report. The Head of Community Services went on to advise that the Joint Waste Team and Ubico had been working with partners over the last 12 months to deliver a new suite of performance indicators which were attached at Appendix 4 to the report; these had been agreed across the Ubico partnership and would form the basis of Ubico reports to the Committee going forward.
- 25.6 The Managing Director of Ubico advised that Ubico had been developing its own performance report which was attached at Appendix 5 to the report. As a teckal company, Ubico should behave as an extension of a Council department, and, in the spirit of working in partnership, this was the approach it tried to adopt. Ubico was a patchwork of services and contracts accumulated over the years and developing its own identity and culture had been a slow process. The company values had been reviewed by staff, with the only caveat being that they needed to be simple and understood by all operatives; whilst they had been adopted, it would be a significant task to ensure they were embedded and reflected in behaviours and ways of working. Grounds maintenance was part of the Ubico contract with Tewkesbury Borough Council and represented 10% of its overall value, although clearly this was disproportionate when compared to the reputational impact if things went awry. In terms of the issues that had been experienced with grass cutting, there were three main failings in his view: prioritisation of the areas to cut i.e. different priority areas identified; when the situation had started to spiral out of control, reporting had not been quick enough and the response had been reactive rather than proactive; and, the unacceptable quality of the cuts when they were carried out. He apologised for the service failure and the associated reputational damage and stressed that he was working with the Head of Community Services, the Chief Executive and Deputy Chief Executive to capture the key learning points to ensure that the situation would not happen again. As a company, Ubico generally performed well in respect of grounds maintenance, which could be seen in the quality of the areas it maintained in Cheltenham Borough. Tewkesbury Borough had the ability to set its own priority areas and Ubico would deliver this in accordance with the specification. Whilst Ubico was not requesting more resources at this stage, it was important that available resources matched aspirations and he suggested thinking about a contingency so that any issues could be addressed in a proactive manner. He welcomed the opportunity to look at the service in an open and transparent way to avoid a repeat of the situation; it was his intention that, by next year, everyone would be clear on priority areas and resourcing so that Ubico could deliver in accordance with the Council's expectations.

- 25.7 The Managing Director of Ubico went on to explain that there was a drive across the company to be more open and transparent in terms of health and safety with a particular focus on improving near miss reporting, for example, when a vehicle mounted the kerb and put an operative in danger. There was a drive to ensure that 100% of crew inspections were completed for available staff each month; the data currently showed this was at 88% which could be due to some of the operational managers carrying out a full head count including those who were absent due to sickness. He provided assurance that inspections for Tewkesbury Borough Council remained high and advised that the Head of Community Services and his team carried out their own inspections as a double check. In terms of personal accidents, there had been an increase in trips and falls which was largely due to the harsh winter. It was Ubico's decision as to whether it was safe to undertake waste collections; operational managers were eager to do a good job, and to continue with their usual rounds where possible, so there was a need to ensure that the increase in December 2017 had not been due to over-eagerness when the local roads were not safe enough. Whilst there was no particular trend in respect of vehicle accidents, Ubico was working with Zurich insurance to improve driver assessment and training. With regard to sickness, First Care - a new nurse-led sickness absence system – and an employee assistance helpline had been introduced in 2017. Ubico was encouraging staff to report via First Care and to utilise nurse-led advice to diagnose any medical conditions at an earlier stage. The top five reasons for absence were set out at Page No. 60 of the report and Ubico was working with First Care to identify trends and come up with actions to reduce the overall level.
- 25.8 As had been alluded to earlier in the meeting, Ubico had reported an underspend against the Tewkesbury Borough Council contract for 2017/18 and it was accepted that Ubico needed to improve its forecasting. This was a company-wide issue and work was being done with operational managers and the internal finance team to build-up capacity to ensure that better information was available from the outset about what would be spent over the year. The Managing Director of Ubico recognised that a better job could have been done to forecast the underspend within the year and a big piece of work was needed to improve the finance system, financial reporting and the budget setting process. It was noted that the surplus had been largely due to the recent replacement of the vehicle fleet; however, as time went on it was expected that maintenance costs would increase significantly, therefore provision would need to be made within the budget for the medium term. There were plans to improve profiling going forward so that vehicles were not used for any longer than necessary and to guard against further financial risk. In terms of the business plan for 2018/19 there would be a specific focus on improving financial reporting and risk management/scrutiny of risks as well as continuing improvement in health and safety. The Managing Director of Ubico recognised that grounds maintenance had been a problem and reassured the Committee that this would be prioritised; however, Ubico also wanted to look at ways to add value for shareholders, for example, exploring potential for internal fleet hire and a greater trade waste operation.
- 25.9 With regard to the grass cutting improvement plan at Appendix 2 to the report, a Member expressed the view that there were several areas to work on and she sought clarification as to what was being done to ensure this did not happen again. The Managing Director of Ubico had stated that it was very good at grounds maintenance in other areas, but Members were concerned about Tewkesbury Borough and the reputation of Tewkesbury Borough Council, so it was crucial there was a robust plan in place. For example, it was stated that crews had been issued with new round maps and that grass cutting round sheets would be introduced for crews to sign-off work on a weekly basis – she assumed that someone would need to monitor these actions to ensure compliance. In terms of equipment requirements, she raised concern that the target date for this action was not until

March 2019. The Head of Community Services recognised that this was a significant piece of work and confirmed that an Officer had been appointed to monitor the grounds maintenance contract; this post had recently been made permanent. The Officer sat on the Project Team alongside himself and representatives from the Joint Waste Team and Ubico and the Overview and Scrutiny Committee would monitor delivery of the improvement plan, in accordance with the resolution of the Executive Committee. Ubico had what it needed for the remainder of the calendar year in respect of grass cutting and the first formal meeting of the Project Team was being held the following week to scope out what needed to be achieved by January 2019 ready for the imminent growing season. Going forward, it would be necessary to consider what equipment was needed for each piece of land, and to review the rounds to make them more logical. The Managing Director of Ubico indicated that, from his perspective, the issue was supervision and ensuring that the quality of work was scrutinised more carefully than it had been in the past, as well as agreeing the key priority areas. As had been mentioned earlier in the meeting, it was intended to give a flavour of the impact of having a greater number of cuts per year, for example, the ability to flex with the growing season and environment etc. In other local authorities, operational managers had more flexibility in their budgets to be able to add more cuts throughout the year as opposed to having fixed dates. From an operational point of view, it would be critical to deliver quality cuts and to leave areas clean and tidy; this would be standardised where possible so that everyone knew what to expect from a particular frequency of cut. He provided assurance that senior managers at Ubico and Tewkesbury Borough Council were working in partnership and he was confident that the issues around grass cutting would be adequately addressed. As Members would be aware, problems with grounds maintenance had started with the loss of a very knowledgeable supervisor; the Head of Community Services had led the work to put Tewkesbury Borough Council back in control of the situation and this would be further progressed by determining priority areas and setting clear expectations.

- 25.10 The Member went on to seek clarification as to whether the number of cuts per year was based on how quickly the grass was growing and questioned whether the problems that had been encountered this year were for budgetary reasons or if they were due to lack of organisation and a breakdown in communication. The Head of Community Services explained that Ubico currently had a budget for 10 cuts per year which would be adequate for some areas; however, there may be areas which Members wished to prioritise by increasing the number of cuts whilst other areas may benefit from less frequent cuts, for example, wildflower meadows. A Member expressed the view that it was crucial to be clear about who was responsible for what, for example, Gloucestershire County Highways was responsible for cutting grass verges alongside highways. The Head of Community Services agreed and explained that, until April 2018, the County Council had undertaken cuts twice a year in accordance with safety standards but this was not always enough, as had been evident this year. The County Council had belatedly agreed to pay for Ubico to cut these areas at the same frequency as Tewkesbury Borough Council-owned land; importantly, the County Council had funded these additional cuts as Tewkesbury Borough Council did not have the budget for more than two cuts. A Member drew attention to Paragraph 3.6.1 of the Officer report which set out that Tewkesbury Borough Council was responsible for grass cutting on its own land and had a contract arrangement with Gloucestershire County Highways and Parish Councils to cut various areas of grass across the borough. The report went on to mention several Parishes including Wheatpieces, Bishop's Cleeve and Winchcombe but there was no reference to Brockworth. He had complained in June about high grass on a very dangerous bend on Brockworth Road and, when nothing had happened, he had subsequently emailed Gloucestershire County Council and had received a response saying this had been passed on – he questioned how communications worked and asked who this would have been passed on to and why nothing had happened initially. The Head of Community Services clarified that

Gloucestershire County Highways contracted Tewkesbury Borough Council, which contracted Ubico, to cut certain areas of grass across the borough within developments and he had given several examples of Parishes where those developments were located but he stressed that this was not a definitive list. In terms of verges along main roads - such as the Brockworth Road - Gloucestershire County Council contracted Amey to cut those areas; this was completely out of the hands of both Tewkesbury Borough Council and Ubico as it was a direct relationship between the County Council and Amey. He confirmed that he had also reported the complaint that the Member had referred to, so he hoped that action had been taken by now. Another Member mentioned a roundabout where the grass had grown particularly tall and had compromised visibility and clarification was provided that visibility splays and junctions were the County Council's responsibility. The Head of Community Services reassured Members that, whenever they submitted a service request, or sent him an email in relation to grass cutting, the first thing he did was identify if it was Tewkesbury Borough Council's responsibility - if it was the Borough Council's responsibility he would immediately ask Ubico when it would be addressed so he could feed this back, if it was not the Borough Council's responsibility, he would tell them that and, in some circumstances, would report it to the County Council. The Managing Director of Ubico explained that there was a further complication as Gloucestershire County Council was also a Ubico shareholder. The County Council was in the process of re-tendering for the contract it currently held with Amey so there may be an opportunity for Ubico to work with the new contractor on adopting a more joined-up approach - as it had done for other issues such as litter picking and maintenance of the A40 – or, at the very least, to ensure there was common understanding of roles and responsibilities. A Member felt that it would be beneficial to provide Members with a map showing the areas of land Tewkesbury Borough Council was responsible for; he explained that the military owned a considerable amount of land within his Ward but it was often mistaken for Council land and a map would help Members to identify which authority to contact.

- 25.11 A Member raised concern that the same issues had been discussed at the Overview and Scrutiny Committee in May 2017 and, far from improving, the situation had deteriorated since that time. He noted the intention to bring the grass cutting improvement plan back to the Overview and Scrutiny Committee meeting in November but, in his opinion, this needed to come back to the next meeting in September. Members subsequently agreed that it would be appropriate to bring the plan back to the next meeting, and to each successive meeting until all actions had been delivered. The Chief Executive acknowledged Members' concerns in respect of grounds maintenance and reiterated that the reasons for the problems this year were based on a combination of factors, some of which were down to Tewkesbury Borough Council, some down to Ubico and others due to nature i.e. the weather. An action plan was now in place which the Overview and Scrutiny Committee would monitor going forward and, as such, Members would be kept fully apprised of progress. The Chair reminded Members that the Lead Member for Clean and Green Environment could be invited to attend the Committee meeting in September, should this be considered beneficial. In response to a query regarding the possible need for additional resources, the Chief Executive advised that, whilst this was part of the action plan, and consideration would be given to whether additional cuts were required, that was not the only issue, and it would not have resolved all of the problems that had been encountered with grass cutting. He stressed that the overall aim was to reach a point where Members could have full confidence in Ubico and be proud of the service it provided on behalf of the Council.

- 25.12 A Member went on to express the view that the grounds maintenance equipment needed to be assessed and pointed out that, this year, the grass had been allowed to grow so long that the mowers had been unable to cut it properly resulting in a poorer quality of cut. He had heard a Ubico vehicle making a screeching sound on more than one occasion which suggested to him it was not being properly maintained and he queried whether equipment was regularly checked and if it was considered to provide value for money. The Managing Director of Ubico echoed the comments made by the Chief Executive and confirmed that a combination of factors had meant that grass cutting had been worse than in previous years; notwithstanding this, positive progress had been made in terms of getting proper commissioning arrangements in place and putting the Council back in control of setting priorities. In terms of the vehicle fleet, there was a daily inspection of vehicles by the drivers, with any defects identified reported immediately. In addition, there was a rigid maintenance regime for servicing and MOTs and vehicles also had to comply with the Lifting Operations Lifting Equipment Regulations 1998 (LOLER). If the noise referenced by the Member was occurring repeatedly, this was something which the driver should report - he undertook to look into this following the meeting and indicated that he would be happy to re-emphasise to operators the need to report any defects.
- 25.13 Turning attention to Appendix 3, a Member noted the underspend of £46,977 on grounds maintenance during 2017/18 – he found this difficult to understand given that there was a set budget for grass cutting. He questioned who made the decisions regarding expenditure, particularly given the need to bring in additional resources to address the grass cutting issues. The Managing Director of Ubico advised that the budget was entirely ringfenced and any underspend was returned to the Council. He accepted that improved financial reporting to the Head of Community Services was necessary to enable him to make decisions about how money should be spent throughout the year. He confirmed that Ubico had appointed a new Operations Manager for the Tewkesbury Borough Council contract to improve budget management and forecasting. He realised that the underspend was worrying in the context of the grass cutting situation and recognised the frustration that this could have been better managed so that Tewkesbury Borough Council had more control over how resources were deployed. He advised that Ubico was now running monthly reports, as opposed to quarterly reconciliations, which would improve the breakdown and transparency of figures and would allow the Head of Community Services to have access to an up-to-date budget at any particular point in time. A Member noted from Appendix 3 that almost all of the underspend related to transport department charges and questioned if he was right in thinking that cost would increase over the coming years as the vehicle fleet aged. The Head of Community Services confirmed that was the case. A Member queried whether there was a valuation on the vehicle fleet and whether any projections had been made in terms of depreciation as it would be useful to know how much the fleet was worth and when vehicles would need to be replaced. The Chief Executive advised that this was an accounting issue and Finance would know how much had been spent and the number of vehicles etc. The fleet was valued over a period of seven years and provisions were made to build-up capital resources over that period with a view to replacing the whole fleet after that time. The Member questioned whether the whole fleet was likely to last that long and whether the Council was checking on its investment. The Managing Director of Ubico explained that seven years was the industry standard for Dennis vehicles; beyond that they became too expensive to repair. Appropriate provisions were made for repairs and maintenance to account for the fact that those costs increased through the life of the vehicles. It was possible to discuss whether this should be brought forward by a year, but he did not see any benefit in reviewing the fleet earlier than that. The



vehicles were currently still under warranty and were operating well. The Chief Executive indicated that he would be happy to include further information on the vehicle fleet in the next report to the Committee, but he clarified that responsibility for maintenance rested with Ubico.

- 25.14 The Member went on to raise concern that Page No. 36, Paragraph 4.1 of the report, showed only two complaints in respect of grass cutting in 2017/18 – he was confident there would have been many more instances of contact with the public and queried whether a lot of these were complaints that had not been recorded as such. The Head of Community Services confirmed that there had only been two formal complaints in relation to grass cutting; other grounds maintenance reports would have been service requests e.g. someone asking for a particular piece of grass to be cut. The Member indicated that, from a public point of view, someone using the Report It system was effectively making a complaint and he felt it was important for Customer Services to be able to capture this in some way as it was important from a learning point of view. The Deputy Chief Executive agreed that Members needed to see the whole picture and he undertook to provide the Committee with a full breakdown of complaints and service enquiries and to ensure this was something included in the report in future.
- 25.15 A Member drew attention to the contract performance and key performance indicators (KPIs), attached at Appendix 3 to the report, and questioned why there were no indicators for grounds maintenance. The Head of Community Services advised the KPIs had been developed across the Ubico partnership. The KPIs in respect of grounds maintenance made reference to a specification – this was currently being produced ready for next year and the KPIs would be populated and maintained from that point. With regard to missed bin collections, a Member was pleased to see the new target of 0.1% but he drew attention to Appendix 4 where the key performance indicator for missed refuse collections was less than 50 per 100,000 which was half that amount and quite a stretch given that the target was not currently being achieved. The Managing Director of Ubico advised that these were raw figures based on 100,000 collections and work was being done with the Joint Waste Partnership to set achievable targets. It had been agreed that a target of 0.1% was a good starting point in terms of ‘business as usual’ and would generally be achieved in a normal year – he pointed out that 0.06-0.09% had been achieved during the second half of that year and it was hoped that 0.06% would be realistic with continuous improvement.
- 25.16 In response to a query about the Ubico report, attached at Appendix 5 to the report, the Managing Director of Ubico indicated that it was intended to have a local flavour but also give a wider view of the company. From his perspective, he would welcome the opportunity to talk about the company and opportunities for adding more stakeholder value. The business plan for 2018/19 included the potential for generating commercial income, for example, developing an internal hire fleet of vehicles or setting up a trade waste service. He would be happy to share more details outside of the meeting or to bring a separate report back to the Committee. Members agreed this would be of interest to the wider membership and it was suggested that a presentation to Council may be the way forward. The Chief Executive advised that the Executive Committee had also had a similar discussion around commercial waste which was fairly complex as there were other providers with a more competitive service than the Council would be able to offer. On that basis, Officers had taken a step back to work with other partners, via the Joint Waste Committee and Joint Waste Team, to establish how this might be taken forward as a successful operation within Ubico. He noted that the Overview and Scrutiny Committee had raised concern about this particular project when considering the Performance Management Report, as had been discussed earlier in the meeting, and he agreed that the action needed to be reviewed in order to make

it more meaningful and to reflect the current position. A Member drew attention to Page No. 60 of the Ubico Report which showed the Ubico top five reasons for absence and he questioned what the 'other'; and 'unclassified' entries related to. The Managing Director of Ubico clarified that there should only be one 'other' entry in the key and he apologised for this error. He went on to confirm that the 'other' category mainly comprised injuries sustained at work and First Care had been asked to separate this out to improve accuracy. Staff were expected to ring a central number to report all absences and they were given an option to speak to a nurse; during the first few weeks following the introduction of the First Care system, if that offer was declined, the absence had been recorded as unclassified. As a company, Ubico encouraged operatives to speak to the nurse; however, if they declined, the system had been rectified so they had to explain why they were unwell.

- 25.17 Given the issues that had been raised throughout the meeting, the Chief Executive suggested that it would be beneficial to include an item on the next Overview and Scrutiny Committee Agenda to bottom out the various waste issues in relation to the Ubico contract and he felt it would be prudent to invite the Lead Member for Clean and Green Environment to attend the meeting. Subsequently, if Members felt it necessary, this could become a regular item on the Committee's Agenda. Members agreed this would be helpful and it was subsequently

**RESOLVED**

1. That the Annual Ubico Report be **NOTED**.
2. That an item on Ubico Contract Matters be added to the next Overview and Scrutiny Committee Agenda and the Lead Member for Clean and Green Environment be invited to attend the meeting.
3. Subsequently, that the Committee consider whether a standing item on Ubico Contract Matters be added to the Overview and Scrutiny Committee Agenda.

**OS.26 COMMUNITY SAFETY PARTNERSHIP UPDATE**

- 26.1 Attention was drawn to the report of the Head of Community Services, circulated at Pages No. 70-76, which provided an update on the work of the Community Safety Steering Group and the progress that had been made so far. Members were asked to consider the update.
- 26.2 Members were reminded that, at its meeting on 6 February 2018, the Overview and Scrutiny Committee had agreed that a report on the local arrangements for community safety should be brought back to the Committee, prior to consideration by the Executive Committee. The Head of Community Services advised that Community Safety Partnerships (CSPs) had been suspended pending the outcome of a countywide review. With the agreement of the Lead Member for Community, a steering group had been established to investigate how community safety could be delivered within the borough; this included representatives from key community safety partners including Gloucestershire Police Constabulary, Gloucestershire Fire and Rescue and Severn Vale Housing. The steering group had met several times to develop a new structure for Tewkesbury Borough CSP and had informally agreed Terms and Conditions, attached at Appendix 1 to the report. A report was now being prepared for the Executive Committee to approve the reconvening of the Tewkesbury Borough CSP and its Terms of Reference, with the intention of reconstituting the CSP by the end of September 2018.

26.3 A Member queried which Members would attend the CSP meetings; although the previous meetings had become somewhat of a “talking shop” they had been useful for exchanging information and finding out what was going on locally. The Head of Community Services noted this comment and agreed that Member involvement was key, on that basis, it was proposed to hold a number of annual events to keep Members updated; notwithstanding this, Member representation on the CSP needed to be kept to a reasonable level to prevent meetings becoming parochial. In response to a query regarding timescales, the Head of Community Services clarified that, if the CSP was reconstituted by September, it would have an opportunity to formulate a strategy for adoption in 2019 – any later and there would not be enough time.

26.4 Having considered the report, it was

**RESOLVED** That the update on local arrangements for community safety be  
**NOTED.**

The meeting closed at 7:00 pm

**EXECUTIVE COMMITTEE FORWARD PLAN 2018/19**

**REGULAR ITEM:**

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

**Addition to 29 August 2018**

- Tewkesbury Community Safety Partnership.

**Deletion from 29 August 2018**

- Confidential Item: Irrecoverable Debts Write-Off Report (Quarterly) – No write-offs for consideration in quarter one.

**Committee Date: 10 October 2018**

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Performance Management Report – Quarter One 2018/19.	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter one performance management information.	Head of Corporate Services.	No.
<b>Community Grants Update.</b>	<b>To consider each of the current community grant commitments.</b>	<b>Head of Finance and Asset Management.</b>	<b>Yes – from 29 August 2018 to enable further consideration of the grants which will need to be considered.</b>

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Agenda Item 5

<b>Committee Date: 21 November 2018</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Financial Update – Quarter Two 2018/19.	To consider the quarterly budget position.	Head of Finance and Asset Management.	No.
Medium Term Financial Strategy (Annual).	To recommend to Council the adoption of the five year MTFS which describes the financial environment the Council is operating in and the pressures it will face in delivering its services and a balanced budget over the period.	Head of Finance and Asset Management.	No.
Housing Strategy Monitoring Report (Year 3) (Annual).	To approve the Housing Strategy Monitoring Report for Year Three.	Housing Services Manager.	No.
<b>Community Infrastructure Levy (CIL) Governance</b>	<b>To approve the governance arrangements.</b>	<b>Head of Development Services.</b>	<b>No.</b>
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)).			

<b>Committee Date: 2 January 2019</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Performance Management Report – Quarter 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.
<b>Risk Management Strategy.</b>	<b>To approve the Risk Management Strategy.</b>	<b>Head of Corporate Services.</b>	<b>Yes – from 29 August to allow for more time to devise the Strategy.</b>

<b>Committee Date: 6 February 2019</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
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.
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)).			

<b>Committee Date: 6 March 2019</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>

<b>Committee Date: 3 April 2019</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Performance Management Report – Quarter 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**

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>
Confidential Item: Spring Gardens/Oldbury Road Regeneration.	To consider the information provided and agree a way forward.
Workforce Development Strategy.	To approve the Council’s Workforce Development Strategy.
Affordable Housing Partnership	To consider the extension of the partnership prior to the agreed five year review – deferred from Forward Plan for 29 August for further information.



**OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2018/19**

**REGULAR ITEMS:**

- **Executive Committee Forward Plan**
- **Overview and Scrutiny Committee Work Programme 2018/19**

**Additions to 4 September 2018**

- **Grass Cutting Improvement Plan – brought forward from November as agreed at the Overview and Scrutiny Committee meeting on 17 July 2018.**
- **Ubico Contract Matters – As agreed at the Overview and Scrutiny Committee meeting on 17 July 2018.**

**Deletions from 4 September 2018**

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**Committee Date: 16 October 2018**

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Update from Joint Waste Team.	To receive an update from the Joint Waste Team on the business plan.	Head of Community Services.	No.
Development Services Review Update.	To consider progress against the Development Services Review Action Plan.	Head of Development Services.	No.
Housing Strategy Monitoring Report.	To consider – six month update.	Housing Services Manager.	No.
Gloucestershire Economic Growth Scrutiny Committee Update.	To receive an update from the Council's representative on matters considered at the last meeting (5 September 2018).	N/A	No.

<b>Committee Date: 16 October 2018</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Gloucestershire Health and Care Overview and Scrutiny Committee Update.	To receive an update from the Council's representative on matters considered at the last meeting (11 September 2018).	N/A	No.
Gloucestershire Police and Crime Panel Update.	To receive an update from the Council's representative on matters considered at the last meeting (14 September 2018).	N/A	No.

<b>Committee Date: 27 November 2018</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Performance Report – Quarter 2 2018/19.	To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.	Head of Corporate Services.	No.
Gloucestershire Health and	To receive an update from the Council's	N/A	No.

**NB – Changes from previous work programme highlighted in bold**

<b>Committee Date: 27 November 2018</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Care Overview and Scrutiny Committee Update.	representative on matters considered at the last meeting (13 November 2018).		
Gloucestershire Police and Crime Panel Update.	To receive an update from the Council's representative on matters considered at the last meeting (16 November 2018).	N/A	No.
Gloucestershire Economic Growth Scrutiny Committee Update.	To receive an update from the Council's representative on matters considered at the last meeting (31 October and 21 November 2018).	N/A	No.

<b>Committee Date: 8 January 2019</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Ubico Report.	To receive a six month update from Ubico.	Head of Community Services.	No.
Enviro-Crimes Update.	To consider the interim report on basic metrics and any particular issues that have arisen.	Head of Community Services.	No – agreed by the Overview and Scrutiny Committee on 12 June 2018.

**Committee Date: 12 February 2019**

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
<b>Gloucestershire Healthwatch.</b>	<b>To receive an update from Gloucestershire Healthwatch on the new arrangements and how this impacts on the borough.</b>	<b>Head of Corporate Services.</b>	<b>No.</b>
Tewkesbury Borough News Review.	To review the implementation of the recommendations arising from the Tewkesbury Borough News Review and how the arrangements had worked over the initial 12 month period.	Corporate Services Manager.	No.
Annual review of the effectiveness of the Council's involvement in the Gloucestershire Health, Community and Care Overview and Scrutiny Committee.	In order to authorise payment of the Council's contribution to the running costs for the forthcoming year.	Head of Corporate Services.	No.

<b>Committee Date: 12 March 2019</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Performance Report – Quarter 3 2018/19.	To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.	Head of Corporate Services.	No.
Flood Risk Management Group Report.	To receive an annual report on the progress against the Flood Risk Management Action Plan.	Head of Development Services.	No.

<b>Committee Date: 9 April 2019</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Overview and Scrutiny Committee Work Programme 2019/20.	To approve the Overview and Scrutiny Committee Work Programme for the forthcoming year.	Head of Corporate Services.	No.
Annual Overview and Scrutiny Report 2018/19.	To approve the annual report as required by the Council's Constitution to ensure that the activities of the Overview and Scrutiny Committee are promoted both internally and publicly to reinforce transparency and accountability in the democratic process.	Head of Corporate Services.	No.
Housing Strategy Monitoring Report.	To consider – six month update.	Housing Services Manager.	No.
Customer Care Strategy.	To consider - annual update.	Corporate Services Manager.	No.

## PENDING ITEMS

Agenda Item	Overview of Agenda Item
Gloucestershire Joint Waste Committee	<p>Updates to be brought to the Committee in respect of:</p> <ul style="list-style-type: none"> <li>- the future work programme which would be developed with the Gloucestershire Joint Waste Committee in autumn 2017; and</li> <li>- in the longer term, review of the Gloucestershire Waste Strategy.</li> </ul> <p>Agreed by the Overview and Scrutiny Committee at its meeting on 17 October 2017.</p>
Review of Workforce Development Strategy	Review by O&S Workshop – agreed by Overview and Scrutiny Committee at its meeting on 13 June 2017.
Review of Corporate Enforcement Policy	Review by O&S Workshop – agreed by Overview and Scrutiny Committee at its meeting on 13 June 2017.
Review of Planning Enforcement Plan	July 2019 - Review effectiveness of the Plan once it has been in operation for 12 months – agreed by Overview and Scrutiny Committee at its meeting on 9 January 2018.
<del>Gloucestershire Healthwatch</del>	<del>Representatives to be invited to give an update on the new arrangements and how this impacts upon the borough – agreed by Overview and Scrutiny Committee at its meeting on 1 May 2018. – Moved to February 2019.</del>
Disabled Facilities Grants Review Monitoring Report	June 2019 – To consider the annual update – agreed by Overview and Scrutiny Committee at its meeting on 1 May 2018.
Enviro-Crimes Annual Report	June 2019 – agreed by the Overview and Scrutiny Committee at its meeting on 12 June 2018. Interim report in January 2020.
<b>Trade Waste</b>	<b>Agreed by the Overview and Scrutiny Committee at its meeting on 17 July 2018</b>
<b>Healings Mill</b>	<b>Agreed by the Overview and Scrutiny Committee at its meeting on 17 July 2018.</b>



Agenda Item	Overview of Agenda Item
<b>Community Services Review Improvement Plan</b>	<b>Agreed by Council at its meeting on 24 July 2018.</b>
<b>Community Safety Partnership Updates</b>	<b>Previously considered annually by the Overview and Scrutiny Committee – Executive Committee due to approve the reconvening of the Tewkesbury Borough CSP and its Terms of Reference on 29 August 2018.</b>

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	4 September 2018
<b>Subject:</b>	Performance Management – Quarter 1 2018/19
<b>Report of:</b>	Head of Corporate Services
<b>Corporate Lead:</b>	Chief Executive
<b>Lead Members:</b>	Lead Member for Organisational Development
<b>Number of Appendices:</b>	4

**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 (Appendix 1). The tracker is a combined document which also includes a key set of performance indicators. The report also includes the Revenue Budget Summary Statement (Appendix 2), the Capital Monitoring Statement (Appendix 3) and the Reserves Position Summary (Appendix 4). This performance information is reported to the Overview and Scrutiny Committee on a quarterly basis and the outcome is then reported to the Executive Committee by the Chair of the Overview and Scrutiny Committee.

**Recommendation:**

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

**Reasons for Recommendation:**

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

**Resource Implications:**

None directly associated with this report.

**Legal Implications:**

None directly associated with this report.

**Risk Management Implications:**

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

**Performance Management Follow-up:**

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

**Environmental Implications:**

None directly associated with this report.

**1.0 INTRODUCTION/BACKGROUND**

- 1.1** New Council Plan priorities (2016-20) were approved by Council on 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 (Appendix 1). The tracker is a combined document which also includes a key set of performance indicators. The report also includes the Revenue Budget Summary Statement (Appendix 2), the Capital Monitoring Statement (Appendix 3) and the Reserves Position Summary (Appendix 4). This performance information is reported to the Overview and Scrutiny Committee on a quarterly basis and the outcome is then reported to the Executive Committee by the Chair of the Overview and Scrutiny Committee.
- 1.2** This is the first quarterly monitoring report for 2018/19. The majority of information within the performance tracker reflects the progress of Council Plan actions as at the time of writing the report. The key performance indicator information is of a statistical nature so represents the position as at the end of June 2018 (Qtr 1).

**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.
- Two additional 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 Services 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 £125,000 making the total rental income for the Public Service Centre £265,000.
- 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 then inevitably some may not progress as smoothly or quickly as envisaged. Actions with either a 😊 or 😞 are highlighted below: -

Action	Status and reason for status
Undertake a review of discretionary trade waste service to ensure it is operating on a viable commercial level.	😊 A summary of the Association of Public Service Excellence (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: 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 as 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 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	20,276,485	0	58,754	(58,754)
Service Income	(27,082,098)	(2,174,536)	(2,194,476)	19,940
	<b>10,561,888</b>	<b>2,392,915</b>	<b>2,332,162</b>	<b>60,753</b>

### 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
	<b>6,038,169</b>	<b>1,892,788</b>	<b>1,810,921</b>	<b>81,867</b>

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 has 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 Credits. 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 have 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 cannot 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 2 is a summary of the position for each Head of Service, which shows the current variance against their budget. Where the main types of expenditure headings within the Head of Service's responsibility have a variance over £10,000, a short explanation for the reason for the variance has been provided.
- 4.6** 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 3 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 noticed 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 4 provides a summary of the current usage of available reserves.
- 6.2** Reserves have been set aside from previous years to fund known future costs and the strategic planning of the authority's operation. The information in the appendix does not take account of reserves which have been committed, but not yet paid.
- 6.3** Whilst the 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.

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**Background Papers:** None


**Contact Officer:** Head of Corporate Services (Appendix 1)  
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Head of Finance and Asset Management (Appendix 2-4)  
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**Appendices:** Appendix 1 – Council Plan Performance Tracker Qtr 1 2018/19  
Appendix 2 - Revenue Budget  
Appendix 3 - Capital Budget  
Appendix 4 - Reserves

## Appendix 1 - 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
<b>Objective 1. Seek to be financially independent of the government's core grants.</b>				
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.
<b>PRIORITY: FINANCE AND RESOURCES</b>				
<b>Actions</b>	<b>Target date</b>	<b>Responsible Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Objective 1. Seek to be financially independent of the government's core grants.</b>				
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.
OTC) 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.
<b>Objective 2. Maintain a low council tax.</b>				
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
<b>Objective 3. Investigate and take appropriate commercial opportunities.</b>				
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.
41 b) Undertake a review of the discretionary trade waste service to ensure it is operating on a viable commercial level.	Target date: <del>April 2017</del> <del>July 2017</del> <del>August 2017</del> <del>April 2018</del> 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
<b>Objective 4. Use our assets to provide maximum financial return.</b>				
a) Explore options for the regeneration of Spring Gardens.	Target date: <del>December 2017</del> 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.
42 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"> <li>• Completion of large proportion of the ground floor refurbishment project, including the development of the growth hub</li> <li>• Securing two new tenants for the two remaining units on the top floor</li> <li>• Appointment to the new Property Officer role</li> <li>• Completion of MAFF site report</li> <li>• Addition of two commercial properties to portfolio</li> </ul>

**PRIORITY: PROMOTING AND SUPPORTING ECONOMIC GROWTH**

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Objective 1. Deliver our strategic plans.</b>				
43 a) Deliver the Economic Development and Tourism Strategy.	Target date: March 2019	Head of Development Services  Lead Member for Economic Development/ Promotion		The Economic Development and Tourism Strategy was approved at Executive committee in June 2017.  Implementation of annual delivery plan – activities this quarter include: <ul style="list-style-type: none"> <li>• Growth Hub development (see action below)</li> <li>• New Growth Hub Navigator appointed</li> <li>• LEADER funding continuing to be allocated and promoted. There has been £653k allocated to projects, with £534k remaining.</li> <li>• 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</li> <li>• 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.</li> <li>• Regular events held with business community including: business breakfasts, business delegations and 1:1 business meetings.</li> <li>• Working on countywide Inward Investment Bid – Final Stage.</li> <li>• Winchcombe ‘meet and greet’ held for tourism businesses to understand more about Cotswold Tourism and how to get more involved</li> </ul>
b) Launch a business growth hub in the Public Services Centre.	Target date: <del>Spring 2018</del> July 2018 October 2018  (Whilst the growth hub could have opened in isolation, the launch date was revised to allow	Head of Development Services  Lead Member for Economic Development/ Promotion		<ul style="list-style-type: none"> <li>• Refurbishment completed- signage and fittings are in progress</li> <li>• Growth Hub in use for organised training and event sessions.</li> <li>• Official Launch event in Autumn (to enable all Civic Suite work to be completed)</li> <li>• Ongoing meetings with other Hub providers and businesses.</li> <li>• Navigator appointed</li> </ul> It was agreed that works on the wider refurbishment need to be completed prior to the hub launch to prevent noise and disturbance to

	completion of the broader PSC refurbishment works)			those using the hub. A Soft launch is targeted for September, official launch to take place between September- October.	
c)	Conduct a retail study in partnership with Cheltenham Borough council and Gloucester City Council.	Target date: March 2019	Head of Development Services  Lead Member for Economic Development/ Promotion	😊	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.
d)	Work with the Local Enterprise Partnership and other partners to contribute to the Local Industrial Strategy.	Target date: December 2018	Head of Development Services  Lead Member for Economic Development/ Promotion	😊	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.

**PRIORITY: PROMOTING AND SUPPORTING ECONOMIC GROWTH**

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
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**Objective 2. Deliver employment land.**



a)	Deliver employment land through the Joint Core Strategy (JCS) and Tewkesbury Borough Plan (TBP).	JCS target date: March 2019	Head of Development Services  Lead Member for the Built Environment	😊	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: <del>Spring/ Summer 2019</del> (previously reported to O&S) December 2019		☹️	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

	(new target date)			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.
<b>PRIORITY: PROMOTING AND SUPPORTING ECONOMIC GROWTH</b>				
<b>Actions</b>	<b>Target date</b>	<b>Reporting Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Objective 3. Maximise the growth potential of the M5 junctions.</b>				
45 a) Produce a concept masterplan for the J9 area.	Target date: <del>March 2017</del> <del>March 2018</del> <del>June 2018</del> 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.



**PRIORITY: PROMOTING AND SUPPORTING ECONOMIC GROWTH**

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Objective 4. Deliver regeneration for Tewkesbury town.</b>				
a) Develop a supplementary planning document for Tewkesbury Town.	Target date: <del>April 2018</del> <del>September 2018</del> 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.
46 b) Develop a programme with partners to progress Healings Mill and other key development opportunity sites to support the regeneration of Tewkesbury.	Target date: <del>September 2017</del> <del>January 2018</del> <del>March 2018</del> <del>September 2018</del> 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.
<b>Objective 5. Promote the borough as a visitor attraction.</b>				
a) Explore with partners- including the Battlefield Society- the potential to increase the heritage offer at the Battlefield site.	Target date: Complete feasibility - <del>December 2017</del> <del>April 2018</del> <del>September 2018</del> December 2018 (revised date)	Head of Development Services  Lead Member for Economic Development/ Promotion	☹	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.  The original target date has been extended to conclude this work.

b) Develop a programme to work with existing tourism attractions within the borough to promote historic heritage.	Target date: March 2019	Head of Development Services  Lead Member for Economic Development/Promotion		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.  The council also promotes historic heritage in a number of ways: <ul style="list-style-type: none"> <li>• Cotswold Tourism Website</li> <li>• Visit Tewkesbury Website</li> <li>• Visitor enquiries (in person / electronic / phone)</li> <li>• Social Media</li> <li>• Literature</li> <li>• Press visits</li> <li>• Group Travel Shows</li> </ul>
c) Review the tourism resources to maximise the tourist provisions in the borough.	Target date: April 2019	Head of Development Services  Lead Member for Economic Development/Promotion		Tourism service review, incorporating delivery of the Tewkesbury TIC will be brought to Executive Committee in the Autumn.

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**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
2	Claimant unemployment	0.9%		1.1%						1.1% relates to 595 people within the borough. This rate is below the county	Leader Member Economic

	rate.									rate of 1.4% and national rate 2.2% (Source: ONS)	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)									Leader Member Economic Development / Head of Development Services
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
48 6	Number of visitors to Winchcombe Tourist Information Centre (TIC)	9,913	10,000	3,923				↓	☹	Figures down from 2017 due to early Easter, bad weather in April and May. Tickets sales reached 159 for the Winchcombe Festival totalling over £6,500 this year - which is the highest yet.	Leader Member Economic Development / Head of Development Services
7	Number of visitors entering the Growth Hub	Not measured	1000					Not available	Not available	Hub is to officially open in Autumn 2018. The target of 1000, has been agreed with LEP as part of the funding agreement.	Leader Member Economic Development / Head of Development Services

**PRIORITY: GROWING AND SUPPORTING COMMUNITIES**

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Objective 1. Increase the supply of suitable housing across the borough to support growth and meet the needs of our communities.</b>				
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	☺	All three councils adopted the JCS with Cheltenham Borough Council being the final council, on 11 December 2017  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.
b) Develop the Tewkesbury Borough Plan.  49	Target date: <del>Winter 2018</del> Spring/ <del>Summer 2019</del> (previously reported to O&S) Autumn 2019 (revised date)	Head of Development Services  Lead Member for the Built Environment	☹	It is anticipated that Council approval for the Preferred Options Borough Plan will take place in Autumn 2018.  Estimated timetable for the TBP to adoption is: <ul style="list-style-type: none"><li>• Preferred Options Consultation- Autumn 2018</li><li>• Pre-Submission Consultation- Winter 2018/19</li><li>• Submission to Secretary of State- Spring 2019</li><li>• Examination in Public- Summer 2019</li><li>• Adoption- Autumn 2019</li></ul>
c) Support Neighbourhood Development Plans (NDP) where communities bring them forward.	Target date: March 2019	Head of Development Services Lead Member for the Built Environment	☺	A total of 14 neighbourhood areas have now been designated across 16 parishes.  The Borough Council has 5 'made' NDPs: <ul style="list-style-type: none"><li>• Winchcombe &amp; Sudeley</li><li>• Highnam</li><li>• Gotherington</li><li>• Twyning</li><li>• Alderton</li></ul> The Down Hatherley, Norton and Twigworth NDP has been submitted

				<p>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 is Reg 16.</p>
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**PRIORITY: GROWING AND SUPPORTING COMMUNITIES**

<b>Actions</b>	<b>Target date</b>	<b>Reporting Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
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**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.
☺ 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	☺	<p>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.</p> <p>In 2017-18 monitoring year the council worked with developers to bring sites forward. A total of 945 homes were completed in the Borough.</p> <p>Tewkesbury Borough Council can demonstrate a 5.58 year land supply against its JCS housing requirements.</p>
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	Target date: <del>Spring/</del> summer 2019 (TBP)  Autumn 2019 (revised date) TBP		☹	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.
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 <sup>th</sup> 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
<b>Objective 3. Deliver the homes and necessary infrastructure to create new sustainable communities in key locations.</b>				
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.

**PRIORITY: GROWING AND SUPPORTING COMMUNITIES**

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

				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.
<b>PRIORITY: GROWING AND SUPPORTING COMMUNITIES</b>				
<b>Actions</b>	<b>Target date</b>	<b>Reporting Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Objective 4. Deliver affordable homes to meet local need.</b>				
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.
 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
54	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.  There are three distinct duties (Q1	Lead Member Health and Wellbeing/ Head of Community Services

										figure in brackets):	
										<ul style="list-style-type: none"> <li>Prevention duty which lasts 56 days (44)</li> <li>Relief duty for homeless households which lasts 56 days (29)</li> <li>Full statutory homeless duty, this is similar to the old duty (2)</li> </ul>	

**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
55  10	Total number of active applications on the housing register	<b>1939</b> 1012-1 bed 614- 2 bed 227-3 bed 71 – 4 bed 14 – 5 bed 1 - 6 bed		<b>2074</b> 1069 – 1 bed 647 – 2 bed 258 – 3 bed 78 – 4 bed 20 – 5 bed 2 – 6 bed						The breakdown of bands is: Gold – 106 Silver – 578 Bronze – 1350 Emergency - 40 The numbers registered with Choice Based Lettings have risen slightly on last quarter.	Lead Member Health and Wellbeing/ Head of Community Services
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	Lead Member Health and Wellbeing/ Head of Community Services

										prevention of homelessness on legacy cases taken on before 1 <sup>st</sup> 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	
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**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
56 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	78.42%	80%	79.25%				↑	😐	Continued improvement following last years improved out-turn for minor applications.  During this period a total of 53 'minor'	Lead Member Built Environment/ Head of Development Services

	applicant.									<p>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>	
57 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
<b>Objective 1. Maintain and improve our culture of continuous service improvement.</b>				
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.
58 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.
d) To continue to proactively enforce against enviro-crimes including fly-tipping and dog fouling in accordance with the	Target date: March 2019	Head of Community Services Lead Member for the Clean	☺	A robust approach continues to be taken with regards to Enviro-Crime. Two fly tipping cases have been referred for prosecution.  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

action plan.		and Green Environment		<p>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
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**Objective 2. Further expansion of the Public Services Centre**

<p> Deliver the Public Services Centre refurbishment project.</p>	<p>Target date: <del>March 2018</del> <del>June 2018</del> August 2018 (reported to O&amp;S 20 March)</p>	<p>Head of Finance &amp; 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 20<sup>th</sup> 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>
<p>b) Seek tenants for the remainder of the top floor and other spaces.</p>	<p>Target date: <del>March 2018</del> December 2018 (revised date)</p>	<p>Head of Finance &amp; Asset Management Lead Member for Finance and Asset Management</p>	<p>😊</p>	<p>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.</p> <p>Discussions with existing tenants ongoing as to expanding their tenanted areas on the ground floor.</p>

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.
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**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.**

60	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.
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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										
15	Total enquiries logged by the Area Information Centre (AIC).	908		201						<p style="text-align: right;"><b>Q1</b></p> <table border="0"> <tr><td>Bishops Cleeve</td><td>13</td></tr> <tr><td>Brockworth</td><td>62</td></tr> <tr><td>Churchdown</td><td>66</td></tr> <tr><td>Winchcombe</td><td>60</td></tr> <tr><td><b>Total:</b></td><td><b>201</b></td></tr> </table>	Bishops Cleeve	13	Brockworth	62	Churchdown	66	Winchcombe	60	<b>Total:</b>	<b>201</b>	Lead Member Customer Focus/ Head of Corporate Services
Bishops Cleeve	13																				
Brockworth	62																				
Churchdown	66																				
Winchcombe	60																				
<b>Total:</b>	<b>201</b>																				
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 border="0"> <tr><td>Benefits</td><td>31%</td></tr> <tr><td>Debt</td><td>22%</td></tr> <tr><td>Employment</td><td>11%</td></tr> <tr><td>Relationships</td><td>11%</td></tr> <tr><td>Housing</td><td>8%</td></tr> </table> <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</p>	Benefits	31%	Debt	22%	Employment	11%	Relationships	11%	Housing	8%	Lead Member Economic Development/Promotion / Head of Development Services
Benefits	31%																				
Debt	22%																				
Employment	11%																				
Relationships	11%																				
Housing	8%																				



										clients seen: Brockworth 60 Coombe Hill 34 Tewkesbury Priors Park 34 Cleeve St Michael 33 Churchdown St Johns 31	
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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/Pro motion / Head of Development Services
62										Enviro-Crime figures for Q1:	Lead Member Clean and Green Environment/ Head of Community Services
18	Number of reported enviro crimes	967	1000	293				↑	☺	Total for Q1 – 293 (353) (Figures in Brackets quarter 4 2017/18)  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.

**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
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
63 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
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</p>	Lead Member Finance and Asset Management/ Head of Corporate Services

										measures are being put in place to help achieve target in Quarter 2.	
										Challenges we face include increasing workload, particularly providing services in support of DWP claimants' transition from legacy benefits to Universal Credit.	

**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
24	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 Service
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
65 27	Average number of sick days per full time equivalent	10.5	7.0	2.4				↑	☺	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. Long term sickness equates to 1.27 days in the quarter and short term 1.13 days. 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)	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%				↑	☺	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. 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.	Lead Member Clean and Green Environment/ Head of Community Services
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	Lead Member Clean and Green Environment/ Head of Community Services

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released.

**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 67	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

# Appendix 2 - 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
<b>TOTAL</b>	<b>256,350</b>	<b>63,539</b>	<b>62,653</b>	<b>886</b>

## 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
<b>TOTAL</b>	<b>3,732,908</b>	<b>554,185</b>	<b>494,298</b>	<b>59,887</b>

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
<b>TOTAL</b>	<b>1,963,477</b>	<b>497,021</b>	<b>501,180</b>	<b>(4,159)</b>

2

3

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
<b>TOTAL</b>	<b>741,229</b>	<b>185,198</b>	<b>163,574</b>	<b>21,624</b>

4

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
<b>TOTAL</b>	<b>120,064</b>	<b>29,247</b>	<b>28,075</b>	<b>1,172</b>

## 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
<b>TOTAL</b>	<b>747,114</b>	<b>202,551</b>	<b>259,488</b>	<b>(56,937)</b>	

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
<b>TOTAL</b>	<b>2,625,966</b>	<b>527,428</b>	<b>504,998</b>	<b>22,430</b>	

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
<b>TOTAL</b>	<b>374,780</b>	<b>333,746</b>	<b>317,896</b>	<b>15,850</b>	

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 3 - 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.
	<b>790,750</b>	<b>736,499</b>	<b>54,251</b>	<b>7</b>	

## Appendix 4- Revenue Reserves for 18/19

Reserve	Balance 31st March 2018	Spent in Reserve Quarter 1	Reserve Remaining	Note
<b>Service Reserves</b>				
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	
71 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	520,391	- 2,221	522,612	
	4,444,736	86,331	4,358,405	
<b>Uncommitted Reserve</b>				
Waste & Recycling development Reserve	535,641	-	535,641	
Uncommitted Reserve	46,769	-	46,769	
MTFS Equalisation Reserve	866,004	-	866,004	
	1,448,414	-	1,448,414	
<b>Totals</b>	<b>5,893,150</b>	<b>£86,331</b>	<b>5,806,820</b>	

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	4 September 2018
<b>Subject:</b>	Grass Cutting Improvement Plan
<b>Report of:</b>	Head of Community Services
<b>Corporate Lead:</b>	Deputy Chief Executive
<b>Lead Member:</b>	Lead Member for Clean and Green Environment
<b>Number of Appendices:</b>	One

**Executive Summary:**

Following the Executive Committee meeting on 6 June 2018 where consideration was given to concerns expressed about the level of grass cutting across the Borough, a grass cutting improvement plan was developed. It was agreed that progress on the improvement plan would be monitored by the Overview and Scrutiny Committee.

In essence a considerable amount of work incorporated into the improvement plan has been undertaken and also a significant amount of other essential work has been carried out by way of a review as to how the failure of the grounds maintenance service occurred and how to avoid that in future years.

**Recommendation:**

**To CONSIDER the progress made against the Grass Cutting Improvement Plan.**

**Reasons for Recommendation:**

To enable the Overview and Scrutiny Committee to monitor the improvement plan, and other work being undertaken to manage the service and avoid a recurrence in future years.

**Resource Implications:**

An additional contingency fund of £10,000 to improve the immediate situation with grass cutting was approved.

**Legal Implications:**

Gloucestershire County Highways has a duty to maintain verges for safety reasons. The Borough Council, via its contractor Ubico, currently undertakes this work across Tewkesbury Borough. The Borough Council also undertakes this work on behalf of a number of Parish Councils. Whilst no specific duty falls to District Councils to cut grass, this can be done at the discretion of the individual Council. It stands to reason that, if an authority has a responsibility to keep its land free from litter and detritus, it needs to maintain the land to a sensible standard in order to do this effectively.

**Risk Management Implications:**

The greatest risk to the Council of poorly maintained land and open space is reputational damage.

**Performance Management Follow-up:**

The Overview and Scrutiny Committee will receive regular updates on progress of the improvement plan and ongoing work.

**Environmental Implications:**

Whilst some environmentalists may argue that a natural environment is better for insects and wildlife, it stands to reason that, if the Council wishes to maintain a safe and attractive environment, a programme of grass cutting has a positive impact on the health and wellbeing of the population.

**1.0 INTRODUCTION/BACKGROUND**

- 1.1** Ubico is the Council's contractor for undertaking grounds maintenance across the borough. This report provides the Overview and Scrutiny Committee with a position statement on the annual grass cutting programme and work to improve the service.
- 1.2** Tewkesbury Borough Council is responsible for cutting the grass on its own land and has a contractual arrangement with Gloucestershire County Highways and Parish Councils to cut other areas of grass.
- 1.3** In total, Ubico cuts approximately 175 hectares of grass on behalf of the Council. This is broken down to 144 hectares of Tewkesbury Borough Council land, 12 hectares for Gloucestershire County Highways land and 19 hectares for Parish Councils. Cuts are generally carried out on a three or four weekly basis during the cutting season.
- 1.4** In addition to grass cutting, Ubico carry out a considerable amount of planned maintenance across the borough. This includes maintaining the borough's cemeteries, trimming of hedges, bushes etc. and essential maintenance work on trees.
- 1.5** The problems that have arisen in relation to grass cutting, and the factors that led to an improvement plan being put in place, have been discussed in detail at the Executive and Overview and Scrutiny Committees.

## **2.0 SHORT TERM IMPROVEMENTS**

**2.1** Following the approval of a contingency fund to ensure that the situation was immediately improved, the following actions were undertaken:

- Responsibility for grounds maintenance was passed back to Community Services.
  - Regular monitoring meetings were held to discuss progress and monitoring visits carried out to ensure that this was the case.
  - Resource levels were increased by using Ubico staff from other contracts as a “hit squad” at weekends and agency staff to bolster the established number of staff.
  - Equipment capable of dealing with the extra length that the grass had reached was brought in from other contracts.
  - An interim supervisor was replaced by a supervisor with knowledge of grounds maintenance who was seconded from another Ubico contract.
- Accuracy of maps was improved with regular updates issued.
- Round sheets were put into cutting order to enable progress monitoring.

## **3.0 LONGER TERM IMPROVEMENTS**

**3.1** A project group has been set up consisting of senior officers of the Council and Ubico - this is to ensure that the improvements already in place continue to be embedded and take effect. The group is also working on the longer term improvements listed below and set out within the attached improvement plan:

- All of the grass cutting rounds are being reviewed to ensure efficiency and to minimise “blades up” time.
- A full review of machinery and plant is underway to ensure correct equipment is being used / procured.
- A suite of Key Performance Indicators (KPIs) is being developed, similar to waste and recycling, outlining the standards that are expected.
- In order to keep Members fully involved, a further report will be brought forward detailing the costs and the standard of grass cutting that can be expected in a number of scenarios, depending on the number of cuts per year i.e. 8/10 cuts, 12/14 and 16/18 cuts.
- Consideration will be given to prioritising areas where Councillors may want to see a higher standard of cut e.g. zoning the borough into primary, secondary and tertiary areas and agreeing the standard that should be met within those areas.
- A review of where some of the equipment is stored will be carried out to minimise downtime of mowers travelling around the borough.
- Work will be undertaken with Members and the Finance teams at Tewkesbury Borough Council and Ubico to carry out an analysis of the grounds maintenance budget to ensure that Tewkesbury Borough Council’s requirements can be met.

## **4.0 OTHER OPTIONS CONSIDERED**

**4.1** None

## **5.0 CONSULTATION**

**5.1** None

- 6.0 RELEVANT COUNCIL POLICIES/STRATEGIES**
- 6.1 None
- 7.0 RELEVANT GOVERNMENT POLICIES**
- 7.1 None
- 8.0 RESOURCE IMPLICATIONS (Human/Property)**
- 8.1 None arising directly from this report
- 9.0 SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)**
- 9.1 None arising directly from this report
- 10.0 IMPACT UPON (Value For Money/Equalities/E-Government/Human Rights/Health And Safety)**
- 10.1 None arising directly from this report
- 11.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS**
- 11.1 None arising directly from this report

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**Background Papers:** None

**Contact Officer:** Head of Community Services.  
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**Appendices:** Appendix 1 - Grass Cutting Improvement Plan

## Grass Cutting Improvement Plan

	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
1	Introduction of a case management system for reporting of work and the management of staff and communication to the public.	Head of Community Services - Tewkesbury Borough Council/ Landscape Operations Supervisor - Ubico	December 2017	✓	Complete. The case management system allows us to log calls regarding grounds maintenance and track progress on works outstanding and completed. This gives us a much better oversight of works completed and significantly more information to better communicate with the public.
2	<p>Introduction of clear and accountable KPI's, including confirmation of completion of work timescales as outlined below:</p> <ul style="list-style-type: none"> <li>✓ 'Urgent' to be actioned within 24 hours as there is either risk to people or property or a reputational risk to Ubico or Tewkesbury Borough Council</li> <li>✓ 'High risk' to be actioned within two weeks of being reported</li> <li>✓ 'Medium risk' to be actioned within three months of being reported</li> <li>✓ 'Low risk' to be actioned within six months of being reported</li> </ul>	Head of Community Services - Tewkesbury Borough Council/ Landscape Operations Supervisor - Ubico	March 2018	✓	Complete. These KPIs relate mainly to programmed and urgent winter works, have been agreed with Ubico and standards set for how Ubico will respond to requests from Tewkesbury Borough Council.

	<b>Recommendation / Action</b>	<b>Responsible Officer</b>	<b>Target Date</b>	<b>Status</b>	<b>Progress to Date</b>
3	A further round of new maps to be issued to ensure that all crews have all relevant and up to date information.	Head of Community Services – Tewkesbury Borough Council	04 June 2018	✓	Complete. This is to address inconsistencies in the mapping sets, discovered by carrying out checks. There is an acceptance that this is an ongoing piece of work as ownership of land changes and land is adopted; however, we are confident that the current maps best reflect the most up to date situation.
4a	Actively seek out land owned by third parties historically maintained by Tewkesbury Borough Council and negotiate a speedy solution to the maintenance of that land.	Head of Community Services – Tewkesbury Borough Council / Grounds Maintenance & Project Officer	July 2018	✓	Complete. A number of parcels of land have been identified and arrangements made to maintain the land.







	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
4b	Require third parties to maintain their land or enter into a contract with them to maintain on their behalf.	Head of Community Services – Tewkesbury Borough Council / Grounds Maintenance & Project Officer	February 2019	☺	Land that we know is not in the ownership of Tewkesbury Borough Council, Gloucestershire County Council or third parties has now been identified and negotiations are in place as to who maintains them in future. Legal advice is being sought as to what powers we can use to compel third party land owners to maintain their land or enter into a contract to have it maintained. There are land disputes in some areas and Tewkesbury Borough Council is continuing to maintain the land whilst making enquiries into ownership.
5	Weekly client meetings to update Tewkesbury Borough Council of Ubico's progress and to discuss issues with the grass cutting implemented March 2018.	Grounds Maintenance Project Officer - Tewkesbury Borough Council/ Landscape Operations Supervisor – Ubico.	June 2018 & ongoing.	✓	Complete. Weekly client / contract monitoring meetings allow issues of nature and quality of work to be discussed. Meetings now happen weekly and will continue until the review is complete.
6a	Regular monitoring checks by Tewkesbury Borough Council Officer.	Head of Community Services – Tewkesbury Borough Council / Grounds Maintenance & Project Officer	June 2018 & ongoing	✓	Complete. Checks are being undertaken to ensure that the crews are carrying out the cutting according to the maps. Once crews have completed the backlog this will be extended to quality checks.

	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
6b	Ongoing monitoring checks carried out by Officers on an ad-hoc basis.	Head of Community Services – Tewkesbury Borough Council / Grounds Maintenance & Project Officer	Ongoing until grass cutting season ends.	☺	Ubico notify Tewkesbury Borough Council every day of the areas that are being maintained that day. Officers carry out ad-hoc spot checks to ensure that the crews are where they are supposed to be and that work is being carried out as agreed.
7	Weekly updates to Members with schedule of areas being cut the following week	Head of Community Services - Tewkesbury Borough Council	June 2018	✓	Complete. All Councillors were informed regularly as to progress on grass cutting until Ubico had improved the situation. Further updates are provided to the Overview and Scrutiny Committee.
8a	Develop quality KPIs to monitor quality of cuts.	Head of Community Services – Tewkesbury Borough Council	July 2018	✓	Complete. Short term KPIs were developed to manage the urgent needs at that time and consisted of daily updates and regular improvement plan meeting.
8b	Develop longer term KPI's in line with the service specification.	Head of Community Services – Tewkesbury Borough Council / Head of Operations (Ubico)	March 2019	☺	Longer term KPIs need to be developed and implemented ahead of the next growing season early in 2019. This action has been moved to the project plan.

	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
9a	Tracking devices fitted to all vehicles.	Landscape Operations Supervisor - Ubico	June 2018	✓	Complete. Tracking data allows officers to query historic information in the case of complaints and health and safety issues.
9b	Tracking devices fitted to all mowing equipment.	Landscape Operations Supervisor - Ubico	March 2019	☺	Consideration is now being given as to whether tracking equipment can be fitted to all mobile mowing equipment.
10a	Introduction of an electronic mapping system for all crews to access.	Head of Community Services – Tewkesbury Borough Council.	June 2018	✓	Complete. This technology is in place for tree inspections.
10b	Introduction of an electronic mapping system for all crews to access.	Head of Community Services – Tewkesbury Borough Council.	December 2018	☺	Consideration is being given as to how this can be replicated for grass cutting. The project group will consider how to introduce this ahead of the next growing season.
11	Ubico to introduce grass cutting round sheets for crews to sign work off on a weekly basis for contract monitoring.	Head of Community Services – Tewkesbury Borough Council.	August 2018	✓	Complete. Sign-off sheets are now in place and when the crew complete a piece of work, they sign-off that it is completed. This allows better accountability as supervisors can check on the work and ensure that it is completed to a reasonable standard.

	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
12a	Ubico to review the rounds to ensure they are efficient for the movement of staff and equipment.	Landscape Operations Supervisor - Ubico / Head of Operations - Ubico	August 2018	✓	Complete. Rounds have been reviewed.
12b	Ubico to implement new rounds to ensure they are efficient for the movement of staff and equipment.	Landscape Operations Supervisor - Ubico / Head of Operations - Ubico	February 2019	😊	The design of new rounds is in progress and will be implemented in time for the 2019 growing season.
13	Ubico to establish any resource or equipment requirements, along with a business case to ensure the future efficient operation of the service, for Tewkesbury Borough Council to consider.	Head of Community Services - Tewkesbury Borough Council Head of Operations - Ubico / Landscape Operations Supervisor - Ubico.	January 2019	😊	A full review of resources allocated to grounds maintenance across the Tewkesbury Borough Council area needs to be carried out to ensure that Ubico has the correct level of resources both in terms of manpower and equipment.  This is being undertaken as part of the longer-term improvements and will be updated into a full project plan for this work.

## STATUS KEY

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

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	4 September 2018
<b>Subject:</b>	Report on Scrutiny Review of Water Supply Outage
<b>Report of:</b>	Head of Community Services
<b>Corporate Lead:</b>	Deputy Chief Executive
<b>Lead Member:</b>	Lead Member for Community
<b>Number of Appendices:</b>	1

**Executive Summary:**

Between February and June 2018, the Overview and Scrutiny Committee investigated the impact of a significant water supply outage which had affected the borough on the weekend of Friday 15 December through to Sunday 17 December 2018. This report brings the final draft report to the Committee for formal approval prior to consideration by the Council. Members are asked to consider how implementation of the recommendations arising from the review will be monitored going forward.

**Recommendation:**

1. To **APPROVE** the draft **Scrutiny Review of Water Supply Outage Report** and to **RECOMMEND TO COUNCIL** that the report be **ADOPTED**.
2. To **AGREE** how the **Overview and Scrutiny Committee** will monitor delivery of the **Action Plan**.

**Reasons for Recommendation:**

To enable presentation of the final report to Council and put in place monitoring arrangements for the implementation of the recommendations arising from the review.

**Resource Implications:**

Any resource implications arising from the individual recommendations will be considered as part of the implementation process, if appropriate.

**Legal Implications:**

Any legal implications arising from the individual recommendations will be considered as part of the implementation process, if appropriate.

**Risk Management Implications:**

Any risk management implications arising from the individual recommendations will be considered as part of the implementation process, if appropriate.

**Performance Management Follow-up:**

Implementation of the recommendations arising from the review will be monitored by the Overview and Scrutiny Committee.

**Environmental Implications:**

Any environmental implications arising from the individual recommendations will be considered as part of the implementation process, if appropriate.

**1.0 INTRODUCTION/BACKGROUND**

- 1.1** At its meeting on 6 February 2018, the Overview and Scrutiny Committee agreed to undertake a review of the significant water supply outage that had affected the borough on the weekend of Friday 15 December through to Sunday 17 December 2017.
- 1.2** The review was conducted by the whole Committee, and relevant Lead Member(s), as a Working Group on four occasions. A hearing was then conducted in public at a special Overview and Scrutiny Committee meeting on 24 April 2018 which was attended by representatives from Gloucestershire Fire and Rescue Service, Gloucestershire Local Resilience Forum, Gloucestershire Police, Severn Trent Water and the Tewkesbury Borough Council Response Team.

**2.0 SCRUTINY REVIEW OF WATER SUPPLY OUTAGE REPORT**

- 2.1** The draft Scrutiny Review of Water Supply Outage report is attached at Appendix A and includes an action plan comprising the recommendations identified during the course of the review. The Action Plan has been update to reflect the current position.
- 2.2** The Overview and Scrutiny Committee is asked to approve the report, prior to consideration by Council and determine the mechanism for monitoring the action plan

**3.0 OTHER OPTIONS CONSIDERED**

- 3.1** Not applicable.

**4.0 CONSULTATION**

- 4.1** The Working Group considered contributions from the public – via the Council's Citizens' Panel - small businesses, the local farming community and Town and Parish Councils.
- 4.2** The special Overview and Scrutiny Committee meeting was attended by invited representatives from Gloucestershire Fire and Rescue Service, Gloucestershire Local Resilience Forum, Gloucestershire Police, Severn Trent Water and Tewkesbury Borough Council Response Team.

**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 The resource implications of conducting the review were considered prior to the commencement of the review and any resource implications arising from the recommendations will be considered at that time, if appropriate.

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

8.1 None

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

9.1 None specifically arising from the draft report.

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

10.1 None.

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**Background Papers:** None

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**Appendices:** Appendix A – Draft Scrutiny Review of Water Supply Outage Report



# Water supply outage scrutiny review



April 2018

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## Introduction

On the weekend of Friday 15 December through to Sunday 17 December 2017, a significant water outage occurred in Tewkesbury Borough.

There had been two previous water outages that had affected the borough in the preceding months that had impacted the Mitton area of Tewkesbury on 24 August 2017 and the Churchdown area of the borough on 30 October 2017.

The outage in December affected over 10,000 properties in the borough, a significant number of businesses – in what was a crucial trading weekend in the run-up to Christmas - agricultural farmers, the community hospital and a number of nursing homes. In addition, 17 schools had to be closed.

In light of the above, and the social and economic impact on communities within Tewkesbury Borough, the Overview and Scrutiny Committee agreed, at its meeting on 6 February 2018, to undertake a scrutiny review of the water supply outage that had occurred in December 2017. At that meeting the Committee agreed Terms of Reference for the review which are attached at Appendix 1.

## Review purpose

The purpose of the review was to more fully appreciate the water outage incident, its causes, and the lessons that could be learnt to prevent or mitigate future water supply outages.

Specifically, the review sought to:

- understand the impact on the community and local businesses, including agriculture.

In order to achieve this, the intention was to:

- establish the cause of the incident and whether it could have been avoided;
- analyse relevant information from various partners involved in the incident, including Tewkesbury Borough Council;
- consider how well the provision of alternative water supplies, including bottled water, was managed; and
- review the general responsiveness of the multi-agency approach.

In conclusion, the intended outcome of the review was:

- to establish learning points and make recommendations to the Council and its partners that would mitigate the impact of any water outage recurrence.

## Review methodology

It was agreed that the whole Overview and Scrutiny Committee, as well as the relevant Lead Members, would be involved in the review, meeting in the first instance as a Working Group to receive detailed briefings and prepare questions.

The Working Group considered how to receive contributions from those affected by the water outage, including the public, small businesses and the farming community, as well as the role of Town and Parish Councils.

Following the conclusion of the Working Group meetings, a special meeting of the Overview and Scrutiny Committee took place on 24 April 2018. The meeting was held in public and included representatives from:

- Gloucestershire Fire and Rescue Service
- Gloucestershire Local Resilience Forum
- Gloucestershire Police
- Severn Trent Water
- Tewkesbury Borough Council Response Team

aerial view of the water



## Meetings of the working group

The Working Group met on four occasions prior to the special meeting of the Overview and Scrutiny Committee to conduct the review.

### Meeting 1 on 6 February 2018

Terms of Reference for the review were agreed for recommendation to the Overview and Scrutiny Committee which followed the Working Group meeting.

### Meeting 2 on 21 February 2018

At this meeting, consideration was given to a review of the events that took place over the weekend 15-17 December 2017 which, in summary, included the following:

#### Friday, 15 December 2017

##### 1000 hours

- Loss of water supply to 10,000 properties.
- Gloucestershire Local Resilience Forum activation of Operation Link.
- District Emergency Planning Liaison Officer informed via email.
- Tactical Co-Ordinating Group activated involving Severn Trent Water, Gloucestershire County Council, Gloucestershire Fire and Rescue Service, ambulance service, health partners, Environment Agency. Group operating a silver level command and chaired by the police.
- Head of Community Services briefed on the telephone by Tactical Co-Ordinating Group.

- Communications update from Severn Trent and media interviews undertaken.
- 36-inch water main had suffered a failure triggering the Water Treatment Works flow alarms leading to automatic shutdown.
- Water Treatment Works in the process of being brought back on-line.
- 17 schools closed.
- Bottled water distribution site set up at Morrison's supermarket in Tewkesbury.
- Community hospital and nursing homes in the area without water.
- Major incident not declared.

#### 1330 hours

- Burst location identified. Assessment in progress.
- Two bottled water sites in operation at Morrison's and Tewkesbury School. Third site to be activated at Chaceley Village Hall.
- Hospital and nursing homes receiving supplies to meet needs.
- Traffic in Tewkesbury causing problems.
- Major incident not declared.
- Severn Trent Water Senior Manager interviewed by media and updates provided.

#### 1630 hours

- Water Treatment Works on-line, valve opened and system refilling. Drop in pressure being investigated.
- Traffic issues currently alleviated but plan being prepared for Saturday 16 December 2017.
- Tewkesbury Borough Public Services Centre request for water.
- Flood maps assessed for main repair site.
- Major incident not declared.

#### 1900 hours

- Water Treatment Works providing water supply but pressure variables believed to be caused by demand.
- Team working on burst main undertaking risk assessment in respect of flooding on the Severn Ham.
- No change on distribution; three sites operating (Morrison's, Tewkesbury School and Chaceley Village Hall) with resources in place for all three to operate from 0700 hours the following day.
- Gloucestershire County Council re-tweeting all Severn Trent Water tweets and monitoring social media.
- All vulnerable properties in receipt of water.
- Severn Trent Water arranging bottled water for Tewkesbury Borough Public Services Centre and liaising on provision of tanker/bowser.
- Major incident not declared.

#### **Saturday, 16 December 2017**

#### 0830 hours

- Water Treatment Works shut down briefly overnight, but up and running again.
- Trying a different valving route. Cheltenham at risk and stress on bottled water sites.
- Water distribution sites at Morrison's and Tewkesbury School in operation. Severn Trent Water took decision not to continue to operate Chaceley site but set-up at Gloucester Road car park instead; the latter was shut down due to traffic concerns.
- 8,000 properties still without water.



- Public Services Centre running low on water.
- Major incident not declared.

#### 1200 hours

- Water Treatment Works running well.
- Different valving route being tried to restore supply.
- Public Services Centre running very low on water.
- Concerns over communication of health information.
- Vulnerable people, nursing homes, hospital etc. in receipt of water.
- Farmers and animal welfare details being shared by Gloucestershire Fire and Rescue Service with Severn Trent Water.
- Tipping point identified as 1500 hours on Saturday 16 December 2017 when decision to be made to implement contingency plans for dealing with the event as an ongoing issue over the weekend and how to maintain supply to the storage reservoirs to ensure Cheltenham supply not lost.

#### 1500 hours

- New valving plan implemented having positive impact with pressure in Tewkesbury rising as well as storage increasing in the reservoir serving the Cheltenham area.
- Contingency plans being put in place if event ran into Monday.
- Communications via Severn Trent Water website and social media, including health information and handwashing etc. Advice and visits to businesses being undertaken.

- Severn Trent Water updating website and briefing TV and radio.
- No major incident declared.

#### 1630 hours

- Valving work complete. Repair of main now being progressed.
- 8,000 customers back on main supply; 2,000 served by reservoirs waiting for reservoirs to refill.
- Storage reservoir levels being monitored with worst case contingency planning being undertaken.
- Public Services Centre very low on water supply.
- No major incident declared.

#### 1900 hours

- Water supply restored at Public Services Centre at 1700 hours.
- Bowser containing 900 litres of water reached Public Services Centre at 1800 hours. Public Services Centre has 6,000 litre tank and bowser did not have sufficient pressure to reach the tank.
- 2,000 properties in rural areas still without water.
- Gloucestershire Fire and Rescue Service dealing with vulnerable people not on Severn Trent Water lists.
- Situation improving but water distribution points still operating.
- Gloucestershire County Council leading on communications.
- Tewkesbury Borough Council team stood down.

### **Sunday 17 December 2018**

#### **1300 hours**

- Water supply restored.
- Tactical Co-Ordinating Group formally stood down.

#### **2100 hours**

- Majority of properties now back on supply.
- Move to 'business as usual' and recovery.

The Working Group also considered contributions from external partners and agreed that a series of questions be compiled for Tewkesbury Borough Council's Citizens' Panel, the Chamber of Commerce and the Federation of Small Businesses, and the National Farmers' Union to obtain feedback from the community and businesses as to how they were impacted. It was further agreed to produce a short questionnaire for circulation to Town and Parish Councils with responses collated for the next meeting of the Working Group

### **Meeting 3 on 22 March 2018**

Following the review of the event that took place at the last meeting, a number of questions had been prepared under the following headings:

- Maintenance and infrastructure
- Water distribution
- Communications
- Community and vulnerability

The Working Group considered these carefully, adding to, expanding upon and amending the

draft questions in preparation for the review in public.

The consultation responses from the Town and Parish Councils, businesses and the Citizens' Panel were also considered and resulted in further amendment to the questions, including compensation for businesses, the role of Waterplus, infrastructure investment, network mapping and communication handovers.

It was also agreed that the final meeting of the Working Group before the review in public would include representations from Tewkesbury Town Council and a local farmer. Following this, the questions for the review would be finalised.

### **Meeting 4 on 9 April 2018**

The Working Group received information on Waterplus entitled 'Buyer's guide to water procurement' outlining business water market changes from April 2017. From this information it appeared that business customers had been transferred to Waterplus but information on this transfer was lacking and warranted questions of Severn Trent Water to explain the situation.

Tewkesbury Town Council attended the meeting and spoke about the water network on the Severn Ham, the number of leaks that had occurred on this site, the access problems caused by flooding and the options identified to address the issues which it was hoped could be completed within the next 18-24 months. Reference was also made to whether the Town Council had a plan for emergency water distribution and the Borough Council's intention

to prepare a plan for water distribution.

A local farmer also spoke to the Working Group about the impact of the water supply outage on his livelihood. He had not received any notification that there was a problem with the water supply but there was a legal requirement for his poultry farm to have enough water to cover a 24-hour period. His tanks had not refilled overnight due to the water outage, so it had been necessary for him to find an alternative supply. A water tanker did arrive at 2000 hours on Sunday 17 December 2017 by which time the event was over and the water back on. Communication with Severn Trent Water had been a real issue and, despite being told he would receive a call back, this had not happened. The farmer was a Waterplus customer but had not been advised to contact Waterplus by Severn Trent Water. It was his view that his poultry would not survive without water beyond a 24-hour period.

Using all the information that had been provided at the Working Group meetings, the initial questions to be asked at the scrutiny review hearing were agreed. Follow-up questions would be asked depending on the responses received.

## Scrutiny review of the water outage

A special meeting of the Overview and Scrutiny Committee took place on 24 April 2018 to conduct the review of the water supply outage which occurred over the weekend of 15-17 December 2017.



Scrutiny review meeting

The following were present as witnesses:

### Gloucestershire Police

- Assistant Chief Constable
- Acting Superintendent (and Tactical Co-Ordinating Group Chair)

### Severn Trent Water

- Head of Asset Management
- Head of Customer Strategy and Experience
- Deputy Chief Engineer

### Gloucestershire Fire and Rescue Service

- Assistant Chief Fire Officer

### Gloucestershire Local Resilience Forum

- Gloucestershire Local Resilience Forum Secretariat Manager

### Tewkesbury Borough Council

- Head of Community Services

The meeting opened with a short presentation from Severn Trent Water giving a brief overview of the water network relating to the incident and the impact of the recent deregulation of the



supply of water, including Severn Trent Water's relationship with Waterplus.

This was followed by Members of the Overview and Scrutiny Committee questioning the witnesses. These questions had been divided into the following sections:

- Maintenance and infrastructure
- General
- Water distribution
- Communications
- Impact on businesses
- Conclusion

The meeting lasted in excess of three hours and provided a thorough examination of the event, with recommendations aimed at building on the learning points arising from the incident.

pipes were located on the Severn Ham.

There had been problems with leaks on the Severn Ham previously - this was a complex location with significant environmental considerations; it was a Site of Special Scientific Interest (SSSI), which was home to rare plant and bird species, as well as being used for grazing.

There were a number of factors to take into account before machinery could be taken onto the Severn Ham to start excavations and there were many times during the year when it was not physically possible to access the site due to flooding.

Investigations had shown that two of the three pipes running across the Severn Ham required replacement/re-lining. Discussions were ongoing as to the preferred approach, but it was hoped the work would be completed within the next two years, or sooner if possible. In the meantime, any leaks reported were being repaired, albeit not always as quickly as would be liked due to the complexities of the site.

### Recommendation 1

**That Severn Trent Water proceed as quickly as possible with the replacement or re-lining of two of the three pipes running across the Severn Ham.**

In response to questions about why it had taken so long to locate the leak and restore the water supply, explanations were provided on the complexity of this section of the network. Locating the leak had taken some time -

Work in progress



## Maintenance and infrastructure

The root cause of the incident had been a burst in one of the three pipes which fed into Tewkesbury and initial attempts to redirect water had been unsuccessful due to an unknown cross-connection. The network of

particularly as the burst had happened overnight, therefore it had been dark - and it was difficult to pin down the exact location within the large area that had lost water pressure.

Once the location had been established, the valving sequence commenced but, whilst this would normally require the turning of one or two valves for a street burst, the valves in this area were huge and needed to be turned 200 times by two people using a valve handle which it was calculated could take three to four hours to complete.

This did not resolve the problem and the water pressure had started to drop away on the afternoon of Friday 15 December 2017 which indicated either a secondary burst or that the first burst had not been isolated effectively. This had led to the discovery of an unknown cross-section and required a new valving sequence to be worked out. In terms of why there was no record of this cross-section, an error had been made when transposing historic drawings to electronic records due to the number of valves within this complex network. Records had been updated following this incident.

### Recommendation 2

**That Severn Trent Water check electronic and paper network records to ensure that they are accurate and up-to-date.**

### General

A brief overview of how emergency planning worked in Tewkesbury Borough was given with the Gloucestershire Local Resilience Forum Secretariat Manager advising that the government had introduced the Civil Contingencies Act 2004 in response to the outbreaks of foot and mouth and widespread flooding that had been experienced in 2000-2001. This set out a framework for emergency planning, including roles and responsibilities. Tewkesbury Borough Council was a Category 1 responder along with the emergency services, health services and Environment Agency. Each Police force had a Local Resilience Forum which brought agencies together. A cascade system was used to notify partner agencies of an incident and put them on alert that they may need to step-up to a command and control structure. An explanation of the communications in relation to the water outage event was given, from which it transpired that it would have been helpful to have real-time communications which could be logged so that all partners could see the communications at the same time.

### Recommendation 3

**That consideration be given by the Gloucestershire Local Resilience Forum to introducing a real-time communication system for emergency incidents.**

Work in progress



## Water distribution

A water distribution plan had been developed by the Gloucestershire Local Resilience Forum based on lessons learnt from the floods in 2007. The plan had been aligned to Severn Trent Water's water distribution plan but, as time had gone on, it had become clear that this needed to be revised; for example, the water industry now relied increasingly on bottled water, whereas in 2007 there had been more use of bowsers. Reference was made to the farmer who had attended a meeting of the Working Group and advised that he had been offered bottled water as a solution to meeting the needs of his livestock and that the needs of the farming community should be considered as part of this review, along with other practical issues such as mutually agreed sites, access, vehicle size, traffic impact etc.

### Recommendation 4

**That the Gloucestershire Local Resilience Forum review of its water distribution plan include the needs of agriculture, distribution sites, vehicle access, traffic impact etc.**

It was also clear that, as this plan was only brought into operation during a major incident, there was a need for a local water distribution plan for smaller scale incidents before a major incident was enacted. There had been problems around the use of Chaceley Village Hall as a third water distribution point, and the opening and closing of the Gloucester Road car park as a distribution point, that warranted the production of a local plan.

### Recommendation 5

**That Tewkesbury Borough Council produce a local water distribution plan for events not classed as major incidents.**

An explanation was given as to why the event had not been classed as a major incident and assurance provided that this had been kept under review at each Tactical Co-Ordinating Group meeting.

Reference was made to the significant traffic congestion around Morrison's supermarket arising from the establishment of the water distribution point and the efforts that had been made to alleviate this. Attempts had been made to contact Gloucestershire Highways with a view to diversions being put in place but no contact could be made and this was a matter that needed to be addressed.

### Recommendation 6

**That the Gloucestershire Local Resilience Forum and Gloucestershire County Council work together to ensure that Gloucestershire Highways is included as a Category 1 responder in respect of emergency events.**

It was explained why a water distribution point at Gloucester Road was undesirable – although it had a separate entrance and exit, and there were no traffic lights to interrupt traffic flow, it could cause traffic congestion which would not be helpful if there was already congestion at the other end of the town as this could be a problem for emergency services. The fact that it had been set-up regardless of these problems

and communicated to the public had been an error. In addition, it had taken some time to shut it down despite a directive from the Tactical Co-ordinating Group. Some of the delay had been caused by a change of teams and the need to have robust handover procedures in place was reiterated.

### Recommendation 7

**That the Gloucestershire Local Resilience Forum reiterate to all partners involved the need for directives from the Tactical Co-ordinating Group to be responded to in a timely manner.**

### Recommendation 8

**That Severn Trent Water ensure that robust handover procedures are in place during incidents.**

A discussion on the choice of Chaceley Village Hall as a water distribution point took place. It was explained that, in view of the very clear message that a water distribution point was not wanted at Gloucester Road car park, and the traffic congestion at Morrison's, an alternative out of town site was needed. Consideration had been given to Apperley or Tirley but there were concerns that this may lead to the main road in that area becoming blocked and the parishes being completely sealed off. In selecting Chaceley it had not been known that an articulated lorry would be used to deliver the water, which clearly was an issue due to the very narrow lanes that had to be travelled to access Chaceley. The original intention had been to use the Village Hall but the delivery of nine pallets was too much for the small hall and

was ultimately dropped off at the small parking area at the access to the hall leaving little to no room for parking. An additional factor was that the village was on flood alert and, had the river flooded, the nine pallets of water would have had to be removed as a matter of urgency. Subsequently, Chaceley Parish Council had written to Tewkesbury Borough Council and Severn Trent Water to indicate that, should this situation occur again, Chaceley Parish should not be used as a water distribution centre. Another issue which had arisen was the fact that the Chaceley water distribution point required volunteers to man it and, although a team of volunteers had been assembled and sent out to Chaceley by Tewkesbury Borough Council, as the water had not arrived for some time, the team had been stood down by the time it had arrived.

### Recommendation 9

**That the water distribution plans used by Tewkesbury Borough Council, Severn Trent Water and the Gloucestershire Local Resilience Forum include consideration of the type of vehicles used to deliver water to distribution sites, access routes to those sites and how those sites are to be manned.**

Reference was also made to the fact that some people did not have access to cars and small communities in particular tended to band together and support each other. Dropping off pallets of water in rural locations to enable communities to support themselves was also an important consideration when drawing up water distribution plans. Communities were often very resilient with volunteering and self-help coming to the fore and it was important

that this resource was maximised to its fullest potential in future.

### **Recommendation 10**

**That water distribution plans include consideration of how to help communities self-serve.**

The Gloucestershire Fire and Rescue Service role in the incident was explained, particularly in terms of contacting, and distributing water to, vulnerable people. It was suggested that Gloucestershire Fire and Rescue Service could play a role in assisting farms; whilst there was no capacity to supply water suitable for human consumption, these restrictions may not be applicable to farms.

### **Recommendation 11**

**That Gloucestershire Fire and Rescue Service explore the potential of supplying water to farms in an emergency.**

The Tewkesbury Borough Public Services Centre, where Gloucestershire Police were based, had run low on water and consideration was given to the impact the closure of the building would have had on policing in the borough. Whilst Gloucestershire Police were of the view that service levels could be maintained by linking with other stations such as Bamfurlong, should this be necessary, obviously it was not the preferred option. It had taken more than 24 hours to get water to the Public Services Centre and then a very small bowser with an inadequate pumping mechanism had

arrived. A breakdown in communications had meant that it had been prioritised wrongly and it had not been understood that the water needed to be pumped to the top of the building. The Public Services Centre had not been classified as a sensitive building and therefore did not have a site-specific contingency plan, as was in place for buildings such as hospitals and prisons.

### **Recommendation 12**

**That Tewkesbury Borough Council, together with Severn Trent Water, consider whether the Public Services Centre should be classed as a sensitive building with Severn Trent Water. If so, a contingency plan should be put in place for the future.**

Consideration was given to how vulnerable members of the community were identified and water delivered promptly to those in need. It was explained that there was a protocol in place and information had been gathered in accordance with the vulnerable people plan. It was not possible to hold a master list because of data protection issues and the information would be constantly changing and could be out of date at any one time. In an emergency, postcodes of the affected areas were passed to social care teams to check against their databases and Severn Trent Water also had its own priority services register. Severn Trent Water was undertaking further work to improve the accuracy and adequacy of the list and initiatives such as 'check on your neighbour' were promoted on its website. The role of Town and Parish Councils in providing information on vulnerable people was considered in terms of their local knowledge



about their communities.

**Recommendation 13**

**That Gloucestershire County Council and Tewkesbury Borough Council review how data on vulnerable people is shared between agencies and that consideration be given to the role that Town and Parish Councils could play in identifying vulnerable people.**

Reference was made to the impact on the business community, including farmers and the risk to livestock. It was advised that Severn Trent Water’s first priority had to be its vulnerable customers, followed by other domestic customers. There was a statutory requirement to provide water to sensitive buildings such as prisons, hospitals and nursing homes. Any additional capacity in terms of tankers/bowsers could then be used to support business customers. Prior to market opening, Severn Trent Water had local arrangements in place with individual businesses but the need to be fair and equitable meant that there was now a hierarchy in terms of the type of business and the order of assistance provided. A meeting with the National Farmers’ Union was planned in order to better understand the needs of farmers and how joint working could be improved.

**Recommendation 14**

**That Severn Trent Water meet with the National Farmers’ Union to gain a better understanding of the needs of farmers and to consider what, if any, arrangements could be put in place to improve joint working in the future.**

Some water retailers were looking at offering additional services to the business community, potentially at a cost. In addition, it was important for businesses to have in place contingency plans and an example was given where a farmer had no water tanks and therefore any assistance that could be given was limited.

**Recommendation 15**

**That the Gloucestershire Local Resilience Forum and Tewkesbury Borough Council encourage and assist businesses to put contingency plans in place for emergencies.**

It was also noted that very few of the parishes within the borough had an emergency plan in place and the importance of having such plans was stressed.

**Recommendation 16**

**That Tewkesbury Borough Council work with Town and Parish Councils to develop emergency plans.**

**Communications**

Concerns were expressed about the fact that there had been some mixed messages released during the incident, for example, the water distribution point at Gloucester Road car park. A communications lead had been nominated by each agency with Severn Trent Water taking on the co-ordination role and reporting to the Tactical Co-Ordinating Group. There had been some problems with co-ordinated messages,

dissemination of health advice, delays in updates etc. In future, the thinking was that a Category 1 responder should take the lead on the management of communications, particularly to ensure the right balance between the Category 1 responders and any considerations of other organisations involved in the emergency.

### **Recommendation 17**

**That the Gloucestershire Local Resilience Forum consider and establish a clear communication procedure addressing the need for a joint communication cell led by a Category 1 responder and seamless handovers between teams.**

### **Impact on businesses**

The impact of this outage on the business community was raised, particularly in light of the fact that the outage had taken place during the holiday period on one of the busiest weekends in the run-up to Christmas. The adequacy of the compensation amount of £50 offered to businesses was discussed, as well as the problems of businesses being passed between Severn Trent Water and retailers (such as Waterplus) and the mixed messages that were given out.

It was explained that there was a standard level of compensation for each type of incident, and this varied according to duration. This was agreed with the regulators and publicised on Severn Trent Water's website. The standard amount of compensation for businesses was a starting amount of £50 and it depended on the length of time specific businesses had been

without water as to whether that amount increased. The compensation was for the interruption to the water supply and not loss of business. The question of whether insurance was available for loss of business due to a water outage was raised which it was felt should be discussed further with the business community.

In respect of the communication problems between Severn Trent Water, Waterplus and the business community, it was acknowledged that there was room for improvement and discussions were ongoing to improve upon this. Businesses were the responsibility of retailers, but obviously the water outage rested with Severn Trent Water and it was Severn Trent Water which was responsible for the messages being communicated on the outage. Additional training was being provided to both organisations and consideration was being given to amending Severn Trent Water's website to cover the business community in the event of a water outage.

### **Recommendation 18**

**That Severn Trent Water consider how to improve communications with business customers, including clarification of the relationship between the retailer and the wholesaler as well as reviewing information on its website to cover the business community in the event of a water outage.**

### **Recommendation 19**

**That Tewkesbury Borough Council work with businesses to ensure they are aware of how to protect against loss of business e.g. insurance.**

## Conclusion

Severn Trent Water explained the review mechanisms it had in place following a major incident. A record of events was given by the people involved highlighting what had been done well and areas of improvement. This informed the updating of processes and procedures. It was also intended to look at other water outage events that had taken place to assess the cumulative impact and ensure there was sufficient resilience.

### Recommendation 20

**That Severn Trent Water undertake a review of all the water outages in the area in 2017 to assess the cumulative impact to ensure that sufficient resilience arrangements are in place.**

In terms of the Tactical Co-Ordinating Group/Gloucestershire Local Resilience Forum there had been a multi-agency debrief following the event where learning was documented and would be shared with all agencies. Overall the Tactical Co-Ordinating Group had worked well, and the experience had been positive with the right people around the table working as a team.

A full copy of the approved Minutes of the special Overview and Scrutiny Committee meeting is attached at Appendix 2.

The action plan arising from the review - setting out the recommendations, responsibility for implementation, target dates etc. - is attached at Appendix 3.

## Acknowledgements

The Chair of the Overview and Scrutiny Committee expressed the view that the review of the water supply outage had been useful and productive, resulting in an action plan that would inform any future event. He wished to acknowledge the hard work undertaken by Members and Officers and particularly thanked the representatives of Severn Trent Water, Gloucestershire Police, Gloucestershire Fire and Rescue and the Gloucestershire Local Resilience Forum for their participation, and the open and transparent manner in which they had responded to the questions.



## Appendices

- 1 Terms of reference for the review
- 2 Approved minutes of the special Overview and Scrutiny Committee held on 24 April 2018
- 3 Scrutiny review of water supply outage action plan

## Scrutiny review of water supply outage terms of reference

### **Purpose of review:**

On the weekend of Friday 15 December through to Sunday 17 December, 10,000 households within Tewkesbury Borough suffered a significant water outage. In light of this, and two previous water outages in Tewkesbury and Churchdown, the Overview and Scrutiny Committee has expressed a wish to carry out a review of this significant event in order to more fully appreciate the incident, its causes and what lessons can be learnt to prevent or mitigate future water supply outages.

### **Method of review:**

The whole Committee will be involved, and the relevant Lead Member(s) of the Executive Committee will be invited to participate.

The following partners will be invited to participate:

- Severn Trent Water
- Gloucestershire Fire and Rescue Service
- Gloucestershire Constabulary
- Gloucestershire County Council Emergency Planning
- Town and Parish Councils

The Committee will meet as a Working Group on up to four occasions to consider the Terms of Reference, receive detailed briefings and prepare questions.

The Scrutiny Hearing will take place at a Special Meeting of the Overview and Scrutiny Committee which will be open to the public.

### **Scope of review:**

- To understand the impact on the community and local businesses, including agriculture, during one of the busiest weekends of the trading year.
- To collate and review relevant information from various partners, including the Council, relating to the incident.
- To establish the cause of the incident.
- To establish how well the response to the incident was managed, including internal communications between agencies and communications with the community.
- To consider how well the provision of alternative water supplies, including bottled water, was managed.
- To establish whether the incident could have been avoided.
- To establish lessons (if any) that can be learned from the incident and communicate these via the Gloucestershire Local Resilience Forum to the other agencies across Gloucestershire for consideration.

## **Internal Resources:**

- Chief Executive
- Deputy Chief Executive
- Head of Community Services / Community Services Team
- Head of Corporate Services / Corporate Services Team
- Democratic Services

## **Evidence Sources:**

- Emergency events logs and associated records.
- Local Resilience Forum Review report and findings.

## **Desired Outcome:**

To establish learning points for the Council and make recommendations to partners that would mitigate the impact of any reoccurrence.

## **Scrutiny Period Ending:**

April 2018

# TEWKESBURY BOROUGH COUNCIL

**Minutes of a Meeting of the Special Overview and Scrutiny Committee held at the Council Offices, Gloucester Road, Tewkesbury on Tuesday, 24 April 2018 commencing at 4:30 pm**

**Present:**

Chair	Councillor P W Awford
Vice Chair	Councillor R E Allen

**and Councillors:**

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

**also present:**

Councillors K J Berry, R A Bird, G F Blackwell and J Greening

**OS.87 ANNOUNCEMENTS**

- 87.1 The evacuation procedure, as noted on the Agenda, was advised to those present.
- 87.2 The Chair welcomed everyone to the meeting and introduced the representatives from Gloucestershire Fire and Rescue Service, Gloucestershire Local Resilience Forum, Gloucestershire Police and Severn Trent Water.

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

- 88.1 Apologies for absence were received from Councillors T A Spencer and P D Surman. There were no substitutions for the meeting.
- 88.2 The Chair advised that Councillor K J Berry was not a Member of the Overview and Scrutiny Committee but she was a Member of the Scrutiny Review of Water Supply Outage Working Group in her capacity as Lead Member for Community, which included emergency planning, and would participate in the hearing on that basis. It was noted that Councillors G F Blackwell and J Greening had indicated that they would be observing the meeting.

**OS.89 DECLARATIONS OF INTEREST**

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

89.2 The following declarations were made:

<b>Councillor</b>	<b>Application No./Item</b>	<b>Nature of Interest (where disclosed)</b>	<b>Declared Action in respect of Disclosure</b>
M G Sztymiak	Item 4 – Scrutiny Review of Water Supply Outage.	Is a Member of Tewkesbury Town Council which own and manage Tewkesbury Ham.	Would speak and vote.

89.3 No further declarations were made on this occasion.

**OS.90 SCRUTINY REVIEW OF WATER SUPPLY OUTAGE**

90.1 Attention was drawn to the report of the Scrutiny Review of Water Supply Outage Working Group, circulated at Pages No. 1-5, which provided background information in relation to the review. Members were asked to note the information provided and to conduct the Scrutiny Hearing.

90.2 Tewkesbury Borough Council's Chief Executive explained that the purpose of the Hearing was to investigate the issues surrounding a significant water outage which had affected over 10,000 homes in Tewkesbury Borough in December 2017. Given the seriousness of the event, and considering there had been previous outages, the Overview and Scrutiny Committee had felt that it was appropriate to undertake a review on behalf of the Council in order to understand more about the incident and the lessons which could be learnt to prevent or mitigate future impact. The Overview and Scrutiny Committee had met as a Working Group on four occasions and had contacted Parish and Town Councils and the local community – via the Citizens' Panel – in order to develop the hearing process. The aim of the hearing was to have a discussion based on a series of questions grouped into sections which would bring forward information and actions in order to produce a report which would be useful to all agencies in the future. He stressed that whilst there may be challenging questions, it was very much about working in partnership to learn lessons and improve the service received by residents in future.

90.3 It was subsequently

**RESOLVED** That the background information to the Scrutiny Review of Water Supply Outage be **NOTED** and the Scrutiny Hearing be conducted.

90.4 In outlining how the hearing would run, the Chair explained that there would be a short presentation from Severn Trent Water giving a brief overview of the water network relating to the incident and the impacts of the recent deregulation of the supply of water including Severn Trent's relationship with Waterplus. A series of questions had been prepared in advance and these would be put to the various witnesses in order. After each question had been asked, there would be an opportunity for Members to ask follow-up questions. He indicated that learning points would be flagged up throughout the hearing.

- 90.5 The Severn Trent Water Head of Asset Management apologised to those who had been impacted by the outage and acknowledged how difficult it was to be without water. He stressed that this sort of incident was rare and he extended his thanks to all of the partner organisations that had helped with the response. As a company, Severn Trent Water welcomed sessions such as this to look at lessons which could be learnt in order to make improvements for the future. He drew attention to a simplified diagram of the network surrounding Tewkesbury and explained that a number of works had been carried out over the years including a fluvial wall to protect the treatment works if river levels started to rise. If there was a problem with the treatment works, there were arrangements in place to ensure that water could be brought to the area from other sites. The network itself contained treated water storage which allowed time to respond to events and the pipes which came through the storage and supplied water to Tewkesbury used a twin system which built resilience into the network. Notwithstanding this, there were a lot of connections and valves between the pipes and this was a very complicated part of the network with difficult locations to access – there were three pipes running across the Ham and he would explain why this was a key aspect of the water outage as the meeting progressed.
- 90.6 The Severn Trent Water Head of Customer Strategy and Experience explained that the business market had opened for competition one year ago which had given all businesses the ability to choose a water retailer who would be responsible for billing, reading metres etc. Whilst Severn Trent remained the wholesaler i.e. it was Severn Trent's network, pipes etc. the customer's contractable relationship was with a retailer. In the lead up to market opening, Severn Trent had taken the decision that it did not wish to be in the retail market and had founded Waterplus - a joint venture with United Utilities. On 1 April 2017, all Severn Trent business customers had been transferred to Waterplus; however, all businesses had the freedom to choose a different retailer if they so wished and 25 different retailers had signed a contract with Severn Trent. She explained that there were separate teams to manage relationships and, whilst customers would go through their retailer for most things, this did not prevent them contacting Severn Trent if there was a network issue. If customers did contact Severn Trent they would also let the retailer know they had been in contact and what the issue was. There was a set process for when the retailer wanted to contact Severn Trent and she confirmed that Waterplus followed the same process as the other retailers.
- 90.7 The Chair thanked the representatives from Severn Trent for their presentation and indicated that questions would now be taken around maintenance and infrastructure. A Member sought clarification as to the root cause of the incident. In response, the Severn Trent Water Head of Asset Management explained that there was a burst in one of the three pipes which fed into Tewkesbury and initial attempts to re-direct water had been unsuccessful due to an unknown cross-connection. The Member questioned whether Severn Trent ran any contingency training sessions in order to help anticipate incidents such as this and was informed that Severn Trent ran models of its assets to help predict any failures – this was done across all infrastructure. Some were used routinely, and therefore examined frequently, whereas others were checked periodically. A Member indicated that the issue of leaks in the area around the Ham had been reported previously and he questioned why action had not been taken before. The Severn Trent Water Head of Asset Management reiterated that this was a complex location - the Ham had significant environment considerations, it was a Site of Special Scientific Interest (SSSI) and was home to rare plant and bird species as well as being used for grazing. As such, there were a number of factors to take into account before machinery could be taken onto the land to start excavations and there were many times during the year when it was not physically possible to access the site. In addition, the pipe itself was large; it supplied a lot of properties

and was a very important asset which had its own risks. Technically the pipe could be stable for some time so Severn Trent had to weigh up the need to do work against the difficulties of intervention. The team was aware of leaks on the Ham and a different pipe had been repaired prior to the incident at the end of December 2017; this had taken a year to fix due to issues around access and environmental concerns. Severn Trent had become aware of another issue during discussions with the Tewkesbury Town Council Ham Committee in September/October 2017 and had started the investigation process; however, the complexity of the site had meant this was still being investigated at the time of the burst in December.

- 90.8 A Member queried what the maintenance plan was for this part of the network and was advised that there were different regimes for different assets. In terms of this particular site, there was a planned maintenance programme within the treatment works and ongoing routine inspections - in 2017 this had included replacing all of the filters at a cost of more than £15M. In response to a question around whether plants had to be shut down, the Severn Trent Water Head of Asset Management advised that a lot of maintenance was done with sites running and this would be the first choice. It was possible to take some out without impacting production and other mains could be used to bring water into the area if necessary. A Member noted that improvements had been made to the pipe system in this area as a result of the 2007 floods and he questioned whether any had failed during this event. The Severn Trent Water Head of Asset Management clarified that none of those improvements had failed and they had been useful during the event. In response to a question about how much investment had been put into this specific part of the infrastructure in recent years, and whether that was enough, Members were advised that the replacement of the filters was just one example and a lot of other work was being progressed - an investment of over £3M had just been signed off for works to mains across the Ham which, on face value, was quite a resilient area given the dual pipes and would not normally be a priority; however, Severn Trent had learnt from the latest incident that it was not just about the risk to the pipe but also the ability to access the site. It had been established that one of the three pipes was fine but the other two were worthy of investment, given the challenge of getting to the location, and there was a choice of relining or replacing the twin mains which needed to be discussed with the owners of the land. Relining required one of the mains to be taken out of use which meant there was more operational risk whilst the work was being done but could cause less environmental impact. He went on to indicate that more technology was becoming available which Severn Trent was able to take advantage of such as noise correlation – this could be used over long distances to check for leaks and acoustic monitors could then pin point any identified. A number of leaks had been reported since the incident in December 2017 and were currently under repair, although there had been delays due to flooding on the Ham. He provided assurance that any known leaks would be fixed now and relining/replacing the pipes would be done as quickly as possible. The Member questioned whether there was a timescale for these works to be completed. The Severn Trent Water Head of Asset Management explained that he wanted to satisfy himself that there was nothing else in the water network that Severn Trent needed to be aware of but, aside from that, the timing would be dependent on the technique being used; getting agreement with the other land users; and physically being able to access the site e.g. avoiding bird nesting season. He hoped that the works would be completed within two years - sooner if possible. A Member noted that Severn Trent recognised the Ham as a vulnerable site in terms of the environmental considerations and the fact that it frequently experienced leaks and she questioned whether there was a different plan for the site for emergencies. In her view, it seemed to warrant special maintenance and should be a priority. The Severn Trent Water Head of Asset Management confirmed that his team had been meeting with Tewkesbury Town Council's Severn Ham Committee and an environmental expert had been working closely with them and the person who ran

the control room to ensure everyone was clear about what needed to be done if access to the site was needed. This had been drawn up and shared as part of the discussions and was currently being tested. In response to a question as to whether there were provisions to re-route water if the Ham flooded, the Severn Trent Water Head of Asset Management explained that, since the event, the records had all been checked to ensure they were accurate based on what had been learnt about the cross-connections. The key thing was to isolate the valve and keep customers on supply until the repair could be carried out - in terms of the incident in December, the valve had been isolated on the Saturday and repaired over the following two to three days. The Member sought assurance that water could be re-routed if necessary and the Severn Trent Water Head of Asset Management confirmed that, with greater knowledge about cross-connections and the fact that the valves could be accessed, it should be possible to re-route the water. Another Member queried whether there was any conflict between investment in resilience/maintenance and investment in growth and demand for the future. The Severn Trent Water Head of Asset Management provided assurance that there was no conflict and investment was not being constrained.

- 90.9 A Member questioned how the incident had finally been resolved and why it had taken so long to locate the leak and restore the water supply. The Severn Trent Water Head of Asset Management advised that the burst had occurred in the largest pipe and the broken section in the middle had been cut out and replaced. Severn Trent had believed that the water supply had been restored on the Friday as they had seen the water pressure rise but, when it had dropped again, Severn Trent had changed its approach and the supply had been restored on Saturday afternoon. He explained that when water pressure had dropped at approximately 00:30 hours on the Friday, Severn Trent had mobilised a full response team within the hour and ensured that staff were available 24/7 in the control room. The Severn Trent Water Head of Asset Management and the Deputy Chief Engineer were both on hand, as they would be for any incidents of this nature. Whilst models of the network were being run in the incident room, the team was on site looking for the burst. Triggering the bottled water supplies was one of the first things that had happened as well as activating vulnerable customer lists and putting other contingency arrangements in place. Locating the leak had taken some time - particularly as it had happened overnight therefore it had been dark - and it was difficult to pin down the exact location within the large area that had lost water pressure. The in-house drone team had proven to be successful in that respect and Members were shown some images of the burst that had been taken by the drone when it had been dispatched at first light on the Friday. Once the location had been identified, the teams had already established the valving sequence and knew what to do. Unfortunately, it was in a highly complex section of the network; whereas one or two valves normally required turning to isolate an average burst on the street, the valves in this area were huge and needed to be turned 200 times by two people using a valve handle – it had been calculated that it would take three to four hours to complete the sequence. The proposal was to bring back water to the network gradually and, having confirmed this with customers, that was what had happened in the Tewkesbury area. On the Friday afternoon, the pressure had started to drop away which either indicated another burst – it was not uncommon to have a secondary burst – or that the first burst had not been isolated effectively. The team had worked through Friday night and Saturday morning and had discovered additional records showing a cross-connection that they had not previously been aware of. From this, they had been able to work out a new valving sequence and had started that process on the Saturday morning; it had taken until early on Saturday afternoon for supply to start to return to the network in the area. In response to a query, the Severn Trent Water Head of Asset Management reiterated that there was a cross-connection that Severn Trent had not known about. Following the incident, Severn Trent had looked carefully at that part of the network and had updated its records and



contingency plans with this information. If faced with a similar incident, Severn Trent would now have the benefit of this knowledge. In terms of why Severn Trent had no record of the cross-connection, Members were advised that an error had been made when transposing from historic drawings to electronic records due to the sheer number of valves within the complex network. A Member questioned what had happened to the cathodic mapping information that he understood had been available at one time. The Severn Trent Water Deputy Chief Engineer explained that there was always a small risk that something would be transposed incorrectly when upgrading to the Geographic Information System (GIS) platform that Severn Trent now used but this was outweighed by the benefits of using GIS. A significant learning point was the need for Severn Trent to check both its electronic and paper network plans to ensure records were accurate and up-to-date. In response to a query as to whether Severn Trent now had a complete map of the network, and whether any other valves may have been lost, the Severn Trent Water Head of Asset Management clarified that it was the cross-connection which was the issue rather than the valve itself and a programme of trunk main walking would ensure that the records were an accurate reflection of what was on the ground – it was noted that trunk main walking included cracking the valves and ensuring they were operable.

- 90.10 A Member noted that the Tactical Co-Ordinating Group (TCG) had been stood down at the end of the incident; however, a small number of properties had remained without a supply of water and she questioned why the emergency response had been stood down before all properties were confirmed to be back on-line. The Severn Trent Water Head of Asset Management confirmed that Severn Trent's incident team had not been stood down until the last property was back on supply and normal business was resumed; this had run into the following week. The Gloucestershire Police Acting Superintendent advised that there were two TCG meetings on the Sunday with the first at 0900 hours. At that point several houses in Snowhill were still off-line due to an air block and their supplies were in the process of being reinstated. All of the relevant agencies had been around the table for the next TCG at 1300 hours and, when the TCG had been stood down, there had only been two homes without water– this was considered to be “business as usual” and had been transferred to the Severn Trent incident team.
- 90.11 A Member questioned whether the pipeline to Strensham had been used during the incident and the Severn Trent Water Head of Asset Management confirmed that it had helped to support the wider area during the event. He clarified that there were two mains which supported the area, both with different characteristics and value for Severn Trent – the other one had not been used and the outcome would not have changed had it been used.
- 90.12 The Chair indicated that general questions would now be put to the various bodies. A Member requested a brief overview of how emergency planning worked in Tewkesbury. The Gloucestershire Local Resilience Forum (LRF) Secretariat Manager advised that the Government had introduced the Civil Contingencies Act 2004 in response to the outbreaks of foot and mouth and widespread flooding that had been experienced in 2000/01. This set out a framework for emergency planning and response from a local to national level and outlined certain roles and responsibilities. As a local authority, Tewkesbury Borough Council was a category one responder along with the emergency services, health services and the Environment Agency which came together to carry out detailed tasks e.g. joint risk assessments. Each Police Force had an LRF – this was a statutory requirement not a statutory body i.e. the LRF was not a separate organisation but it brought all agencies together. Tewkesbury Borough Council participated in the district level meetings which were held several times a year and chaired by the Chief Constable. The Tewkesbury Borough Council Head of Community Services indicated that this was reflected at Tewkesbury Borough Council which had an emergency planning structure involving the management team and other members

of staff who were put into action as and when events happened. The team responded very well as had been proven during the 2007 floods. He pointed out that it was slightly different for Tewkesbury Borough Council when the event happened on a weekday, as in the case of the water outage, as it was necessary to manage the response alongside the Council's day-to-day business to keep services operating for members of the public. A Member questioned how it was communicated and was advised that a cascade system was used to notify partner agencies of an incident and put them on alert that they may need to step up to a command and control structure. There would be several questions around communications later in the discussion but he explained that Tewkesbury Borough Council had received notification of this incident at around 0800 hours on the Friday - as soon as Officers had arrived at work they were aware of what needed to be done and were ready to participate in the first TCG. As an incident grew communications were key and he confirmed there had been regular communication with Tewkesbury Borough Council's Chief Executive and the Deputy Chief Executive. In his view the response had been appropriate and at the right level. The Tewkesbury Borough Council Chief Executive explained that he had been quite heavily involved in the Council's response and felt that communication had been effective between all agencies in terms of the LRF framework, particularly around the TCGs; notwithstanding this, there had been a number of telephone calls and emails between those meetings and he felt it would have been helpful to have real-time communications which could be logged so that all partners could see the communications at the same time. The Assistant Chief Fire Officer advised that making communications more effective had been added to the Agenda for the next strategic LRF meeting.

- 90.13 A Member sought clarification as to what constituted a 'major' incident and queried whether there was a plan for bottle water distribution in those circumstances. The Gloucestershire LRF Secretariat Manager explained that, until fairly recently, there was no national definition of a major incident and each of the different agencies had their own versions. In 2016, the Cabinet Office had defined a major incident as: "*An event or situation, with a range of serious consequences, which requires special arrangements to be implemented by one or more emergency responder agencies*". This was supported by five notes, three of which were pertinent in this case: a major incident is beyond the scope of business-as-usual operations, and is likely to involve serious harm, damage, disruption or risk to human life or welfare, essential services, the environment or national security; the severity of consequences associated with a major incident are likely to constrain or complicate the ability of responders to resource and manage the incident, although a major incident is unlikely to affect all responders equally; and, the decision to declare a major incident will always be a judgment made in a specific local and operational context, and there are no precise and universal thresholds or triggers. With regard to a water distribution plan, after the floods in 2007, the Gloucestershire LRF had developed a plan based on lessons learnt; this was the first of its kind and had been replicated around the country. The plan had been aligned to Severn Trent's water distribution plan but, as time had gone on, it had become clear that this needed to be revised, for example, the water industry now relied increasingly on bottled water whereas in 2007 there had been more use of bowsers. This was something which needed to be addressed and a full review was on the LRF work programme. A Member pointed out that the Working Group had heard from a farmer who had been offered bottled water which was clearly not viable and the Gloucestershire LRF Secretariat Manager provided assurance that all scenarios would be considered as part of the review. Another Member indicated that she understood the water distribution plan had not been implemented in relation to the water outage as it had not been classified as a major incident; in her view the list would have been helpful and should have been used irrespective of the official classification. The Tewkesbury Borough Council Head of Community Services explained that there was a plan for bottled water distribution

as part of a major incident. One of the learning points arising from the water outage was the need for the plan to come into play at an earlier stage so that everyone was clear on the type of vehicles that needed to be used and the suitable locations for distribution etc. It was his intention to design something locally - in consultation with Severn Trent - which would be shared with the LRF as best practice. The Severn Trent Water Deputy Chief Engineer indicated that Severn Trent had been working through its water distribution plan and there was no logical reason why the same list could not be enacted for smaller scale events. In response to a query regarding the timescale for the water distribution plans to be revised and updated, the Tewkesbury Borough Council Head of Community Services indicated that there was no reason why this could not be completed within the next three months.

- 90.14 A Member noted that Gloucestershire Police had chaired the TCGs and run the emergency planning process and she questioned whether consideration had been given to declaring the outage a major incident at any point. The Gloucestershire Police Assistant Chief Constable explained that he had not been involved in the response and the Acting Superintendent was the tactical lead as the most experienced officer available at the time. There were no hard and fast rules about who chaired the TCGs or the Strategic Co-Ordinating Groups (SCGs) but the default was normally someone from Gloucestershire Police. The Gloucestershire Police Acting Superintendent confirmed that she had chaired the TCGs and specific consideration had been given to the definition of a major incident at the first meeting, as well as setting out the working strategy for the TCG going forward. The decision not to declare the water outage as a major incident had been made by the TCG as a whole following discussion. This had been revisited at every subsequent TCG – four on the Friday and one on the Saturday morning where it had been decided to hold an SCG at which the same decision was made. The Gloucestershire Police Assistant Chief Constable advised that, in his view, there was no right or wrong answer in terms of whether the event should have been categorised as major. He did not think there would have been significant value in declaring a major incident; however, he considered there should have been a better water distribution plan and the plans that were available should have been used without triggering a major incident. A Member recognised that Severn Trent had initially thought that the water supply had been restored on the Friday but had then seen another drop in pressure and he questioned whether a major incident would have been declared had the information about the problem been accurate from the outset. The Gloucestershire Police Acting Superintendent advised that the conclusion on the Saturday in terms of whether a major incident would be declared was that, if there was additional disruption to water supplies in Cheltenham and Gloucester – which was a risk – there would have been serious consequences and it should be escalated at that point. She confirmed that she had been happy that the right level of resource was around the table and that nobody else had needed to be involved. The Severn Trent Water Deputy Chief Engineer indicated that Severn Trent had also been operating at the right level and no other personnel would have been involved had it been declared a major incident. In terms of the information about the cause of the outage and when it would be resolved, the Gloucestershire Police Acting Superintendent advised that the TCG had acted on the information available at the time and she was happy that was accurate. In response to a query as to whether there were any disadvantages associated with declaring a major incident, the Gloucestershire Police Acting Superintendent confirmed that there were no additional consequences either way. She reiterated that the relevant authorities had been available to make decisions, the situation had been reassessed at every stage and further discussion had taken place with the SCG which had all resulted in the decision not to declare a major incident at any point.

90.15 A Member pointed out that the water distribution associated with the 2007 floods had required significant manpower and he questioned whether the military had been contacted in respect of the water outage. The Gloucestershire Police Acting Superintendent clarified that there was a formal procedure which needed to be followed if military aid was required and there was additional criteria which needed to be met over and above that of a major incident. The Gloucestershire Police Assistant Chief Constable advised that the LRF had a good relationship with the military and it had access to a contact who could give advice and support about what could be done informally; however, if resources were required, this had to be requested through the appropriate channels. The Gloucestershire LRF Secretariat Manager advised that the regional liaison officer had been aware of the incident and had dialled in.

90.16 Tewkesbury Borough Council's Chief Executive felt that an important point had been made about the changing nature of the incident and the timescales associated with it; there was a potential for an incident to grow, either in terms of geography or intensity. Tewkesbury Borough Council had been capable of operating from the Public Service Centre building, which also housed a police station and a number of other agencies, until the Saturday afternoon but beyond that the water supply would have run out completely and Tewkesbury Borough Council would have been severely restricted in terms of its duty to respond to the incident – he would have regarded the water outage as a major incident in that event. The Gloucestershire Police Acting Superintendent echoed these sentiments. The Gloucestershire Police Assistant Chief Constable advised that the technical term was a 'rising tide' incident but it was only possible to act on the information that was available at the time. In response to a query as to whether Tewkesbury Borough Council would have been required to take control had a major incident been declared, Members were advised that the chair of the TCG had already been established and this would remain the same for continuity purposes. For many major incidents it was typical for the Police to chair the response phase and the local authority to chair the recovery phase. Tewkesbury Borough Council's Chief Executive clarified that, from the local authority's perspective, at no point during the incident did the Police act in any way other than to fully support and respond to the incident. There was a good relationship between the LRF partners and this had been reflected throughout the incident.

The meeting adjourned at 5:55pm and reconvened at 6:15pm.

90.17 The Chair indicated that he would now be taking questions in relation to water distribution. A Member pointed out that there had been reports of significant traffic congestion around Morrison's in Tewkesbury and queried what had been done to manage this. The Gloucestershire Police Acting Superintendent explained that the outage had occurred in the week before Christmas and therefore the situation was very different given the traffic on the roads. Congestion had been managed as best it could, for example, using ambulance service motorcycles to navigate the traffic and report back. Attempts had been made to contact Gloucestershire Highways with a view to putting diversions in place but they could not be engaged on the Friday afternoon and this was something which had been picked up in the debrief. It was not an easy situation and everyone had done the best they could; whilst it was slow moving, traffic had been able to move freely. In response to a query as to whether Morrison's would be used as a water distribution site in future, the Gloucestershire Police Acting Superintendent indicated that Morrison's had been used several times in 2007, 2016 and 2017 and she felt it was a good site - as was Tewkesbury School - given its central location and easy accessibility so she would be happy to use it again. A Member questioned why the TCG did not want a water distribution point at Gloucester Road car park as he felt it was a good location in that it had a separate entrance and exit and there were no traffic lights to interrupt traffic flow. The Tewkesbury Borough Council Head of Community Services explained that, from his point of view, it would not have been helpful to

have traffic congestion at both ends of the town as this could have been a problem for the emergency services. Gloucester Road car park was not considered to be the most appropriate place for a water distribution point but it had been set up regardless and this had been communicated to the public which was a problem. In addition, it had taken some time for the water distribution point to close when this had been directed on the Saturday morning which should not have been the case and was a significant learning point. The Member asked why the water distribution point had been set-up in the first place if this had not been identified as an appropriate location and why those commands had been over-ruled. The Severn Trent Water Deputy Chief Engineer indicated that this was an error on Severn Trent's part and had been picked up in its own debrief as a learning point.

- 90.18 In response to a question about the logic behind choosing Chaceley Village Hall as a water distribution point, the Tewkesbury Borough Council Head of Community Services reiterated that there had been traffic congestion at Morrison's, and a very clear message that a water distribution point was not wanted at Gloucester Road car park, so an alternative out of town site was needed. Consideration had been given to Apperley or Tirley but there were concerns that this may lead to the main road in that area becoming blocked and the town being completely sealed off. He had a list of possible sites and had opted for Chaceley which, in hindsight, had not been the best place, particularly as an artic lorry had been used to deliver the water. Had he known the type of vehicle that would be used, he would not have chosen Chaceley, however, the route around the village was circular and it may have been appropriate had a palette of water been dropped off for people to help themselves. He provided assurance that the importance of understanding the water distribution locations and the type of vehicles that would be used to deliver water had been recognised. In response to a query, he advised that Tewkesbury Borough Council did not have a plan in place setting out which routes and vehicles should be used for particular water distribution locations but this would be considered and included in the water distribution plan which he had committed to delivering within the next three months. It would also be necessary to incorporate how the water distribution points would be manned; Tewkesbury Borough Council had assembled a team of volunteers during the water outage and they had been deployed to Chaceley, however, the water had not arrived for some time and the volunteers had been stood down by the time Severn Trent had arrived with the vehicle. A Member indicated that Chaceley Village Hall was used by local residents at times of flood, which had been a concern during this particular incident, and he expressed the view that Tirley Village Hall – which had been used during the 2007 floods – would be a better option for the future. The Gloucestershire Police Acting Superintendent felt that there was also a key learning point around rural locations and being able to drop off palettes of water to enable communities to support and help themselves. In her experience, communities were very resilient and there was a lot of volunteering which could be drawn upon in future. A Member felt it was important to note that some people did not have access to a car and their needs must also be considered in the water distribution plans. The Gloucestershire Police Acting Superintendent provided assurance that this was taken into account - a number of water distribution tactics were used during the incident and tankers had been provided for hospitals, care homes etc.
- 90.19 A Member questioned what role Gloucestershire Fire and Rescue Service had played in managing the incident. The Assistant Chief Fire Officer advised that he was the strategic officer in relation to the incident and the Gloucestershire Fire and Rescue Service had provided logistical support at the TCGs. The TCGs were a high challenge environment and the chair's job was to manage the discussion and ensure that every agency had an opportunity to feed into that. Gloucestershire Fire and Rescue Service sat within Gloucestershire County Council and acted as a conduit for information which was disseminated across the county. The County

Council also hosted the Civil Protection Team and Gloucestershire Fire and Rescue Service supported that team to deliver what was needed. On an operational level, direct support was offered to over 500 vulnerable people in the community; this meant that staff were on the ground making contact with the most vulnerable and ensuring their health and safety was maintained. A Member queried whether Gloucestershire Fire and Rescue Service could take water to hospitals and farms. The Assistant Chief Fire Officer advised that there was no capacity to supply potable water suitable for human consumption therefore it was not possible to assist hospitals; however, supplying water to farms was something which could be explored. A Member went on to question how an incident of this nature affected Gloucestershire Fire and Rescue's capacity for dealing with a major incident. The Assistant Chief Fire Officer explained that the Fire and Rescue Services Act 2004 set out a responsibility to provide water for firefighting purposes. During "business as usual" the majority of water was taken from fire hydrants connected to mains water, although there were contingency plans for dealing with a failure in the mains supply. For incidents of a certain scale, i.e. requiring multiple fire appliances, there was a mutual agreement with surrounding Fire Services that extra support would be provided to enable firefighting to take place. Whilst mains supply was the primary source of water, the Fire Service had means of drawing water from other sources e.g. rivers and swimming pools and it had the ability to pump water across long distances in a relatively short period of time. Whilst there may be an impact in terms of speed of response, there would be no significant overall impact in terms of being able to respond to a fire during a water outage.

90.20 A Member noted that reference had already been made to the fact that the Public Service Centre had run very low on water and she questioned what impact the closure of the building would have had in terms of policing in the borough. The Gloucestershire Police Acting Superintendent indicated that she was happy that links could have been made with other stations and community facilities just outside the affected area, e.g. Churchdown and Bamfurlong, and that the Police response could be maintained and supplemented to ensure compliance with rest breaks etc. The Member understood that it had taken more than 24 hours to get water to the Public Services Centre and she sought an explanation as to why it had taken so long and why a small bowser with an inadequate pumping mechanism had been sent to fill a 6,000 gallon tank. The Severn Trent Water Deputy Chief Engineer advised that the Public Service Centre was not currently classified as sensitive and therefore did not have a site-specific contingency plan in the same way as hospitals and prisons. A breakdown in communications had meant that it had been prioritised wrongly and it had not been understood that the water needed to be pumped to the top of the building. Severn Trent Water accepted that the response was not what had been expected and there was a need to look at whether the building could be classed as sensitive. A Member pointed out that the building had been used as a rest centre during the floods in 2007 so there was an expectation that a provision would be in place to identify it as a priority for resources. The Tewkesbury Borough Council Head of Community Services felt that the Council could have been clearer about its requirements and this would be discussed with Severn Trent to ensure both parties were fully aware of what was needed going forward.

90.21 In response to a query around how vulnerable members of the community were effectively identified and water promptly delivered, the Gloucestershire LRF Secretariat Manager explained that there was a protocol in place and information had been gathered in accordance with the vulnerable people plan. The LRF was not able to hold a master list – sensitive data could not be retained "just in case", furthermore, the list would be constantly changing and was likely to be out of date at any one point in time. In an emergency situation, the LRF requested postcodes of affected areas and asked the social care teams to check these against their databases; this information was then passed on to Severn Trent in order for bottled

water to be delivered. The Severn Trent Water Head of Customer Strategy and Experience clarified that Severn Trent had its own priority services register and, in the event of a major incident, these customers would be contacted to establish their needs. This list was cross-referenced with the information from the LRF to ensure it was as accurate as possible and any vulnerable person contacted throughout the event would be asked if they wanted to be added to Severn Trent's register. A Member raised concern that there could potentially be a number of gaps, particularly as the criteria for vulnerability could change over the course of an event. The Severn Trent Water Head of Customer Strategy and Experience advised that transient vulnerability was recognised, for instance, someone who had just come out of hospital or someone with a young baby, and every attempt was made to acquire as much information as possible in this regard. Severn Trent was working with energy providers and other partners around sharing data and the website was used to promote other initiatives, such as checking on a neighbour; however, there would never be a definitive list. The Gloucestershire Police Acting Superintendent indicated that people tended to self-refer as an incident went on therefore it was crucial for lists to be checked and updated as things progressed, particularly if the issue extended beyond a 24 hour period. A Member questioned how databases and data sharing would be impacted by the General Data Protection Regulations (GDPR) being introduced in May 2018. The Severn Trent Water Head of Customer Strategy and Experience clarified that GDPR did not change the ability for Severn Trent to hold lists provided that consent had been given by the customer and everyone currently on the system was being contacted. In response to a query, the Gloucestershire LRF Secretariat Manager indicated that it was not possible to contact everyone and there was reliance on feedback from community groups so it was very important that people came forward with information. In terms of whether Flood Wardens and Parish Councils could have been used to give information on vulnerable people within the community, the Tewkesbury Borough Council Head of Community Services confirmed that Parish Councils could be a valuable source of information, particularly in terms of transient vulnerability where there was a reliance on local knowledge, and sharing data would be picked up as a key learning point. Whilst it was important to comply with GDPR, agencies also had a responsibility to keep people safe and this process needed to be reviewed. A Member noted that vulnerability would depend on the situation - some people did not have access to a car and would not be able to carry several bottles of water – and he questioned whether information had been disseminated on local radio. The Gloucestershire Police Acting Superintendent confirmed that Severn Trent had used the radio to communicate with residents; the TCG had discussed the need for neighbours to support each other and this was one of the key messages being reported on the Saturday of the incident. In terms of communications, the Severn Trent Water Deputy Chief Engineer pointed out that its website had been updated 28 times throughout the incident and there had been 278 media posts and 100 radio pieces; whilst it may not have been perfect, a lot of good work had been done to get messages out.

- 90.22 A Member explained that she had assisted with bottled water distribution during the 2007 floods and one of the difficulties had been the lack of hard and fast rules about how many bottles people were entitled to etc. This had caused some arguments and confrontation. The Gloucestershire Police Acting Superintendent indicated that, in reality, there was very little that could be done in this regard; Severn Trent was required to provide water and it was important to be flexible in terms of distribution. Ultimately, if more bottled water was used than anticipated then this was not a particular problem and it was a matter for the conscience of anyone taking more than required, and potentially for the Police if a situation got out of hand.

- 90.23 As alluded to earlier in the debate, the Scrutiny Review Working Group had heard from farmers that the incident had put livestock at risk and a Member questioned whether any consideration was given to water distribution for agricultural purposes. In response, the Severn Trent Water Head of Customer Strategy and Experience advised that Severn Trent's first priority had to be its vulnerable customers followed by other domestic customers. There was a statutory requirement to provide water to sensitive buildings such as prisons, hospitals and care homes. Any additional capacity in terms of tankers/bowsers could then be used to support business customers. Prior to market opening, Severn Trent had local arrangements in place with individual businesses and had been able to support them accordingly but this had not necessarily been fair to all businesses; market opening meant that it was necessary to be fair and equitable and there was now a hierarchy in terms of the type of business and the order assistance was provided e.g. a bookshop where water was not needed for its processes would be a low priority whereas farms would be higher up the list. In any event, Severn Trent would look at what capacity was available and it had not been in a position to provide tankers to support farms at the start of this particular event. She was meeting with the National Farmers Union (NFU) the following week to understand how they could better work together. She pointed out that some water retailers were looking at offering additional services, potentially at a cost. In addition, she felt that businesses needed to ensure they had contingency plans in place, particularly farms, and she gave an example in another area where a farmer had no tanks and therefore the help that could be offered was very limited. A Member indicated that she had been concerned to hear that, when water had eventually been delivered to a farm in the area during the incident, the tanker had come from London. The Severn Trent Water Head of Customer Strategy and Experience confirmed that Severn Trent had its own fleet available but, in a major incident, there were opportunities to ask other water companies to assist. The Gloucestershire Police Assistant Chief Constable felt that it should be borne in mind that decisions were made by the various agencies according to a joint decision model which called upon legislation such as the Human Rights Act which stated that animals were not a priority in terms of the preservation of life; this was not to say that judgements would not be made according to the situation but the legislation was very clear. In response to a query, the Tewkesbury Borough Council Head of Community Services advised that only a handful of the 50 Parishes within the borough had an emergency plan in place and he felt it was important for the Council to work with the remainder to develop their own plans.
- 90.24 The Chair indicated that the next set of questions related to communications. A Member raised concern that mixed messages had gone out during the incident, for example, the water distribution point at Gloucester Road car park, and he questioned if there was a communication strategy and who was in charge of it. The Gloucestershire Police Acting Superintendent advised that a communication lead had been nominated for each agency; they had been able to have conversations outside of the TCGs and report back as a single voice, in this case Severn Trent had taken that role. There was an issue on the Saturday when communications were not as co-ordinated as they could have been and it was now thought that a category one responder should have been responsible for leading that element of the response. This had been identified in the debrief and the LRF would be implementing this going forward. The Tewkesbury Borough Council Head of Community Services felt that there was general point around the management of communications, who was leading each agency and the main responder etc. A Member noted there had been a delay in the uptake and dissemination of health advice and she questioned why this information had not been publicised sooner. The Severn Trent Water Deputy Chief Engineer explained that Severn Trent had a number of prepared messages in place and, whilst public health handwashing



advice had been provided, it was not a requirement. When the TCG had indicated that this information needed to be communicated, Severn Trent had included this on its website. A Member understood that the handover between Severn Trent Officers at the TCGs had been badly organised and led to a delay in updates. She questioned whether there was a formal handover procedure and why it had not worked on this occasion. The Severn Trent Water Head of Asset Management advised that shifts were overlapped to ensure a 30 minute handover. The issue in this instance was with Severn Trent's control room where there were multiple workstreams in operation; a single point of contact had been established on the Saturday and this had been extremely helpful in terms of consistency and the smooth running of the TCGs. A Member questioned whether setting up a joint communication cell early in the incident would improve communication to the public and the Gloucestershire Police Acting Superintendent confirmed that there was a communication cell from the outset; the issue was the balance between the category one responders and the commercial entity and she confirmed that communications would be led by a category one responder going forward. In response to a query as to what level of contact had been made with Parish Councils in the affected areas to keep them informed, the Severn Trent Water Head of Asset Management advised that there was direct engagement with affected Parish Councils; this was of key importance to him and he had met with some of them subsequently. Emergency plans had already been discussed - self-serving in an emergency would be extremely helpful and this was something Severn Trent could assist with.

- 90.25 The Chair advised that questions would now be posed around the impacts on businesses. A Member questioned whether Severn Trent recognised the cost of the outage to local businesses. The Severn Trent Water Head of Customer Strategy and Experience was aware that the nature, duration and timing of the incident had been critical and she provided assurance that every effort had been made to restore the water and get everything working normally. Another Member noted that businesses had been offered £50 compensation and he queried how that figure had been derived and whether it was sufficient for the loss of business experienced. The Severn Trent Water Head of Customer Strategy and Experience advised that there was a standard level of compensation for each type of incident and this varied according to duration. This information was agreed with regulators and publicised on Severn Trent's website. The standard amount of compensation for businesses was a starting amount of £50 and it depended on the length of time specific businesses had been without water as to whether that amount increased. It was important to recognise that Severn Trent was compensating for the interruption to the water supply and not for loss of business. In response to a further question about the process for paying compensation, Members were informed that Severn Trent wrote to each individual business to advise them of the compensation, this was then given to the retailers for distribution to businesses in accordance with the prescribed timescales. A Member raised concern that businesses had been passed from pillar to post between Severn Trent and Waterplus and he sought clarification as to who businesses should contact if this incident happened again. The Severn Trent Water Head of Customer Strategy and Experience agreed that this was unacceptable and she apologised for the situation. Waterplus was the biggest retailer in the area and she had met with them following the event to discuss lessons learnt. It was recognised that Severn Trent had caused some of the confusion and mandatory training had been re-rolled out to all staff that came into contact with customers. As the supplier, it was important that Severn Trent owned the message in that sort of event, it was not something which should be passed on to the retailer; whilst retailers may offer added value, and therefore may be able to help, this was not their responsibility. She was conscious that the communications on the website currently had a domestic focus and consideration would be given as to how that could be made more specific for business customers. She clarified that Severn Trent did not hold

business customer details but they could be invited to register a contact number if they wished to be kept informed during incidents. A Member stressed the importance of Severn Trent having first responders who were properly trained for emergencies. She made reference to a farmer who had been told by Waterplus that he could get bottled water from Morrison's and pointed out that communications with Severn Trent had been repeatedly criticised by participants in the Scrutiny Review. The Severn Trent Water Head of Customer Strategy and Experience agreed completely but pointed out that she had no control in respect of the staff at Waterplus. She was aware of incidents of miscommunication, and this was part of the challenge of working with other organisations, but she provided assurance that these conversations were taking place. In response to a query, the Tewkesbury Borough Council Chief Executive indicated that he was not sure what insurance was available for loss of business arising from water outages but this was something which could be discussed with businesses.

90.26 In moving to the concluding questions, a Member asked what review mechanisms Severn Trent Water had in place following a major incident and whether there was a list of learning points following the water outage. The Severn Trent Water Head of Asset Management explained that a "lessons learnt" review was undertaken following an incident; the extent of the review would depend on the scale of the incident. A record of events was given by the people involved, highlighting what had been done well and areas for improvement, and processes and procedures would be updated accordingly. In terms of this particular outage, the co-location of the LRF had been beneficial and the importance of a single point of contact in the control room had been recognised. It was felt that good quality briefing notes had given clarity on what had been done and the next steps which helped in terms of building confidence. The vulnerable persons list had been obtained quickly which had ensured those people received assistance straight away. As for learning points, it was felt that emergency plans would help Parishes to self-serve and businesses would benefit from clarity of the relationship between the wholesaler and retailer. It was clear that work needed to be done around farming and livestock and Severn Trent was keen to work with the NFU to establish what could be done to help one another. It was also committed to a communication cell and taking a joint communication approach with the LRF. As mentioned at the start of the meeting, Severn Trent's asset records had been updated and plans were in place to ensure that bottled water distribution plans were developed in advance and that existing contingency plans contained detailed arrangements. A Member indicated that, prior to this incident, there was a water outage in Churchdown and he questioned what lessons had been learned as a result of that and whether they had been put into practice. The Severn Trent Water Head of Asset Management explained that the cumulative impact of the two incidents was something which needed to be considered and it was intended to look back at other events to ensure there was enough resilience. The Gloucestershire Police Acting Superintendent advised that, from her perspective, the TCGs had been very positive – command and control had worked well and the right people were around the table working as a team. It was noted that Worcestershire County Council had been involved in the initial TCG as there was a concern that water supplies in that area had been impacted so there had also been joint working across boundaries. She had been impressed at the speed of communications on the Friday morning and pointed out that she had heard the outage being reported on the radio on her way into work; significant information had therefore been available to enable the TCG to start a plan straight away. Tewkesbury Borough Council's Head of Community Services felt that the clarity of the TCGs had been excellent, particularly given the amount of voices in the room and on the telephone. This was echoed by the Severn Trent Water Deputy Chief Engineer. The Gloucestershire Police Acting Superintendent reiterated that there had been a multi-agency debrief following the event documenting the learning - as there would be for any incident - and this had been shared with all agencies. There would be a number of

recommendations, both from that report and the Scrutiny Review, to be taken forward in order to help with the management of any incidents going forward. A Member questioned whether there were any issues arising from the LRF review that had not been covered at the meeting today. The Tewkesbury Borough Council Head of Community Services was pleased to report that the outcomes and key points had been very similar.

- 90.27 The Chair thanked the witnesses for attending the meeting and for being open and transparent. He felt it had been a very positive session and he thanked Members and Officers for their hard work throughout the review. The next stage would be to produce a report and action plan which would be presented at the Overview and Scrutiny Committee meeting in July.

The meeting closed at 7:50 pm

## SCRUTINY REVIEW OF WATER SUPPLY OUTAGE ACTION PLAN

	Recommendation / Action	Responsible Authority	Target Date	Status	Progress to Date
1	To proceed as quickly as possible with the replacement or re-lining of two of the three pipes running across the Severn Ham.	Severn Trent Water	08/2020	☺	Project promoted and feasibility work underway.
2	Check electronic and paper network records to ensure they are accurate and up-to-date.	Severn Trent Water	01/2018	✓	Action complete. Electronic records of the network in the area updated with information gathered during the incident.
3	Consider introducing a real-time communication system for emergency incidents.	Gloucestershire Local Resilience Forum			
4	Ensure that the needs of agriculture, distribution sites, vehicle access, traffic impact etc. are included in the Gloucestershire Local Resilience Forum's review of its water distribution plan.	Gloucestershire Local Resilience Forum			
5	Produce a local water distribution plan for events not classed as major incidents.	Tewkesbury Borough Council	10/2018		

	Recommendation / Action	Responsible Authority	Target Date	Status	Progress to Date
6	Ensure that Gloucestershire Highways is included as a Category 1 responder in respect of emergency events.	Gloucestershire Local Resilience Forum / Gloucestershire County Council		✓	Action complete. Gloucestershire County Council Works Team Manager has confirmed that a Gloucestershire County Highways representative is involved in the response to future emergency events.
7	Reiterate to all partners the need for directives from the Tactical Co-Ordinating Group to be responded to in a timely manner.	Gloucestershire Local Resilience Forum			
8	Ensure that robust handover procedures are in place during incidents.	Severn Trent Water	01/2018	✓	Action complete. Handover procedures are in place during incidents. The learning of having a dedicated person to interface between the control room and people located with the Gloucestershire Local Resilience Forum has been embedded.

	Recommendation / Action	Responsible Authority	Target Date	Status	Progress to Date
9	Ensure that water distribution plans include consideration of the type of vehicles used to deliver water to distribution sites, access routes to those sites and how those sites are to be manned.	Tewkesbury Borough Council / Severn Trent Water / Gloucestershire Local Resilience Forum	10/2018	☺	Severn Trent Water – Changes have been made to the process for manning sites and discussions held with our supplier to access alternative vehicle sizes. Suitable distribution sites identified in the area. Meeting to be held with Tewkesbury Borough Council and Gloucestershire Local Resilience Forum to get feedback and formalise the plans.
10	Ensure that water distribution plans include consideration of how to help communities to self-serve.	Tewkesbury Borough Council / Severn Trent Water / Gloucestershire Local Resilience Forum	10/2018	☺	Severn Trent Water – Discussions held with our supplier to access alternative vehicle sizes to service more remote areas. Suitable distribution sites identified in the area. Meeting to be held with Tewkesbury Borough Council and the Gloucestershire Local Resilience Forum to get feedback and formalise the plans.
11	Explore the potential for the Gloucestershire Fire and Rescue Service to supply water to farms in an emergency.	Gloucestershire Fire and Rescue Service			

	Recommendation / Action	Responsible Authority	Target Date	Status	Progress to Date
12	Consider whether the Tewkesbury Borough Public Services Centre should be classed as a sensitive building and, if so, put a contingency plan in place for the future.	Tewkesbury Borough Council /Severn Trent Water	10/2018	☺	Severn Trent Water – The Public Services Centre does not meet the criteria to be classed as sensitive during normal operation. However, it would be prudent to put a contingency plan in place and Severn Trent Water can hold a copy of this so that in any future incident the needs are clear and the appropriate actions can be taken.
13	Review how data on vulnerable people is shared between agencies and consider the role that Town and Parish Councils could play in identifying vulnerable people.	Gloucestershire County Council / Tewkesbury Borough Council			
14	Severn Trent Water to meet with the National Farmers' Union to gain a better understanding of the needs of farmers and consider what, if any, arrangements could be put in place to improve joint working in future.	Severn Trent Water	05/2018	✓	Meeting held with the National Farmers' Union on 4 May. Guidelines being developed which the National Farmers' Union can use with their members to ensure they are prepared for events such as this.

	Recommendation / Action	Responsible Authority	Target Date	Status	Progress to Date
15	Encourage and assist businesses to put contingency plans in place for emergencies.	Gloucestershire Local Resilience Forum / Tewkesbury Borough Council			
16	Work with Town and Parish Councils to develop emergency plans.	Tewkesbury Borough Council	04/2019		
17	Consider and establish a clear communication procedure addressing the need for a joint communication cell led by a Category 1 responder and seamless handovers between teams.	Gloucestershire Local Resilience Forum			
18	Consider how to improve communications with business customers, including clarification of the relationship between the retailer and the wholesaler, and review information on the website to cover the business community in the event of a water outage.	Severn Trent Water	05/2018	✓	Action complete. Review of communications with retailers and business customers has been undertaken. For large scale incidents Severn Trent Water will now have a dedicated team supporting retailers and business customers.



	Recommendation / Action	Responsible Authority	Target Date	Status	Progress to Date
19	Work with businesses to ensure they are aware of how to protect against loss of business e.g. insurance.	Tewkesbury Borough Council	09/2019		
20	Review the water outages in the area in 2017 to assess the cumulative impact to ensure that sufficient resilience arrangements are in place.	Severn Trent Water	05/2018	✓	Action complete. Outages reviewed and actions taken where appropriate.

**STATUS KEY**

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



## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	4 September 2018
<b>Subject:</b>	Corporate Policies and Strategies
<b>Report of:</b>	Head of Corporate Services
<b>Corporate Lead:</b>	Chief Executive
<b>Lead Member:</b>	Lead Member Organisational Development
<b>Number of Appendices:</b>	1

**Executive Summary:**

The Overview and Scrutiny Committee has previously requested that a list of policies and strategies be produced to help inform its work programme and to provide support to the Executive Committee. The list is updated on an annual basis and the updated list is attached at Appendix 1. The policies and strategies that are due for review in 2018/19 are highlighted in bold and Members are asked to identify which should be reviewed by the Overview and Scrutiny Committee.

**Recommendation:**

**To CONSIDER the corporate policies and strategies and identify which will be reviewed by the Overview and Scrutiny Committee during 2018/19.**

**Reasons for Recommendation:**

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

**Resource Implications:**

None arising directly from this report.

**Legal Implications:**

None arising directly from this report.

**Risk Management Implications:**

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

**Performance Management Follow-up:**

The Overview and Scrutiny Committee Work Programme is continually monitored to ensure emerging issues are considered.

**Environmental Implications:**

None arising directly from this report.

**1.0 INTRODUCTION/BACKGROUND**

1.1 The remit of the Overview and Scrutiny Committee includes the monitoring and development of policy which complements the work of the Executive Committee. Overview and Scrutiny Committee has previously requested that a list of policies and strategies be produced to help inform its work programme and to provide support to the Executive Committee.

**2.0 LIST OF POLICIES AND STRATEGIES**

2.1 The list is updated on an annual basis and can be found at Appendix 1. The policies and strategies that are due for review in 2018/19 are highlighted in bold. Members are asked to consider the list of policies and strategies and identify those to be reviewed by the Overview and Scrutiny Committee during 2018/19. Members are reminded that in selecting an area for review it may be prudent to align with the Council's priority areas. The list also includes policies and strategies which fall within the remit of other Committees – it is important not to duplicate the work of others.

2.2 The following policies have been identified as suitable for review by the Overview and Scrutiny Committee in 2018/19:

- Complaints Policy – the Committee receives an annual report on complaints information. A review of the policy and supporting process would therefore align with an existing work programme item. A new complaints framework was introduced two years ago and it would be good practice to review this.
- Safeguarding Policy and Procedure – it is important the Council has an overarching and robust approach to fulfil its safeguarding responsibilities. The importance of this to protect the Council's reputation has been raised through various Member forums. It would therefore be beneficial if Overview and Scrutiny Committee reviewed this policy.

2.3 Although not included within the attached list, a strategy/plan will be needed to implement the recent Council resolution on single use plastic. The Council resolved:

1. That all single use plastics within buildings and facilities managed by the Council be eliminated by 2020 and efforts be made to encourage the elimination of single use plastics within the Council's supply chain by 2025.
2. That the work of the Gloucestershire Joint Waste Partnership in promoting the reduction of single use plastics across the County be supported and any opportunities to lobby central government be taken through the Partnership.

It is this type of new policy formulation where the Committee can add real value to the process and support the Council in achieving its objectives.

2.4 All policies and strategies identified for review during the year will be populated to the Executive Committee Forward Plan.

**3.0 OTHER OPTIONS CONSIDERED**

3.1 None.

**4.0 CONSULTATION**

4.1 None.

**5.0 RELEVANT COUNCIL POLICIES/STRATEGIES**

5.1 Council Plan 2016-20.

**6.0 RELEVANT GOVERNMENT POLICIES**

6.1 None.

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

7.1 Officer time to support the review process.

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

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

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

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

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

10.1 None.

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**Background Papers:** None

**Contact Officer:** Head of Corporate Services  
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**Appendices:** Appendix 1 – List of policies and strategies

Strategies & Policies	Summary	Review date
<b>Corporate Services – Head of Service Graeme Simpson</b>		
<b>Data Protection Policy</b>	<b>The policy sets out our commitment to protecting personal data and how we implement that commitment with regards to the collection and use of personal data. (recommended by Audit Committee 18 July 2018 for approval – to Executive 29 August 2018)</b>	<b>July 2018</b>
<b>Disciplinary procedure</b>	<b>The procedure is designed to help and encourage all employees to achieve and maintain the highest standards of conduct. The aim is to ensure consistent and fair treatment for the individual in the event of allegations of misconduct and apply an appropriate sanction where appropriate.</b>	<b>August 2018</b>
<b>Workforce Development Strategy</b>	<b>Identifies workforce requirements to meet the strategic objectives of the council over the medium term (3-5 years)</b>	<b>October 2018</b>
<b>Risk Management Strategy</b>	<b>A strategy which sets out how the council identifies, evaluates and mitigates risk.  (strategy will be presented at Audit Committee 12 December 2018)</b>	<b>December 2018</b>
<b>Flexible Working Policy</b>	<b>This policy aims to enable good practice in work- life balance by supporting employees who want to work more flexibly. It sets out the council's approach to flexible working and the process to follow to request it.</b>	<b>December 2018</b>
<b>ICT Strategy</b>	<b>A strategy to ensure ICT solutions support our business processes.</b>	<b>December 2018</b>
<b>Digital Strategy</b>	<b>The strategy sets out the way in which we plan to meet the changing expectations of our customers using digital technology and supporting delivery of value for money services.</b>	<b>December 2018</b>

Strategies & Policies	Summary	Review date
Formal complaints policy	This policy outlines our approach for dealing and responding to complaints, and how we can use complaints to improve services and customer satisfaction.	December 2018
Grievance policy	The aim of the policy and process is to provide a flexible, transparent process for addressing grievances with the full and active participation of the employee and their line manager, and, where required, HR and unions, working together.	March 2019
Equalities and Diversity Policy	Sets out our equality objectives, including how we will make equality an integral part of the way in which we support our employees, deliver our services, reach decisions and involve our partners and service users.	March 2019
Customer Care Strategy	A strategy to provide excellent customer service.	June 2019
132 Communications Strategy	Outlines our approach to internal and external communications so as to promote and protect the reputation of the council. (annual update on delivering the strategy is considered by Overview & Scrutiny Committee)	June 2019
Volunteering policy	Comprises two separate policies a) allows employees to take up time to volunteer. It is designed to help and support employees wishing to volunteer and provide a framework of good practice. b) sets out how the council supports members of the public who volunteer their services.	June 2019
Social media policy and guidelines	The social media policy aims to provide good practice guidelines to ensure that the reputation of the Council is maintained and enhanced through the effective and appropriate use of social media tools.	September 2019
Anti-bullying & harassment	To heighten awareness of the need for fair treatment, for individuals to raise their concerns about bullying or harassment and have these concerns dealt with quickly, fairly, sympathetically and confidentially.	November 2019

Strategies & Policies	Summary	Review date
Work experience and work placement policy	Scope of the policy covers work experience and unpaid work placements within the council.	November 2019
Training and Development Policy	Provides the policy framework and procedures to provide training and development, including professional qualifications for staff and sets out priorities for training budget expenditure.	December 2019
Reserve Forces Training and Mobilisation Policy	This policy intends to define our obligations and our commitment towards all employees who are members of the Reserve Forces.	December 2019
Relocation Policy	The aim of the policy is to provide financial assistance to newly appointed employees who need to move their main residence in order to take up employment with the council.	June 2020
Alcohol & Drugs Policy	To provide positive approaches and support to employees who may be misusing illegal and prescribed drugs, alcohol or solvents.	July 2020
Capability Procedure	The purpose is to ensure that staff achieve and maintain the level of work performance expected of them and to provide a fair mechanism for dealing with those employees who are unable to achieve a satisfactory performance.	November 2020
Absence Management Policy	To manage attendance and absence effectively to ensure the well-being of employees and to control and minimise the cost and impact of working days lost.	February 2021
Wellbeing & Stress Management Policy	Aims to take positive measures to promote job satisfaction, manage stress effectively and to create an environment where stress is managed out of the organisation, as far as is reasonably practicable.	May 2021
Redundancy and redeployment policy	Provides a procedure in the event of the council having to reduce workforce numbers, aiming to avoid redundancies, setting out how redundancies will be made and the redundancy payments staff are eligible to receive.	July 2021



Strategies & Policies	Summary	Review date
Allocations Policy	Linked to the redundancy policy above – manages the process of redeployment of potentially redundant “in scope’ employees to suitable alternative posts within the proposed new structure where these can be found.	July 2021
Disclosure and Barring Service Policy	The council has a duty of care to protect the wellbeing of the people of the borough and, in particular, those groups or individuals who are vulnerable or at risk. The law requires checks be carried out to ensure that people who may pose a threat to those at risk are not given positions of trust where they could exploit those entrusted to their care.	November 2021
<b>Revenues and Benefits - Head of Service Graeme Simpson</b>		
<b>Discretionary Rate Relief Policy</b>	<b>Guidelines for the granting of business rates relief to charities and non-profit making organisations.</b>	<b>December 2018</b>
Council Tax, housing benefit and council tax support penalty and prosecution policy	This policy sets out the Council’s approach to prosecution and other sanctions in cases of fraud or misinformation in respect of Council Tax Support, Council Tax and Housing Benefit.	April 2020
Discretionary Housing Payments Policy	Guidelines for the determination of DHP claims.	March 2021
Revenues & Benefits Write-off Policy	Guidelines on the treatment of irrecoverable debts for revenues & benefits.	March 2021
<b>Finance and Asset Management – Head of Service Simon Dix</b>		
<b>Medium Term Financial Strategy</b>	<b>Establishes current financial situation and future savings/spends. Covers a 5 year period but is re-approved annually.</b>	<b>December 2018</b>

Strategies & Policies	Summary	Review date
Investment strategy	New prudential code and investment guidelines requires councils to be more transparent and robust about their capital and investment plans and how they impact on financial and service decisions. Therefore these two new strategies will be brought into effect as part of the budget papers.	February 2019
Treasury Management Strategy	In February 2012 the Council adopted the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2011 Edition (the CIPFA Code) which requires the Council to approve a treasury management strategy before the start of each financial year.	February 2019
Managing contractors safely policy	Managing contractors for all areas within the authority in line with the Health and Safety Executive and good practice.	August 2020
Procurement Strategy	Describes protocol for purchasing to support the local economy and ensure value for money.	October 2020
Asset Management Strategy	To maximise the potential of the council's asset portfolio	November 2020
Fee's and charging Strategy	To review and analyse the fee structure of council services and to establish a five year plan for setting appropriate service fees.	April 2021
Tree safety management policy	Management of trees that fall under Tewkesbury Borough Council ownership. The policy establishes how often the trees should be inspected, by who, where they are located and how it's recorded.	November 2021

Strategies & Policies	Summary	Review date
<b>Community Services – Head of Service Peter Tonge</b>		
<b>Corporate Enforcement Policy</b>	<b>The policy sets out the guiding principles by which legislation will be enforced by the Council to protect public health, safety, amenity and the environment within Tewkesbury Borough.</b>	<b>September 2018</b>
<b>Action for Affordable Warmth 2013-18</b>	<b>A strategy for Gloucestershire and South Gloucestershire to assist with fuel poverty, improve energy efficiency in houses and provide advice.</b>	<b>September 2018</b>
<b>Hackney Carriage &amp; Private Hire Licensing Policy</b>	<b>Policy and conditions for approving Hackney Carriage driver and vehicle licences, Private Hire driver, vehicle and operator licences, relevance of convictions when granting drivers licences and the suspension, revocation or refusal to renew licences. The new Policy will streamline the council's existing taxi policies.</b>	<b>September 2018</b>
13 30 Safeguarding policy and procedure	<b>Council's duty to safeguard and promote the welfare of children, young people and vulnerable adults. The policy is to ensure there is an overarching approach to safeguarding across the organisation.</b>	<b>December 2018</b>
<b>Mobile Homes &amp; caravan site Licensing Policy</b>	<b>Policy sets out licensing of residential and temporary caravan sites and mobile homes.</b>	<b>January 2019</b>
<b>Gambling Act 2005-Statement of Principles</b>	<b>The Licensing Authority's approach to applications under the Gambling Act 2005 and the information it expects applicants to provide.</b>	<b>February 2019</b>
Contaminated Land Strategy	Identifies contaminated land, the person responsible for the contamination, and remedial action required.	May 2019
Sex Establishment Licensing Policy	Policy on the regulation of sex establishments	August 2019

Strategies & Policies	Summary	Review date
Statement of Licensing Policy under the Licensing Act 2003.	Framework for promoting the licensing objectives. How the council will consider and determine applications for licences in conjunction with the statutory guidance issued by the Secretary of State.	October 2019
Sandbag Policy	This policy has been created to set clear priorities for the use of sandbags in relation to a potential flood event.	April 2020
Environmental Health Enforcement Policy	The policy sets out the guiding principles by which legislation will be enforced by the Council to protect public health, safety, amenity and the environment within Environmental Health.	August 2020
Fixed penalty policy and fine levels for environmental offences	The policy outlines the Council's approach to the use of fixed penalty notices and clarifies the Council's position on several key operational matters relating to the use of fixed penalty notices.	October 2020
137 Environmental Policy	The aim of the policy is to outline the parameters within which the council will improve its environmental performance across 5 themes (own house in order; climate change; waste & recycling; biodiversity; sustainable planning & enforcement).	November 2020
Tewkesbury Borough Council domestic waste and recycling collection services policy and procedures	A policy and procedure for the councils waste and recycling collection services.	November 2020
Street Trading Licensing Policy	Policy on approving applications for street trading consents	July 2021
<b>Development Services – Head of Service Annette Roberts</b>		
Playing Pitch Strategy	Outlines future playing pitch requirements and standards for the borough.	Strategy will be merged into the Tewkesbury Borough Plan.

Strategies & Policies	Summary	Review date
Car Parking Strategy	Council agreed and implemented a new parking strategy in April 2015 of which a new parking order and charges have been implemented.	July 2019
Economic Development and Tourism Strategy	Describes how the council will support the borough's economy.	April 2021
<b>One Legal – Head of Service Peter Lewis</b>		
Whistle-blowing Policy	The policy provides details on how employees can raise serious concerns within the Council without fear of reprisal.	September 2019
Anti-Fraud and Corruption Strategy	Details the Council's policies and procedures in place to respond to suspected fraudulent activity.	September 2019

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	4 September 2018
<b>Subject:</b>	Complaints Report
<b>Report of:</b>	Head of Corporate Services
<b>Corporate Lead:</b>	Chief Executive
<b>Lead Member:</b>	Lead Member for Customer Focus
<b>Number of Appendices:</b>	Two

**Executive Summary:**

The current complaints framework was introduced in April 2016. The framework included the approval of a new policy and a new reporting and monitoring system to help ensure complaints are effectively managed. The framework is monitored by a designated officer within the Policy and Communications Team. A review of complaints is undertaken by the Overview and Scrutiny Committee. At its meeting held on 6 September 2016 it was agreed this would be undertaken on an annual basis. The report provides a summary of complaints received during 2017/18 and also includes the annual letter received from the Local Government and Social Care Ombudsman (LGSCO) on complaints that have been decided by them.

**Recommendation:**

**To CONSIDER the annual report to provide assurance that complaints are managed effectively and whether any further action is required.**

**Reasons for Recommendation:**

To ensure there is effective complaints monitoring and there is evidence of learning to improve service delivery and customer satisfaction.

**Resource Implications:**

There is a manpower resource to investigate any complaints that are received.

**Legal Implications:**

The LGSCO has power to investigate complaints of maladministration against the Council (subject to certain exceptions) and may make recommendations as to how such complaints may be resolved. Where considered appropriate the LGSCO has the power to issue a formal report on any particular case for consideration by the Council. Although not legally bound to accept any recommendations from the LGSCO, it is important that the Council takes careful note of them and learns from any recommendations that he makes.

**Risk Management Implications:**

If complaints are not handled in accordance with the corporate complaints framework and the Council does not learn from the complaints received then there is a potential reputational risk to the Council.

**Performance Management Follow-up:**

Customer complaints, including those made to the LGSCO are reported to Overview and Scrutiny Committee on an annual basis. A quarterly analysis is also presented at Corporate Management Team.

**Environmental Implications:**

None directly.

**1.0 INTRODUCTION/BACKGROUND**

**1.1** The current complaints framework was introduced in April 2016. The framework included the approval of a new policy and a new reporting and monitoring system to help ensure complaints are effectively managed. The framework is monitored by a designated officer within the Policy and Communications Team. A review of complaints is undertaken by the Overview and Scrutiny Committee.

**1.2** Part of the review was to improve the signposting on how to make a complaint and clearly differentiate between a service type complaint/request and a formal complaint which requires more detailed investigative action. The Council's website was updated to reflect this. The enhanced reporting and monitoring system has helped ensure that complaints are handled to the same standard and their progress can be monitored so that responses are made in a timely manner. Complaints may be reported onwards to the LGSCO by the complainant once the complaint has been dealt with through the Council's complaints framework.

**2.0 COMPLAINTS RECEIVED APRIL 2017 - MARCH 2018**

**2.1** 157 formal complaints were received within the reporting period of which 145 relate to Council services. Of these:

- 143 (91%) were responded to within time (20 days)
- 106 (68%) were found to be justified or partially justified
- 19 were subject to a second stage review of which eight were justified or partially justified

The second stage is where the complainant is not happy with the original response and the complaint is assigned to an independent Head of Service for investigation. A breakdown of the complaints by service area, nature of complaint and remedy can be found in Appendix 1. This also includes a summary of lessons learned.

**2.2** From the breakdown by service area, over half of the complaints relate to the Council's waste service. These have been subject to previous scrutiny during the year through the Ubico contract monitoring reporting process. Waste collection is a high-profile service with nearly four million collections during the course of the year. The number of complaints in proportion to the number of collections is therefore very small. The complaints can be attributed to the change in waste rounds, effective from 1 April 2017 and due to weather conditions (snow) in quarter 4.

### 3.0 COMPLAINTS ANALYSIS FOR PREVIOUS PERIODS

3.1 Previous complaints reported to the Committee are detailed below:

Reporting period	Total complaints	Response within target time	Complaints upheld	Number of appeals	Appeals upheld
2015/ 2016	26	10	2	0	0
2016/17	111	102 (92%)	77	11	4

N.B. For 2015/16, information was collated under a previous monitoring and reporting framework that was not deemed fit for purpose, hence the introduction of a new framework.

3.2 The new framework has been in place for two years. Within the Corporate Services 2018/19 service plan is an action to review the process. This will provide an opportunity to identify any improvements that are required and ensure the framework maintains its customer focus. It is proposed to use the Overview and Scrutiny Committee to help undertake this review as complaints support the Council's overall performance management arrangements. The review is scheduled for quarter 3 of 2018/19.

### 4.0 BENCHMARKING OUR COMPLAINTS WITH OTHERS

4.1 On a quarterly basis, outturn figures are input through LG Inform. LG Inform is a dedicated database provided by the Local Government Association (LGA) which includes a benchmarking tool. One of the indicators reported upon is the number of complaints per 10,000 population. Of the nearly 100 Councils which report upon this indicator, the low number of complaints recorded by Tewkesbury Borough Council means that the Council is consistently within the top ten for having the lowest number of complaints.

### 5.0 COMPLIMENTS

5.1 For 2017/18 onwards, a compliments log is maintained within Customer Services. For this reporting period, 23 compliments were received:

Customer services	12
Elections	1
Housing	1
UBICO	4
Community and development	3
External audit	1
All emergency response staff (for Severn Trent burst water main)	1



## 6.0 OMBUDSMAN COMPLAINTS (LGSCO)

6.1 The LGSCO deals with complaints against all local government authorities in England (except Parish and Town Councils) and certain other bodies. Each year the LGSCO publishes an Annual Review Letter for every authority which details the number of complaints and enquiries received and the decisions made. This letter is attached to this report at Appendix 2. It is also published on the LGSCO website.

6.2 During 2017/18, the LGSCO determined 12 complaints relating to Tewkesbury Borough Council:

Benefits and tax	2	1- Closed after initial enquiries
		1 - Referred back for local resolution
Environmental services and public protection and regulation	4	1- Incomplete/ invalid
		2- Referred back for local resolution
		1 - Referred back for local resolution
Planning and development	5	2- Upheld
		2- Closed after initial enquiries
		1- Referred back for local resolution
Corporate and other services	1	1- Referred back for local resolution

## 7.0 OTHER OPTIONS CONSIDERED

7.1 None

## 8.0 CONSULTATION

8.1 None

## 9.0 RELEVANT COUNCIL POLICIES/STRATEGIES

9.1 Corporate Complaints Policy

## 10.0 RELEVANT GOVERNMENT POLICIES

10.1 Local Government Act 1974

## 11.0 RESOURCE IMPLICATIONS (Human/Property)

11.1 Officer time to monitor and investigate complaints received.

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

12.1 None

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

13.1 Due regard is paid to the relevant policies and schemes during the investigation and resolution of complaints. Outcomes arising from improvement actions as a result of a complaints investigation may be beneficial in these areas.

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

14.1 None.

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**Background Papers:** None

**Contact Officer:** Head of Corporate Services  
01684 272002 Graeme.simpson@tewkesbury.gov.uk

**Appendix:** Appendix 1 - Complaints breakdown  
Appendix 2 - Local Government and Social Care Ombudsman 2017/18  
Annual Review Letter

## Formal complaints Received April 2017 - March 2018

## 1. Breakdown by service (2016/17 figures in brackets):

Service area	Total complaints	Within target	Outside target	Justified	Partially justified	Not justified	Stage 2 complaint appeals	Stage 2 outcome
Customer Services	2 (3)	2	0	1	1	0	1 (0)	1 partially
Environmental Health	7 (4)	5	2	2	3	2	2 (0)	2 not justified
Grounds Maintenance	7 (5)	5	2	2	1	4	1 (1)	1 justified
Housing	3 (3)	3	0	0	0	3	1 (1)	1 (complainant withdrew during process)
Planning	24 (16)	17	7	2	8	14	7 (6)	1 partially 6 not justified
Waste and recycling	82 (51)	80	2	46	27	9	4 (1)	3 justified 1 partially
Economic and community development	0 (1)	0	0	0	0	0	0 (0)	-
Democratic Services	1 (0)	1	0	0	0	1	1 (0)	1 not justified
Revenues & Benefits	14 (8)	13	1	4	5	5	2 (0)	1 justified 1 not justified
Property	3 (6)	3	0	2	1	0	0 (1)	-
Parking	0 (4)	0	0	0	0	0	0 (0)	-
ICT	0 (2)	0	0	0	0	0	0 (0)	-
One Legal	0 (3)	0	0	0	0	0	0 (1)	-
Corporate Services	2 (0)	2	0	0	1	1	0 (0)	-
Not TBC	12 (5)	12	0	-	-	-	-	-
<b>Totals</b>	<b>157 (111)</b>	<b>143</b>	<b>14</b>	<b>59</b>	<b>47</b>	<b>39</b>	<b>19 (11)</b>	

## 2. Breakdown by nature of complaint and remedy

Nature of complaint	Total
Delay in responding to the enquiry or request	6
Failure to provide a service	63
The standard of service	50
Customers treatment by or attitude of a member of staff	14
Council failure to follow proper procedure	8
Other	4
Not TBC	12
<b>Total</b>	<b>157</b>

Remedy	Total
Apology & explanation provided	126
Financial compensation	1
Agreed solution with customer	5
Review of practice	1
Other	5
Not specified	7
Not TBC	12
<b>Total</b>	<b>157</b>

## Stage 2

Remedy	Total
Apology & Explanation provided	16
Agreed solution with customer	1
Other	2
Not specified	0
<b>Total</b>	<b>19</b>

## Summary of lessons learnt:

- Staff instruction and training
- Improved communication
- Review and improved processes
- Raise awareness including website information
- Supervisors monitoring repeated missed bins.

18 July 2018

*By email*

Mike Dawson  
Chief Executive  
Tewkesbury Borough Council

Dear Mike Dawson,

### **Annual Review letter 2018**

I write to you with our annual summary of statistics on the complaints made to the Local Government and Social Care Ombudsman (LGSCO) about your authority for the year ended 31 March 2018. The enclosed tables present the number of complaints and enquiries received about your authority and the decisions we made during the period. I hope this information will prove helpful in assessing your authority's performance in handling complaints.

#### **Complaint statistics**

In providing these statistics, I would stress that the volume of complaints does not, in itself, indicate the quality of the council's performance. High volumes of complaints can be a sign of an open, learning organisation, as well as sometimes being an early warning of wider problems. Low complaint volumes can be a worrying sign that an organisation is not alive to user feedback, rather than always being an indicator that all is well. So, I would encourage you to use these figures as the start of a conversation, rather than an absolute measure of corporate health. One of the most significant statistics attached is the number of upheld complaints. This shows how frequently we find fault with the council when we investigate. Equally importantly, we also give a figure for the number of cases where we decided your authority had offered a satisfactory remedy during the local complaints process. Both figures provide important insights.

I want to emphasise the statistics in this letter reflect the data we hold, and may not necessarily align with the data your authority holds. For example, our numbers include enquiries from people we signpost back to the authority, some of whom may never contact you.

In line with usual practice, we are publishing our annual data for all authorities on our website, alongside an annual review of local government complaints. The aim of this is to be transparent and provide information that aids the scrutiny of local services.

### **Future development of annual review letters**

Last year, we highlighted our plans to move away from a simplistic focus on complaint volumes and instead turn focus onto the lessons that can be learned and the wider improvements we can achieve through our recommendations to improve services for the many. We have produced a new corporate strategy for 2018-21 which commits us to more comprehensively publish information about the outcomes of our investigations and the occasions our recommendations result in improvements to local services.

We will be providing this broader range of data for the first time in next year's letters, as well as creating an interactive map of local authority performance on our website. We believe this will lead to improved transparency of our work, as well as providing increased recognition to the improvements councils have agreed to make following our interventions. We will therefore be seeking views from councils on the future format of our annual letters early next year.

### **Supporting local scrutiny**

One of the purposes of our annual letters to councils is to help ensure learning from complaints informs scrutiny at the local level. Sharing the learning from our investigations and supporting the democratic scrutiny of public services continues to be one of our key priorities. We have created a dedicated section of our website which contains a host of information to help scrutiny committees and councillors to hold their authority to account – complaints data, decision statements, public interest reports, focus reports and scrutiny questions. This can be found at [www.lgo.org.uk/scrutiny](http://www.lgo.org.uk/scrutiny) I would be grateful if you could encourage your elected members and scrutiny committees to make use of these resources.

### **Learning from complaints to improve services**

We share the issues we see in our investigations to help councils learn from the issues others have experienced and avoid making the same mistakes. We do this through the reports and other resources we publish. Over the last year, we have seen examples of councils adopting a positive attitude towards complaints and working constructively with us to remedy injustices and take on board the learning from our cases. In one great example, a county council has seized the opportunity to entirely redesign how its occupational therapists work with all of its districts, to improve partnership working and increase transparency for the public. This originated from a single complaint. This is the sort of culture we all benefit from – one that takes the learning from complaints and uses it to improve services.

### **Complaint handling training**

We have a well-established and successful training programme supporting local authorities and independent care providers to help improve local complaint handling. In 2017-18 we delivered 58 courses, training more than 800 people. We also set up a network of council link officers to promote and share best practice in complaint handling, and hosted a series of seminars for that group. To find out more visit [www.lgo.org.uk/training](http://www.lgo.org.uk/training).

Yours sincerely,

Michael King  
Local Government and Social Care Ombudsman  
Chair, Commission for Local Administration in England

**Local Authority Report:** Tewkesbury Borough Council  
**For the Period Ending:** 31/03/2018

For further information on how to interpret our statistics, please visit our website:

<http://www.lgo.org.uk/information-centre/reports/annual-review-reports/interpreting-local-authority-statistics>

## Complaints and enquiries received

Adult Care Services	Benefits and Tax	Corporate and Other Services	Education and Children's Services	Environment Services	Highways and Transport	Housing	Planning and Development	Other	Total
0	2	1	0	4	0	0	7	0	14

148

## Decisions made

				Detailed Investigations			
Incomplete or Invalid	Advice Given	Referred back for Local Resolution	Closed After Initial Enquiries	Not Upheld	Upheld	Uphold Rate	Total
1	0	6	3	0	2	100%	12

### Notes

Our uphold rate is calculated in relation to the total number of detailed investigations.

The number of remedied complaints may not equal the number of upheld complaints. This is because, while we may uphold a complaint because we find fault, we may not always find grounds to say that fault caused injustice that ought to be remedied.

### Complaints Remedied

by LGO	Satisfactorily by Authority before LGO Involvement
1	0