

8 October 2018

Committee	Overview and Scrutiny
Date	Tuesday, 16 October 2018
Time of Meeting	4:30 pm
Venue	Severn

ALL MEMBERS OF THE COMMITTEE ARE REQUESTED TO ATTEND

Agenda

1. ANNOUNCEMENTS

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

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

2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

To receive apologies for absence and advise of any substitutions.

3. DECLARATIONS OF INTEREST

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



	Item	Page(s)
4.	MINUTES To approve the Minutes of the meeting held on 4 September 2018.	1 - 13
5.	EXECUTIVE COMMITTEE FORWARD PLAN 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.	14 - 19
6.	OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2018/19 To consider the forthcoming work of the Overview and Scrutiny Committee.	20 - 27
7.	GLOUCESTERSHIRE POLICE AND CRIME PANEL UPDATE To receive an update from the Council's representative on matters considered at the last meeting.	
8.	GLOUCESTERSHIRE HEALTH AND CARE OVERVIEW AND SCRUTINY COMMITTEE UPDATE. To receive an update from the Council's representative on matters considered at the last meeting.	
9.	GLOUCESTERSHIRE ECONOMIC GROWTH SCRUTINY COMMITTEE UPDATE To receive an update from the Council's representative on matters considered at the last meeting.	
10.	GLOUCESTERSHIRE JOINT WASTE COMMITTEE UPDATE To consider the progress made to date in relation to the 2018/19 Gloucestershire Joint Waste Committee Action Plan.	28 - 65
11.	DEVELOPMENT SERVICES REVIEW ACTION PLAN To consider progress against the Development Services Review Action Plan.	66 - 99
12.	HOUSING STRATEGY MONITORING REPORT To consider the progress made in respect of the outcomes identified in the Housing Strategy Action Plan	100 - 125

DATE OF NEXT MEETING
TUESDAY, 27 NOVEMBER 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, 4 September 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 J R Mason

OS.27 ANNOUNCEMENTS

- 27.1 The evacuation procedure, as noted on the Agenda, was taken as read.
- 27.2 The Chair welcomed the Lead Member for Clean and Green Environment to the meeting and indicated that he would be giving a presentation at Agenda Item 9 – Ubico Contract Matters.

OS.28 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

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

OS.29 DECLARATIONS OF INTEREST

- 29.1 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.
- 29.2 There were no declarations made on this occasion.

OS.30 MINUTES

- 30.1 The Minutes of the meeting held on 17 July 2018, copies of which had been circulated, were approved as a correct record and signed by the Chair.

OS.31 EXECUTIVE COMMITTEE FORWARD PLAN

31.1 Attention was drawn to the Executive Committee Forward Plan, circulated at Pages No. 17-21. 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.

31.2 A Member raised concern that the Forward Plan was very sparsely populated and this was a recurring issue. The Chief Executive recognised that this had been raised previously by the Overview and Scrutiny Committee and similar comments had been made at Executive Committee. Due to the nature of the work of the Committee, it was not always possible to plan which items would come forward, nevertheless, it was important that those items which were known about were included in the Forward Plan and he undertook to review this with Management Team. The Head of Corporate Services indicated that a number of corporate policies and strategies were due for review over the coming year and he would expect to see them programmed into the Forward Plan.

31.3 It was

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

OS.32 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2018/19

32.1 Attention was drawn to the Overview and Scrutiny Committee Work Programme 2018/19, circulated at Pages No. 22-30, which Members were asked to consider.

32.2 A Member raised concern that there were a number of items which had been in the 'pending items' section of the Work Programme for some time and he hoped that these would come forward in the near future. The Head of Corporate Services indicated that the Review of Workforce Development Strategy was being undertaken by the Interim HR Manager who had been tasked to complete this by the end of the year; he was keen for the Overview and Scrutiny Committee to have an input so this would be incorporated into the Work Programme for the coming months. The Review of the Corporate Enforcement Policy was being led by the Counter Fraud Manager and a draft policy had been produced which was currently with Management Team for discussion so this could also be expected in the near future. Another Member expressed concern that two of the items in the pending section had been identified in June 2017 - well over a year ago. The Head of Corporate Services clarified that items did not always have timescales attached when they came forward and he agreed that the pending items needed to be discussed and programmed in by management team; he provided assurance that this would be done by the next meeting of the Committee.

32.3 It was

RESOLVED 1. That the Overview and Scrutiny Committee Work Programme 2018/19 be **NOTED**.

2. That the pending items be scheduled into the Work Programme prior to the next meeting of the Committee.

OS.33 PERFORMANCE REPORT QUARTER 1 2018/19

- 33.1 The report of the Head of Corporate Services, circulated at Pages No. 31-71, attached performance management information for the first quarter of 2018/19. The Overview and Scrutiny Committee was asked to review and scrutinise the performance information and, where appropriate, identify any issues to refer to the Executive Committee for clarification or further action to be taken.
- 33.2 Members were advised that this was the first quarterly monitoring report for 2018/19 and progress against delivering the objectives and actions for each of the Council Plan priorities was reported through the Performance Tracker, attached at Appendix 1 to the report. Key actions for the quarter were highlighted at Paragraph 2.3 of the report and included: Executive Committee approval of disposal of the Ministry of Agriculture, Food and Fisheries (MAFF) site; two additional property investments; success of the garden waste project; completion of the Public Services Centre refurbishment; letting of the remaining office space on the top floor of the building; appointment of the Business Transformation Manager and Technical Planning Manager within Development Services; Council approval of the Community Services restructure; appointment of a development advisor for the Spring Gardens project; progress in respect of the implementation of the Customer Relationship Management (CRM) system; and delivery of 79 affordable homes. As always, due to the complex nature of the actions being delivered, it was inevitable that some would not progress as smoothly or quickly as envisaged and details of these were set out at Paragraph 2.4 of the report. The Head of Corporate Services pointed out that some of these actions had now been reported several times and there was a need for a discussion by the Management Team to ensure they had realistic target dates and adequate resources for delivery. In terms of the Key Performance Indicators (KPIs), Members were informed that the status of each indicator was set out at Paragraph 3.2 of the report. Of the 16 indicators with targets, two had not been achieved as at the end of the first quarter. It was noted that three new KPIs had been included for 2018/19: the number of visitors entering the Growth Hub; percentage of Freedom of Information (FOI) requests answered on time; and percentage of formal complaints answered on time. It was pleasing to report that that 100% of 'major' planning applications had been determined within 13 weeks, or an alternative period agreed with the applicant, which exceeded both the target and last year's outturn, and there had also been a reduction in the number of reported enviro-crimes compared to the previous year. A Member drew attention to Page No. 35, Paragraph 3.3, bullet point five of the report, in relation to KPI 21 – average number of days to process new benefit claims – which stated that the performance of 21 days was below the target of 15 days but should say 'above' the target. In respect of the reduction in the number of reported enviro-crimes, a Member indicated that this was largely due to the number of prosecutions and he felt that Officers' hard work should be recognised in this regard.

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

Priority: Finance and Resources

P41 – Objective 3 – Action a)
– Deliver the aims and objectives of the commercial property investment strategy
– A Member noted that the comments stated that the Council’s property portfolio stood at £39m, producing a gross income of about £1.9m; however, the second bullet point on Page No. 33, Paragraph 2.3 of the report, stated that the annual gross income would be £2.4m.

Members questioned how far the property investments had helped to reduce the budget deficit and what action was taken to minimise risks associated with investment properties.

The Finance Manager apologised for this error and indicated that she believed the correct amount was £2.4m but she undertook to provide a schedule of all properties and their gross income following the meeting.

The Chief Executive explained that the deficit over the five year period of the Medium Term Financial Strategy remained at £1.8 - 2m and, whilst the net income of approximately £850,000 from the commercial property portfolio had made a huge difference, there were still some major issues to address as the budget programme moved forward in the autumn. Potential investments were considered by the Commercial Property Investment Board, which was a Member panel advised by Officers and the Council’s investment advisors. In order to maximise investment potential, it was important that the property portfolio was as broad as possible and covered a range of sectors. It was worth noting that the external auditors had found the Council’s investment portfolio, and the associated processes, to be sound. Members were advised that the risks associated with the portfolio were far outweighed by the income that was generated.

P42 – Objective 4 – Action b)
Explore options for the Ministry of Agriculture, Food and Fisheries (MAFF) site – A Member sought an update on plans for the site.

Members were informed that the Executive Committee had approved the disposal of the MAFF site for residential use. In order to achieve the best price, it was intended to sell the site with planning permission, if possible, and Officers were currently commissioning survey work to support that.

Priority: Promoting and Supporting Economic Growth

P46 – Objective 4 – Action b) Develop a programme with partners to progress Healings Mill and other key development opportunity sites to support the regeneration of Tewkesbury – A Member noted that the target date for this action had changed several times and she questioned whether any developers were interested in the Healings Mill site.

The Chief Executive explained that the main difficulty was that the Council did not own the site and therefore this action was largely outside of its control. Notwithstanding this, he recognised that the target date had changed significantly, and he agreed that more meaningful timescales were needed.

P46 – Objective 5 – Action a) Explore with partners – including the Battlefield Society – the potential to increase the heritage offer at the Battlefield site – A Member sought a progress update.

The Chief Executive advised that some progress had been made and it was intended to bring forward a project with the various partners. To date, Officers had met with the key landowners and stakeholders to discuss what might be possible and consideration was being given to an IT-based heritage project. The project had slipped as it had taken longer than anticipated to engage with the Battlefield Society and other partners. It was noted that the revised target date of December 2018 related to getting agreement on a way forward rather than the date the project would be completed in its entirety.

Key Performance Indicators for Priority: Economic Development

P48 – KPI 5 – Number of visitors to Tewkesbury Tourist Information Centre (TIC) – A Member was surprised to see that the number of visitors to the Tewkesbury TIC had decreased given the fantastic weather over the summer.

Members were reminded that the figures related to the first quarter of 2018/19 which covered the period April-June - before the extended period of hot and dry weather.

P48 – KPI 7 – Number of visitors entering the Growth Hub – A Member noted that this was a new indicator and questioned what comparisons would be used to establish whether performance was good or bad.

The Chief Executive explained that this KPI had been set by the Local Enterprise Partnership (LEP) as a condition of the capital that it had put into the Growth Hub and it was currently the only measure of performance available. The only other tier two Growth Hub in Gloucestershire was at the Royal Agricultural University in Cirencester, which had recently opened, and no other Growth Hub in the UK was located within a local authority premises therefore there was no established track record for comparison.

- 33.4 Turning to the financial information, the Finance Manager was pleased to report an £81,867 surplus against the profiled budget for quarter one. This was largely due to employee cost savings of £76,330, mainly within the Property and Development Services teams, and additional income of £19,940 mainly in relation to the garden waste service and grant income for the Benefits team which had not been budgeted for. Unfortunately, the savings on employees in Development Services had been offset by the reduction in planning income which had been a continuing trend over the last 12 months. There had also been an overspend against benefit claimant payments i.e. where housing benefit claimants had been overpaid which could occur when claimants failed to inform the Council of a change in circumstances. This would be monitored over the coming months to identify any trends and resources had been allocated to the recovery of overpaid housing benefit. In addition, the first quarter outturn position for the Ubico contract had forecast a full year deficit of £84,000. It was noted that business rates income, returns from the investment portfolio and treasury management activities were all positive. Appendix 3 to the report set out the capital budget position as at quarter one. This showed a small underspend because of the office refurbishment being slightly behind the budget profile. Members were advised that this work had been delayed and the overall costs had increased due to the discovery of asbestos. The final element of the report related to the current usage of available reserves and a breakdown was shown at Appendix 4 to the report.
- 33.5 A Member drew attention to the table at Page No. 36, Paragraph 4.2 of the report, which showed a budget variance of £76,330 in respect of employee cost savings whereas Paragraph 4.3 reported this as £79,330. The Finance Manager confirmed that the figure in the table was correct, i.e. £76,330, and she apologised for the typographical error within the main body of the report. Another Member understood that there was a 1% margin of error within benefits due to overpayments and he questioned why this was not budgeted for. The Finance Manager believed that a 1% margin had been included in the budget; she explained that, if an overpayment was due to claimant error, the Council was able to recover 40% from the government. Tewkesbury Borough Council had a good track record of this and, given that it was only the first quarter, she was optimistic that the situation would improve. In response to a query regarding the asbestos, the Finance Manager confirmed that it had been found beneath the flagstones under the entrance to reception but it had not been as significant as first thought and had all been successfully removed.
- 33.6 Having considered the information provided, it was
- RESOLVED** That the performance management information for quarter one of 2018/19 be **NOTED**.

OS.34 GRASS CUTTING IMPROVEMENT PLAN

- 34.1 The report of the Head of Community Services, circulated at Pages No. 72-82, attached the grass cutting improvement plan that had been agreed to address the concerns raised at the Executive Committee meeting in June. Members were asked to consider the progress made against the improvement plan.
- 34.2 The Head of Community Services indicated that the history to the report was well-documented and he was pleased to advise that significant progress had been made against the actions contained within the grass cutting improvement plan. Following the approval of a contingency fund, a number of short-term improvements were immediately put in place and these were detailed at Page No. 74, Paragraph 2.1 of the report. A project group had been established, consisting of senior officers from the Council and Ubico, to ensure that these improvements were embedded and the group was also working on a number of longer-term improvements, as set out at Paragraph 3.1. Particular reference was made to the

need to consider the number of cuts and the standard that could be expected from a range of scenarios e.g. 8-10 cuts compared to 12-14 cuts etc. In addition to this, he was keen for Members to explore the possibility of prioritising certain areas for a higher standard of cut. He recognised that this was a significant piece of work but he considered that good progress was being made.

34.3 A Member felt that one of the biggest issues this year was in relation to the areas of grass owned by Gloucestershire County Council and how they had been dealt with - he understood that Tewkesbury Borough Council had mowed the land on behalf of the County Council. The Head of Community Services explained that he was awaiting the outcome of the County Council's review of its grass-cutting needs and he provided assurance that Officers would work with the County to address the issue going forward. The Member asked that this be reflected in the improvement plan and the Head of Community Services undertook to make this amendment.

34.4 The Chair sought views as to when the improvement plan should be brought back to the Committee for consideration and Members agreed that it should be added to the Agenda for the meeting in February 2019 to ensure that all issues had been addressed before the new grass-cutting season. The Head of Community Services indicated that he would like to do some work with Members prior to that, for example, reviewing the number of cuts and the prioritisation of areas, and he would consider how best to take that forward. It was

RESOLVED 1. That the progress against the grass cutting improvement plan be **NOTED**.

2. That a further report brought back to the Overview and Scrutiny Committee on 12 February 2019.

OS.35 UBICO CONTRACT MATTERS

35.1 The Chair indicated that the Lead Member for Clean and Green Environment had been invited to give a presentation on Ubico contract matters.

35.2 The following key points were raised during the presentation:

- Ubico – A Teckal Company – A local authority-owned company that must have 80% of its activity with the company owner i.e. Tewkesbury Borough Council and the other Councils; the other 20% could be work for other bodies and could generate income for the owning company; allowed for flexible trading arrangements; Tewkesbury Borough Council had the same control as if it was a Council department.
- Advantages of a Teckal – Tewkesbury Borough Council remained in control; shared risks and benefits; potential for economies of scale; savings from efficiencies benefited the owners; 20% headroom for commercial trading.
- A Local Authority-Owned Company – Seven shareholding authorities: Cheltenham Borough Council; Cotswold District Council; Tewkesbury Borough Council; Forest of Dean District Council; West Oxfordshire District Council; Stroud District Council; and Gloucestershire County Council.
- Ubico is Growing – Since the start of Ubico in 2012, with a turnover of £7m, it had grown rapidly: 650 employees; 450 vehicles and plant; 2017/18 turnover £29.9m.
- Benefits to Shareholders – Retain control over service provision and the company; economies of scale – purchasing strength, greater resilience, costs do not increase as much as a private contractor; flexibility to change services with minimal costs or legal fees; shared best practice.

- Medium Term Commercial Opportunities – Fleet: setting up of a vehicle rental company to reduce the cost of hiring vehicles; Staffing: setting up of a staffing agency to reduce costs of agency staff; Ubico Consultancy: use the Ubico model to support other Councils that want to set-up teckal companies.
- Longer Term Commercial Opportunities – Disposal and material recovery: setting up a Materials Recovery Facility (MRF); Acquisition: look to acquire businesses that complement Ubico's operation; Diversification: look to deliver a wider range of services to shareholders e.g. facilities management, transport and highways.
- Tewkesbury Borough Specifics – 350,600 collections per month – 4.2m collections per year; 175 hectares of grass maintained; monthly contract meeting to discuss performance; quarterly performance meetings; weekly customer services meetings; regular project meetings e.g. continuous improvement, garden waste club, street cleansing review, grounds maintenance, Javelin Park.
- Fleet – In 2017, £3.1m was spent on a new fleet for Tewkesbury Borough Council; an audit of how the fleet is being managed was being reported to the Audit Committee later in the year; in the process of commissioning a valuation of the fleet.
- Javelin Park – The new Energy from Waste facility would start to take waste from Gloucestershire authorities in March 2019 and be fully operational by August 2019; negotiations currently underway as to whether Tewkesbury Borough Council would deliver waste directly or via a waste transfer station; Members would be updated in due course.
- Tewkesbury Borough Member Involvement – Planned: Overview and Scrutiny Committee visit to the Swindon Road depot; visit West Oxfordshire to look at grounds maintenance; Ubico presenting commercial strategy to Council in January 2019.

35.3

The Chair thanked the Lead Member for his presentation and invited questions from the Committee. A Member sought an update on plans for a commercial trade waste service and was advised that the revised target date for this project was April 2019. The Head of Community Services explained that it had become evident from discussions to date that each local authority provided the service slightly differently, for example, some recycled which Tewkesbury Borough Council did not have capacity for, and Officers were continuing to explore the options. The Association of Public Service Excellence (APSE) report had recommended that this service be handed over to Ubico; however, this had not been considered favourably as the Council would not benefit from any profit generated. There was a further complication in that some local authorities may opt to join Publica - a local authority-owned company which delivered services on behalf of Councils - and therefore the commercial opportunity may not be as beneficial to Tewkesbury Borough Council; notwithstanding this, he provided assurance that discussions were ongoing with other authorities via the Joint Waste Partnership. The Lead Member reiterated that, in order to make it a viable service for Tewkesbury Borough Council, it was essential that it was offered in partnership and, whilst other local authorities were keen to offer a trade waste service, there were a number of complications which needed to be overcome.

- 35.4 A Member noted that Ubico had grown quite quickly and she raised concern that some of the aspirations seemed quite grand for what was a relatively small workforce. The Head of Community Services indicated that this had been recognised and one of the new Managing Director's first tasks had been to restructure the organisation and allocate additional resources to the corporate centre to be able to deliver these aspirations. In his view, one of the key issues which needed to be addressed urgently was staffing – there was a significant problem with attracting drivers which resulted in a reliance upon agency staff which cost Ubico, and therefore the Council, a lot of money. The Member questioned whether the Council was able to influence Ubico to prioritise this and she was informed that Tewkesbury Borough Council, via the Chief Executive, was a shareholder and the Deputy Chief Executive was Director of the Board so they would certainly have an influence.
- 35.5 A Member queried where Tewkesbury Borough's recycling was taken and was advised that the contract to sort the mixed recycling was with Suez Resource and Recovery at its Materials Recovery Facility (MRF) plant in Avonmouth; 92-95% was recycled at the plant and any that could not be recycled was taken to an Energy from Waste plant. The Chief Executive indicated that this had recently been raised at a Council meeting and a Member Update had been circulated with more information. Another Member went on to query whether the partner authorities in Ubico dealt with bin collection in the same way and if each Council had their own vehicle fleet as Tewkesbury Borough Council did. The Lead Member confirmed that Tewkesbury Borough Council shared Cheltenham Borough Council's depot; Cotswold, Forest of Dean and Stroud District Councils all had their own vehicles; some local authorities leased their vehicles rather than owning them. Each authority collected residual waste in more or less the same way; however, Tewkesbury Borough and Stroud District Councils collected co-mingled recycling whereas the other authorities did a kerbside sort. Whilst the majority of the local authority partners sent food waste to anaerobic digestion, Cotswold District Council still mixed food waste with garden waste which went for composting, although the Joint Waste Committee was seeking to influence that authority to come into line with the others. In response to a query as to why Cheltenham Borough Council did not use wheeled bins for its recycling, the Lead Member clarified that each local authority was able to choose what type of service it offered to its residents - Cheltenham Borough Council had carried out a survey which had shown that the majority of residents preferred a kerbside sort and it was easier to use recycling boxes for that. Given the different approaches taken by the local authorities, a Member raised concern that it would not be possible to achieve economies of scale. In response, the Lead Member reiterated that residual waste was collected in the same way, and the majority of food waste collections were also the same, so there was potential for some efficiencies to be made e.g. through bulk buying bins, fuel costs. The Chief Executive confirmed that approximately 70% of the service operated by Ubico was similar for all partners. It was important for Tewkesbury Borough Council to retain control and flexibility which, unfortunately, did limit the amount of operational economies of scale achieved; however, there could be other benefits to that, for example, the Council owned its vehicle fleet which offered some protection should Ubico ever get into difficulty and it meant that the vehicles were limited to working in Tewkesbury Borough so mileage etc. was kept in check. In response to a query, clarification was provided that some of the partner authorities leased their vehicles. A Member indicated that he would like an independent valuation of the Council's vehicle fleet and confirmation was provided that this was being commissioned.

- 35.6 A Member raised concern about the possibility of having to take residual waste to the Energy from Waste plant at Javelin Park as there would be a significant increase in mileage for Tewkesbury Borough Council given the geography of the borough and the location of the plant. He questioned whether there would also be additional costs in terms of double-loading. He also pointed out that, to his knowledge, the possibility of joining Publica had not been discussed by Members and he would be keen to understand all of the ramifications, particularly in terms of staffing. With regard to Javelin Park, the Lead Member explained that there would be two options: direct delivery, which would be extremely expensive to Tewkesbury Borough Council, or use of a waste transfer station. This was being discussed and Gloucestershire County Council recognised the impracticality of direct delivery for all of Tewkesbury Borough. In terms of Publica, the Head of Community Services clarified that Tewkesbury Borough Council was a waste collection authority in its own right. The Chief Executive explained that Cotswold, West Oxfordshire and the Forest of Dean District Councils were partners in both Ubico and Publica and they had a slightly different contract; when staff had been transferred from the various Councils to Ubico, those authorities had transferred all staff into Publica which provided the rest of their services. He stressed that the relationship with Ubico was unchanged and those authorities were shareholders in the same way as Tewkesbury Borough Council - rather than employing staff directly, they had a contract with another teckal company to provide staff. The Member went on to indicate that, if Tewkesbury Borough Council was to take its waste to a transfer station, Gloucestershire County Council would incur additional costs of having to go to the transfer station and he was concerned that these costs may be passed on. Clarification was provided that the County Council was a waste disposal authority, not a waste collection authority, so it did not have a fleet of vehicles. The Head of Community Services reiterated that negotiations were ongoing; the bottom line was that, if the County Council directed Tewkesbury Borough Council to take waste to Javelin Park, the amount that would be paid to Tewkesbury Borough Council would not cover these costs so it was necessary to look for an alternative solution, either delivery to a waste transfer station or a combination of that and direct delivery. The County Council recognised that Tewkesbury Borough Council was not willing to disrupt existing rounds and he was optimistic that a solution would be found within the next month or so.
- 35.7 A Member pointed out that there was a perception among some that Tewkesbury Borough Council joining Ubico had been at the expense of its waste service. The Head of Community Services stressed that the service was very good and, whilst there had been some issues over the last year, they were not necessarily down to Ubico as any significant service change caused disruption. A Member expressed the view that there was vast difference in the quality of the service provided by Tewkesbury Borough Council and other local authorities in the area which should be recognised.
- 35.8 A Member noted the proposal to visit West Oxfordshire District Council and she queried whether this was because it operated differently. The Head of Community Services confirmed that the main purpose of the visit would be to look at grounds maintenance and he indicated that this was an example of an area which paid for 17-20 cuts per year, compared to 10-12 in Tewkesbury Borough. The Committee welcomed the opportunity to understand more about Ubico and several Members indicated that they would be happy to visit the Swindon Road Depot. A brief debate ensued as to whether it would be beneficial to invite West Oxfordshire District Council to give a presentation to the Committee and it was agreed that this should be put on hold pending the review of the grass cutting improvement plan in February.

- 35.9 It was
RESOLVED That the presentation in respect of Ubico Contract Matters be
NOTED.

OS.36 SCRUTINY REVIEW OF WATER SUPPLY OUTAGE

- 36.1 Attention was drawn to the report of the Head of Community Services, circulated at Pages No. 83-127, which attached the final draft of the Scrutiny Review of Water Supply Outage Report. Members were asked to approve the draft report and to recommend to Council that the report be adopted, and to agree how the Overview and Scrutiny Committee would monitor delivery of the action plan going forward.
- 36.2 The Head of Community Services indicated that the Overview and Scrutiny Committee had been fully involved in the review. The final draft report was attached at Appendix A to the Committee report and included an action plan containing 20 recommendations which had been identified during the course of the review. It was noted that the action plan had been updated to reflect the current position. Unfortunately, some of the partner organisations had not been able to provide target dates for their actions prior to the meeting; this was largely due to reduced resources over the summer period. Notwithstanding this, he provided assurance that everyone was fully engaged and committed to delivering the action plan and Severn Trent Water had requested a meeting in October to discuss this further with partners.
- 36.3 The Chair indicated that this was the biggest piece of work that had been undertaken by the Overview and Scrutiny Committee during this Council term and he wished to thank everyone who had been involved in the review and the production of the report. He welcomed views on how the action plan should be monitored going forward. A Member also wished to extend his congratulations to all involved but he pointed out that a report was only as good as its outcomes and it was crucial to ensure that the action plan was delivered. The Head of Community Services suggested that the report be brought back in the final quarter of 2018/19, which would be a year after the water outage, and Members agreed that the February meeting would be most appropriate and that they would like all partner organisations involved in the review to attend in order to give updates on the actions relevant to them. The Head of Community Services undertook to invite partners to the meeting when he met with them in October and indicated that he would report back if there was a problem with this date. It was

- RESOLVED**
1. That the draft Scrutiny Review of Water Supply Outage Report be **APPROVED** and that it be **RECOMMENDED TO COUNCIL** that the report be **ADOPTED**.
 2. That the action plan be brought back to the Overview and Scrutiny Committee meeting on 12 February 2019 and that all partners involved in the review be invited to attend.

OS.37 CORPORATE STRATEGIES AND POLICIES

- 37.1 The report of the Head of Corporate Services, circulated at Pages No. 128-138, set out an updated list of corporate policies and strategies. Members were asked to consider the list and identify which policies and strategies would be reviewed by the Overview and Scrutiny Committee during 2018/19.

37.2 The Head of Corporate Services advised that the Overview and Scrutiny Committee had previously requested that a list of policies and strategies be produced to help inform its work programme as well as to provide support to the Executive Committee. The list was updated on an annual basis and the latest version was attached to the report at Appendix 1 with the policies and strategies due for review in 2018/19 highlighted in bold. It was to be borne in mind that the list included policies and strategies that came under the remit of other Committees and it was important not to duplicate this work. With that in mind, two policies had been identified as suitable for review by the Overview and Scrutiny Committee: Complaints Policy, which had been in place for two years and therefore it was prudent to undertake a review; and the Safeguarding Policy and Procedure which several Members had raised in various forums. Although not included within the list, it would also be necessary to formulate a strategy to implement the recent Council resolution in respect of the elimination of single use plastic within buildings and facilities managed by the Council by 2019, and efforts to encourage elimination within the Council's supply chain by 2025, and it was suggested that this could be undertaken by an Overview and Scrutiny Committee Working Group or workshop, depending on the scale of the task.

37.3 During the brief debate which ensued, a Member questioned whether it would be possible for a Working Group to consider other aspects of reducing waste alongside the resolution to eliminate single use plastic, for example, the benefits of moving towards paperless working. In response, the Chief Executive warned that, if required, this would be a task and finish group and would need to have a very specific focus; introducing other elements would open up the remit and could delay the production of a strategy for the very specific Council resolution on single use plastic that needed to be introduced in the near future if the 2019 target were to be achieved.

37.4 Accordingly, it was

RESOLVED

That the following policies and strategies be included for review in the Overview and Scrutiny Committee Work Programme for 2018/19:

- Complaints Policy
- Safeguarding Policy and Procedure
- Strategy to deliver the Council resolution in respect of the elimination of single use plastic

OS.38 COMPLAINTS REPORT

38.1 Attention was drawn to the report of the Head of Corporate Services, circulated at Pages No. 139-148, which provided a summary of complaints received during 2017/18 and included the annual letter received from the Local Government and Social Care Ombudsman. Members were asked to consider the information provided and any further action required.

38.2 Members were advised that 157 formal complaints had been received within the reporting period April 2017 to March 2018 of which 145 related to Council services. Of those complaints, 143 had been responded to within time which equated to 91%; 14 had been out of time and seven of those had related to planning which were often more complex. A breakdown of the complaints by service area, nature of complaint and remedy was attached to the report at Appendix 1 and it was noted that the majority of complaints were in respect of the Council's frontline services, particularly waste and recycling, which could be attributed to the change in waste rounds, effective from 1 April 2017, and adverse weather conditions. Members were reminded that waste collection was a high-profile service and the number of

complaints in relation to the number of collections was very small. 19 complaints had been subject to a second stage review, of which eight had been justified or partially justified. The second stage was where the complainant was unhappy with the original response and the complaint was assigned to an independent Head of Service for investigation. Members were advised that the figures were benchmarked through LG Inform, a database provided by the Local Government Association, and Tewkesbury Borough Council was consistently one of the best performers. During 2017/18, 12 complaints relating to Tewkesbury Borough Council had been determined by the Local Government and Social Care Ombudsman and only two of those had been upheld.

38.3 A Member sought clarification as to what happened when a complaint to the Local Government and Social Care Ombudsman was upheld and he was advised that this depended on the nature of the complaint – it could be an apology or by remedy. He confirmed that if a complaint was upheld it was not ongoing. In response to a query regarding what those complaints related to and whether there was a common denominator, Members were informed that both had related to planning enforcement. The Chief Executive indicated that he did not have the details to hand but would be happy to provide them outside of the meeting.

38.4 A Member drew attention to Appendix 1 which showed there had been a delay in responding to an enquiry or request on six occasions and she expressed the view that this should not happen. The Head of Corporate Services explained that capacity and competing priorities meant that, on occasion, it had not been possible to meet these targets. The Chief Executive reminded Members that this report should be considered in the context of the amount of individual customer contact and service requests received by the Council. His experience in local government suggested that the figures in relation to formal complaints were very low indeed.

38.5 It was

RESOLVED That the annual complaints report be **NOTED**.

The meeting closed at 6:40 pm

EXECUTIVE COMMITTEE FORWARD PLAN 2018/19

REGULAR ITEM:

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

Addition to 21 November 2018

- Purchase of Vehicle.

Committee Date: 21 November 2018

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Management Report – Quarter 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.	Yes – from cancelled meeting in October.
Financial Update – Quarter Two 2018/19.	To consider the quarterly budget position.	Head of Finance and Asset Management.	No.
Community Grants Update.	To consider each of the current community grant commitments.	Head of Finance and Asset Management.	Yes – from 29 August 2018 to enable further consideration of the grants which will need to be considered.
Housing Strategy Monitoring Report (Year 3) (Annual).	To approve the Housing Strategy Monitoring Report for Year Three.	Housing Services Manager.	No.
Tewkesbury Town Supplementary Planning Document.	To approve the draft Supplementary Planning Document for consultation purposes.	Head of Development Services.	No.
Council Tax Reduction Scheme 2019-20	To consider a Council Tax Reduction Scheme for 2019/20 and make a recommendation to Council.	Revenues and Benefits Manager.	No.

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Agenda Item 5

Committee Date: 21 November 2018

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Joint Core Strategy - Preferred Registered Providers	To delegate authority to the Head of Community Services to evaluate potential new preferred registered providers for the delivery and/or management of new affordable housing on the strategic allocation sites.	Head of Community Services.	No.
Confidential Item: Irrecoverable Debts Write-Off Report (Quarterly).	To consider the write-off of irrecoverable debts.	Head of Corporate Services.	No.
(To be considered in private because of the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)).			

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Committee Date: 2 January 2019			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Management Report – Quarter Two 2018/19.	To receive and respond to the findings of the Overview and Scrutiny Committee’s review of the quarter two performance management information.	Head of Corporate Services.	No.
ICT Strategy.	To approve the ICT Strategy,	Head of Corporate Services.	Yes – from 6 June 2018 to align with the action within the Corporate Services action plan.
Risk Management Strategy.	To approve the Risk Management Strategy.	Head of Corporate Services.	Yes – from 29 August to allow for more time to devise the Strategy.
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.	Yes – from 21 November 2018 to allow more time for information from the government and the Council’s budget process.

Committee Date: 6 February 2019

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

(To be considered in private because of the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)).

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

Committee Date: 3 April 2019			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Management Report – Quarter Three 2018/19.	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter three performance management information.	Head of Corporate Services.	No.
Council Plan 2016/20 Refresh (Annual).	To consider the Council Plan and make a recommendation to Council.	Head of Corporate Services.	No.
High Level Service Plan Summaries (Annual).	To consider the key activities of each service grouping during 2017/18.	Head of Corporate Services.	No.

PENDING ITEMS

Agenda Item	Overview of Agenda Item
Confidential Item: Spring Gardens/Oldbury Road Regeneration.	To consider the information provided and agree a way forward.
Workforce Development Strategy.	To approve the Council's Workforce Development Strategy.

OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2018/19

REGULAR ITEMS:

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

<p><u>Additions to 16 October 2018</u></p> <ul style="list-style-type: none"> • <p><u>Deletions from 16 October 2018</u></p> <ul style="list-style-type: none"> •

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

Committee Date: 8 January 2019			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
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
Gloucestershire Healthwatch.	To receive an update from Gloucestershire Healthwatch on the new arrangements and how this impacts on the borough.	Head of Corporate Services.	No.
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.
Grass Cutting Improvement Plan.	To consider the progress made against the plan.	Head of Community Services.	No – agreed by the Overview and Scrutiny Committee on 4 September 2018.
Review of Water Supply Outage Monitoring Report.	To consider the progress made against the actions arising from the review (NB – Partners to be invited to attend)	Head of Community Services.	No – agreed by the Overview and Scrutiny Committee on 4 September 2018.
Trade Waste	To consider the progress made in respect of introducing a trade waste service.	Head of Community Services	No – agreed by the Overview and Scrutiny Committee on 17 July 2018.
Gloucestershire Police and Crime Panel Update.	To receive an update from the Council’s representative on matters considered at the last meeting (4 February 2019).	N/A	No.

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
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 (15 January 2019).	N/A	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.

Committee Date: 12 March 2019			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
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.
Healings Mill	To consider the progress made in respect of Healings Mill.	Head of Development Services.	No - agreed by the Overview and Scrutiny Committee on 17 July 2018.
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 (5 March 2019).	N/A	No.

Committee Date: 9 April 2019			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Overview and Scrutiny Committee Work Programme 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.
Community Safety Partnership Update.	To consider the update on the Community Safety Partnership.	Head of Community Services.	No – Exec Cttee approved the reconvening of the Tewkesbury CSP in August 2018. O&S previously received an annual update.
Gloucestershire Police and Crime Panel Update.	To receive an update from the Council's representative on matters considered at the last meeting (15 March 2019).	N/A	No.

NB – Changes from previous work programme highlighted in bold

PENDING ITEMS

Agenda Item	Overview of Agenda Item
Gloucestershire Joint Waste Committee	<p>Updates to be brought to the Committee in respect of:</p> <ul style="list-style-type: none"> — the future work programme which would be developed with the Gloucestershire Joint Waste Committee in autumn 2017; and — in the longer term, review of the Gloucestershire Waste Strategy. <p>Agreed by the Overview and Scrutiny Committee at its meeting on 17 October 2017. Update from the Joint Waste Team included on the Agenda for 16 October 2018.</p>
Review of Workforce Development Strategy.	Review by O&S Workshop – agreed by Overview and Scrutiny Committee at its meeting on 13 June 2017 - January/February 2019.
Review of Corporate Enforcement Policy.	Review by O&S Workshop – agreed by Overview and Scrutiny Committee at its meeting on 13 June 2017 – March 2019.
Trade Waste.	Agreed by the Overview and Scrutiny Committee at its meeting on 17 July 2018 – Included on Agenda for 12 February 2019.
Healings Mill.	Agreed by the Overview and Scrutiny Committee at its meeting on 17 July 2018. Included on Agenda for 12 March 2019
Community Services Review Improvement Plan.	Agreed by Council at its meeting on 24 July 2018. For inclusion in 2019/20 Work Programme – July 2019.
Community Safety Partnership Updates.	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.
Review of Complaints Policy.	Identified for review in the Corporate Policies and Strategies Report and agreed by the Overview and Scrutiny Committee at its meeting on 4 September 2018.

Agenda Item	Overview of Agenda Item
Safeguarding Policy and Procedure.	Identified for review in the Corporate Policies and Strategies Report and agreed by the Overview and Scrutiny Committee at its meeting on 4 September 2018.
Single Use Plastic Policy.	Identified in the Corporate Policies and Strategies Report and agreed by the Overview and Scrutiny Committee at its meeting on 4 September 2018.
West Oxfordshire Visit/Presentation on Grounds Maintenance.	Possible item depending on the outcome of the review of the Grass Cutting Improvement Plan on 12 February 2019, as agreed by the Overview and Scrutiny Committee at its meeting on 4 September 2018.

ITEMS FOR INCLUSION IN 2019/20 WORK PROGRAMME	
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.
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.
Community Services Review Improvement Plan.	July 2019 – Agreed by Council on 24 July 2018.

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	16 October 2018
Subject:	Gloucestershire Joint Waste Committee Update
Report of:	Head of Community Services
Corporate Lead:	Deputy Chief Executive
Lead Member:	Lead Member for Clean and Green Environment
Number of Appendices:	Two

Executive Summary:

Tewkesbury Borough Council joined the Gloucestershire Joint Waste Committee (GJWC) in December 2014. The Gloucestershire Joint Waste Committee produces a three year rolling business plan and an annual action plan.

This report details the Business Plan and provides an update on the progress to date on the Joint Waste Action Plan for 2018/19 as adopted by the Gloucestershire Joint Waste Committee.

Recommendation:

To CONSIDER the progress made to date in relation to the 2018/19 Gloucestershire Joint Waste Committee Action Plan.

Reasons for Recommendation:

To inform Members of the progress being made against the Gloucestershire Joint Waste Committee Action Plan.

Resource Implications:

None for this report.

Legal Implications:

The Councils referred to in Paragraph 1.1 of the report established the current Gloucestershire Joint Waste Committee on 14 December 2014 by entering into an Inter-Authority Agreement. The statutory authority for the Agreement is contained in sections 101(5) and 102 of the Local Government Act 1972, and the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012 made under Part 1A Chapter 2 Section 9E of the Local Government Act 2000.

The Agreement sets out the role of the Joint Waste Team and the process for agreeing the Business Plan.

The Agreement also establishes a Senior Management Group, which has responsibility for reviewing each Business Plan and Annual Action Plan. The Senior Management Group comprises the Head of the Gloucestershire Joint Waste Team and a Head of Service from each of the partner Councils within the Gloucestershire Joint Waste Committee.

Risk Management Implications:

None for this report.

Performance Management Follow-up:

Progress in delivering the Gloucestershire Joint Waste Committee Action Plan will be reported to Overview and Scrutiny Committee on an annual basis.

Environmental Implications:

None for this report.

1.0 INTRODUCTION/ BACKGROUND

- 1.1** Five of Gloucestershire's local authorities are now members of the Gloucestershire Joint Waste Committee: Cheltenham Borough Council, Cotswold District Council, Forest of Dean District Council, Gloucestershire County Council and Tewkesbury Borough Council.
- 1.2** The Gloucestershire Joint Waste Committee is supported by officers from the Joint Waste Team. As the Gloucestershire Joint Waste Committee is not an organisation in its own right, the Joint Waste Team officers are employed by Gloucestershire County Council (as the administering authority) on behalf of the Gloucestershire Joint Waste Committee.
- 1.3** The Joint Waste Team's principal role is to specify, plan, procure (where authorised by the Gloucestershire Joint Waste Committee and budget holding authority/authorities), monitor, coordinate and improve the delivery of waste and street cleaning services to households, delivered by a number of service providers and in-house teams. Across the partnership the aim is to divert waste from landfill through waste avoidance and reduction, material recovery (recycling), composting and anaerobic digestion.
- 1.4** Tewkesbury Borough Council is represented on the Gloucestershire Joint Waste Committee by the Lead and Support Members for Clean and Green Environment. The Head of Community Services is the senior management representative.

2.0 GLOUCESTERSHIRE JOINT WASTE COMMITTEE BUSINESS AND ACTION PLAN

2.1 The Gloucestershire Joint Waste Committee Business and Action Plan cover a three year horizon and are updated on an annual basis. The Business and Action Plan is the Council's opportunity to set out clearly what it requires from the Gloucestershire Joint Waste Committee in the delivery of the services delegated to it. The delivery of the services by the Gloucestershire Joint Waste Committee, via the Joint Waste Team, must be within the agreed budget.

2.2 The process for agreeing the business plan is set out in the Inter-Authority Agreement. An outline business plan is presented to the Gloucestershire Joint Waste Committee in October each year with a draft plan being produced and considered at the Gloucestershire Joint Waste Committee December meeting. Members of the Gloucestershire Joint Waste Committee are asked to provide feedback and input to the outline plan from their respective authorities. The final plan is approved at the Gloucestershire Joint Waste Committee meeting in February each year.

2.3 The current Business Plan is set out in full at Appendix 1.

3.0 ACTION PLAN PROGRESS 2018/19 TO DATE

3.1 The Gloucestershire Joint Waste Committee Action Plan for 2018/19 is set out in full at Appendix 2. Progress against Tewkesbury Borough Council involvement and associated actions are as follows:

- Support partner councils in a partnership wide service benchmarking study for the Cotswold District Council service review with a view to inform the wider decision of service alignment across all partners.
- In partnership with Cheltenham Borough Council and Ubico, determine the one-off and ongoing service and capital costs for the direct delivery of all residual waste streams to Javelin Park Energy from Waste facility when the treatment plant is operational in 2019. Appraise the costs against the potential for a waste transfer facility or a combination of both waste delivery options.
- Continue to work with teams managing the housing delivery programmes in the Joint Core Strategy and establish collection and street scene strategy.
- Review street cleansing operations to assess current resourcing and schedules, with a view to improve the efficiency of the service. Data gathering and assessment is underway. The next phase is to sense check the data and establish new routes and street cleansing zones for the services using the national Code of Practice for Litter.
- Provide advice to Gloucestershire County Council and Urbaser Balfour Beatty for the handover and mobilisation of the Javelin Park Energy from Waste facility to ensure the suitability and composition of waste from Tewkesbury Borough Council Ubico collections will be collected, delivered and managed in accordance with the contract.
- Support Gloucestershire County Council with the quarterly waste compositional analysis to ensure a representative sample of all residual wastes from Tewkesbury Borough Council green bin collections, litter picks and litter bins, bulky and street sweepings meet the needs of the survey.
- Deliver waste and recycling communications, which this year have included the annual recycling calendar, Tewkesbury Borough News articles for each edition and encouraging recycling during the football world cup.
- Extend the agreement for the existing contract with Ubico Limited for a recycling transfer station at Swindon Road Cheltenham as due to the travelling distance, vehicles cannot tip directly at the Avonmouth Materials Recovery Facility (MRF).

- Manage and monitor waste contracts for contract compliance, performance and health and safety compliance. Reporting back to the Council regularly and to the 'Keep Safe Stay Healthy' group with quarterly updates and inputting into the annual health and safety report.

4.0 SERVICES PROVIDED TO THE COUNCIL BY THE JOINT WASTE TEAM

4.1 In addition to the projects and tasks identified in the action plan and outlined in Paragraph 3.1, the Joint Waste Team carries out cyclical tasks and a client-side role for the waste, recycling and street cleaning contracts. It also provides a customer services interface for contract, policy and service related queries and complaints as follows:

- Data management for reporting to DEFRA and Waste Data Flow.
- Partnership wide waste and recycling communications campaigns.
- Ubico contract waste, recycling and street cleansing crew inspections.
- Materials Recycling contract procurement and monitoring (including regular contract meetings, attending monthly material sample tests, site visits etc).
- Tonnage data checks for all contracts, approving invoices and payment mechanisms.
- Health and safety investigations.
- Stock control and ordering of waste and recycling receptacles.
- Support the Customer Services team and Corporate team in relation to waste services queries and projects.
- Investigate and respond to formal complaints relating to waste services and policy.
- Support the new Tewkesbury Borough Council Grounds Maintenance Project Officer for contract monitoring requirements.
- Support for waste management related internal audits (this year so far includes garden waste and fleet services).
- Assist the new Tewkesbury Borough Council Contract Operations Manager at Ubico in her new role and provide contract support including data gathering for the new set of Key Performance Indicators (KPIs) for the Ubico contract.

5.0 RELEVANT COUNCIL POLICIES/STRATEGIES

5.1 Gloucestershire Joint Municipal Waste Management Strategy 2007-20

6.0 RELEVANT GOVERNMENT POLICIES

6.1 None

7.0 RESOURCE IMPLICATIONS (Human/Property)

7.1 None

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

8.1 Actions within the report will have the effect of reducing waste to landfill mitigating climate change and natural resource consumption.

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

9.1 The Health and Safety Executive states that waste management remains among the most dangerous industries in which to work with the highest fatality at work rate of any industrial sector. It is imperative that waste management services and contracts are monitored with a strong safety focus to protect the workforce and members of the public.

10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

10.1 None

Background Papers: None

Contact Officer: Head of Community Services
01684 272259 Peter.Tonge@tewkesbury.gov.uk

Joint Waste Team Contacts:

Contracts Manager (Collection & Street Scene – West)
01594 812406 Rachel.Capon@fdean.gov.uk

Environment and Waste Policy Officer
01684 272354 Julie.Davies@tewkesbury.gov.uk

Appendices: Appendix 1 - Gloucestershire Joint Waste Committee Business Plan 2018-21
Appendix 2 - Gloucestershire Joint Waste Committee Action Plan Update 2018/19

Gloucestershire Joint Waste Committee

**Business Plan
Covering the period
2018-21**

1. Introduction

This is the sixth business plan of the Gloucestershire Joint Waste Committee (GJWC) constituted between: Cheltenham Borough Council, Cotswold District Council, Forest of Dean District Council, Gloucestershire County Council and Tewkesbury Borough Council.

The GJWC is a body with delegated powers to oversee and make decisions concerning the recycling, waste collection and street cleansing services for four district and borough councils and to deliver waste treatment and disposal for the county council. The agreed framework for the GJWC is an Inter Authority Agreement (IAA) signed in December 2014. Further information on the GJWC is provided in appendix 1.

2. Purpose

The business plan is a requirement under the IAA. It outlines the key priorities and actions for the next three years.

The purpose of this plan is to:

- set out a clear action plan for the 2018/21 period;
- provide a draft budget to support the work of the GJWC; and,
- support decision making by the GJWC, in accordance with the governance and budgetary principles within the IAA.

3. Rationale for Joint Working

Over the last two decades, the roles of district councils as Waste Collection Authorities and the county council as Waste Disposal Authority have become more complex and interdependent. The traditional linear economy of “take, make and dispose” is progressively being replaced by a more circular model, where resources are conserved and waste is prevented. Local authorities can no longer simply collect and dispose of waste, but have a broader role that encompasses each level of the waste management hierarchy.

Figure 1: Waste Management Hierarchy



Local authorities are experiencing a period of unprecedented budgetary pressure. Councils have smaller budgets and fewer staff resources. Partnerships and shared service arrangements have been developed to continue delivery of vital public services.

The GJWC has been established to make best use of available resources in a coordinated and collaborative way.

Further information on the operating environment in which the GJWC functions is given in appendix 2. This sets out some of the key policy and economic drivers affecting the work of the GJWC.

4. Goal

In approving this business plan, the partners agree that the GJWC's principal goal is:

To align and integrate waste and recycling services across the whole county, incrementally as fast as possible, reaching the goal before the end of 2024.

In pursuit of this goal, the partners commit to:

- approaching service design with an open mind;
- contributing constructively to the debate;
- striving to reach consensus in the interest of the driving principles; and
- fairly sharing the reasonable costs of the journey.

5. Principles

In determining the methodology and route to service integration, the driving principles will be:

- minimising the amount of waste for disposal through prevention, reuse and recycling;
- optimising the whole cost of services to residents; and
- apportionment of service costs and incentives in a fair and equitable manner.

6. Success Criteria

The partnership shall be deemed successful when:

- a greater proportion of household waste is diverted from landfill through waste prevention, reuse, recycling, anaerobic digestion, composting and energy recovery;
- residents can easily recycle a broad range of materials;
- residents have a positive view of recycling and the services provided;
- the unit costs of providing waste services represent good value for money and are further reduced where opportunities arise;
- the recycled materials collected are of high quality and meet the specification of end users;
- costs and savings through joint working are fairly distributed between partners and their residents;
- staff, assets and other resources are shared between partners, especially at times of change;
- changes in policy, legislation, technology and social trends are reflected in the work of the partnership so that our waste services remain relevant, compliant and effective.

7. Relationship with the Joint Municipal Waste Management Strategy (JMWMS) and other Gloucestershire collection authorities.

The formation of the GJWC is in line with the JMWMS (albeit that Gloucester City Council and Stroud District Council are not voting members of the GJWC at this time). This business plan will, however, contribute to the delivery of JMWMS objectives by the

five GJWC authorities. Under the JMWMS, each Gloucestershire local authority is required to produce an annual action plan that sets out the key waste management actions the authority will undertake to implement this strategy. The action plan included within this business plan at Appendix 3 will replace the individual action plans for the GJWC Partner Authorities and will sit under the JMWMS alongside the action plans for Gloucester City Council and Stroud District Council.

The JMWMS runs to March 2020. Whilst a JMWMS is no longer a legal requirement, the future ambitions and plans for waste management beyond 2020 in Gloucestershire should be reviewed, agreed and clearly stated by the GJWC. A project to complete this work has been included within the action plan for 2018-21.

8. Joint Waste Team

The GJWC is served by a Joint Waste Team (JWT) whose principal role is to specify, plan, procure (where authorised by the GJWC and budget holding authority(s)), monitor, co-ordinate and improve the delivery of services to householders, delivered by a number of service providers. The JWT is responsible for marketing the recyclable materials collected by partner councils, and conducts communications and community engagement work on behalf of the GJWC.

9. Achievements in 2017/18 (to date)

The performance improvements reported in 2016/17 continued in 2017/18 with the amount of waste sent to landfill reducing by a forecast 6.9% and the proportion of waste reused and recycled increasing by a forecast 3.5%. Gloucestershire's estimated recycling rate for 2017/18 is 54.7%

Despite a challenging year for the JWT, which has carried a number of vacancies (including the Head of Service position between April and October), good progress has been made. Notable achievements include:

- The award of new contracts for the sale of recyclable materials by Cheltenham B.C and by Gloucestershire C.C achieving improved value for money;
- Improved recycling performance resulting from the introduction of a new kerbside recycling collection service in Cheltenham B.C;
- The development of comprehensive waste and recycling collection service policies and procedures for Tewkesbury B.C;
- The on-going construction of the new Javelin Park Energy from Waste facility; and,
- The delivery of a successful, multi-agency anti-litter campaign within the Forest of Dean.

10. Actions

An action plan setting out key projects and work streams for the 2018/21 period is set out in appendix 3. The actions reflect priorities identified by members of the GJWC at a workshop in December 2017. Here the GJWC reaffirmed its priorities as:

- reducing waste and environmental harm;
- developing a business case for the alignment of services;
- working in partnership to deliver a wide range of recycling opportunities for residents whenever affordable; and
- communicating waste reduction and recycling messages as widely as possible.

A number of projects within the action plan will inform the strategic direction of the GJWC and help it meet its principal goal of seeking to align and integrate waste and recycling services across the county by the end of 2024 (where a business case exists). These projects include work to benchmark and understand the baseline costs of waste and recycling collection services across Gloucestershire. To develop options that would better align our services in future, whilst seeking to optimise cost and environmental performance. This work will commence with a review of Cotswold D.C's waste and recycling collection services next year, ahead of a fleet renewal in 2019.

Other projects are designed to review the organisational and financial structure of the partnership, so that it is able to meet its objectives. The way that the GJWC is funded and structured at present is largely historic and might not always facilitate the seamless working arrangements to which the partnership aspires.

There are a number of procurements and contract mobilisation projects to be delivered that are needed to ensure continued, high quality service delivery. The single biggest contract to be mobilised within the period of this business plan is the new energy from waste facility at Javelin Park. This is due to open in July 2019. It will bring to an end the local reliance on landfill for the disposal of residual household waste and has the potential to generate enough electricity to power 25,000 households.

Many projects focus on improved efficiency and performance by reviewing current service provision. There is also a strong communications and aware raising section to the plan, which is supported by a communications plan. Key themes for 2018/19 will be:

- encouraging people to reduce and recycle plastics;
- encouraging people to reduce and recycle food waste; and
- a focus on generating high quality, clean recyclable materials in light of tightening restrictions on the export of these materials.

A summary of all planned communications activity is given in Appendix 4.

11. Draft Budget 2018/19

The draft 2018/19 revenue budgets are set out Appendix 5. These are provisional figures that are subject to approval by each authority as part of their budget setting process.

The GWJC Constitution requires that any matter that has an impact on any partner's financial standing or service provision may only proceed with the express agreement of the partner(s) concerned.

The contractual element of budgets (which is the large majority) are retained by individual partners but are managed with the support of the JWT.

12. Risk Register

A risk register is included at Appendix 6. The risk register will be reviewed regularly by the SMG and any high level risks brought to the attention of the GJWC.

A high level risk identified at present relate to the need to ensure good cost control and budget monitoring with Ubico, which provides a wide range of waste and cleansing services to the partner councils.

13. List of Appendices

Appendix 1 – GJWC Background Information

Appendix 2 – Operating Environment

Appendix 3 – Action Plan

Appendix 4 – Waste Marketing and Behaviour Change Programme

Appendix 5 – Draft Budget 2018/19

Appendix 6– Risk Register

Appendix 1 – GJWC Background Information

A.1.1 Formation of the Gloucestershire Joint Waste Committee (GJWC)

The GJWC has been formed under Section 101 of the Local Government Act 1972 to oversee recycling, waste collection and street cleansing services for four district and borough councils and to deliver waste treatment and disposal for the County.

The partnership comprises the following authorities:

- Cheltenham Borough Council (CBC);
- Cotswold District Council (CDC);
- Forest of Dean District Council (FoDDC);
- Gloucestershire County Council (GCC);
- Tewkesbury Borough Council (TBC).

The agreed framework for the GJWC is an Inter Authority Agreement (IAA) signed in December 2014 whereby the five authorities named above have delegated their powers in relation to the delivery of waste collection and disposal and street cleansing services to the GJWC. The IAA contains a Constitution that specifies how the partnership is governed.

The GJWC comprises of two Members from each authority on a ‘one Member, one vote’ basis. The GJWC meets formally in public session on a quarterly basis with informal meetings, workshops and visits taking place as required between formal meetings. Election of the Chairman and Vice Chairman will be held annually at an AGM.

The GJWC directs a Joint Waste Team (JWT) led by a Head of Service who reports directly to the Joint Waste Committee and has, in turn, functions and powers delegated to it by the GJWC. The Head of Service maintains close strategic and operational links with the Partner Authorities through a director-level Strategic Management Group (SMG). The GJWC is ‘hosted’ by Gloucestershire County Council acting as Administering Authority. The roles of the Administering Authority and SMG are set out in the IAA.

A.1.2 Purpose of the GJWC

The GJWC provides a shared decision making body to improve services and deliver savings. It aims to facilitate whole system thinking to reinforce quality of decision making from customer, financial and resource efficiency points of view.

A.1.3 Vision of the GJWC

In June 2011 the emerging partners agreed a joint vision which aspired to the formation of a partnership. The aims identified include:

- Reducing landfill and encouraging high participation in waste avoidance, reuse, recycling and food waste collection schemes.

- Engaging with local people to encourage participation in recycling, support economic wellbeing and use efficient, sustainable and affordable solutions at every stage of the process.
- Encouragement and facilitation of innovation, joined up strategy, policy and operations across the county, continuing to encourage all Gloucestershire councils to join the partnership.
- Developing a holistic approach to service review so that the financial proposition is the most sustainable for the local taxpayer.
- Working together in partnership to deliver more efficient waste services.
- Considering potential for waste collection and disposal as a single system provided for the council tax payers of Gloucestershire.
- Governance by a Joint Waste Committee with delegated powers to act in the area of waste disposal and collection with representatives from each of the participating District and the County Councils.
- Formation of a Joint Waste Team responsible for:
 - Delivering on Business Plan actions and any further resolutions
 - Managing existing external waste contracts.
- Having safeguards in place to ensure that the Districts and the County retain decision-making on significant budgetary and service change matters.
- Maintaining existing customer contact arrangements.
- Managing within a common strategy with the goal of achieving the most efficient waste service.
- Planning across district and borough boundaries, optimising depot and transfer stations infrastructure and the use and purchase of resources such as vehicles.

A.1.4 Key Principles Regarding Financial Control and Service Provision

The Constitution facilitates joint working while reserving that any matter that has an impact on any partner's financial standing or service provision (for example: frequency of collections or Recycling Centre opening hours) may only proceed with the express agreement of the partner(s) concerned.

A.1.5 Services Provided

The Partner Authorities have delegated responsibility for the following service areas to the GJWC:

- Household residual waste, dry recycling and organics collection;
- Local Authority Collected Waste transfer, treatment and disposal;
- Bring sites;
- Household Recycling Centres (HRCs);
- Bulky household waste collection;
- Commercial waste collection (where offered);
- Street cleansing;
- Waste and street cleansing PR, marketing and community engagement (including with schools);
- Medical sharps and clinical waste collection and disposal.

A.1.6 The Budgetary Framework

The Budgetary Framework is set out within the IAA, specifically Schedules 4 and 5.

The main principles are as follows:

- The Constitution requires that any matter that has an impact on any partner's financial standing or service provision may only proceed with the express agreement of the partner(s) concerned.
- The partnership accumulated funding remaining to cover Head of Service and support costs. The reserve was envisaged to be sufficient to last for the first three years and thereafter these costs are to be funded by the partners through savings.
- The salary, expenses and local service and supply costs of transferred employees are covered by the transferring authority who reimburse the Administering Authority accordingly.
- Contract payments and other ongoing liabilities in connection with the service are made by the contract holding authority upon instruction of the JWT.
- Income received by the partner authorities for garden waste etc. will be retained by each local authority to offset contractual costs.

Appendix 2 - The Operating Environment

A.2.1 Overview

There are many things that have an impact on services that are not under the control of the GJWC, JWT or the partners. Recycling and waste management is a statutory, demand-led service with a high proportion of fixed costs due to contractual and/or tax requirements. There is however some variability particularly around waste tonnages and the mix of materials recovered. These variable costs can be influenced by macroeconomic effects such as changes in the economy, the markets for recyclable materials, government policy and measures such as the landfill tax escalator, and social behaviour such as the degree of participation in recycling schemes.

There is always a degree of uncertainty about how such external factors will impact and interplay. We can however identify those issues that might have an impact on the business in the future. The business environment in this period is expected to be characterised to a greater or lesser extent by the following:-

- Political and economic uncertainty as the UK prepares to leave the EU by March 2019;
- Uncertainty in the recovered materials markets as a result of Chinese restrictions on the import of plastics and mixed paper & card;
- Growing government and public concern over plastic waste and its environmental impact;
- Increased global action to reduce food waste;
- Difficulty in recruiting and retaining sufficient staff locally for waste operational roles, particularly drivers;
- Ongoing challenges to public bodies to meet the budget deficit; and,
- Increased demand from a growing and ageing population.

A.2.2 External Drivers

A.2.2.1 Circular Economy Package

On 2 December 2015, the European Commission adopted a new Circular Economy Package to stimulate Europe's transition towards a circular economy. The Package consists of:

- an EU Action Plan for the Circular Economy;
- a timetable setting out when the actions will be completed; and,
- adoption of a number of legislative proposals, including a number focussing on waste.

Waste proposals include:

- increasing the preparing for re-use and recycling target for municipal waste to 60% by weight by 2025 and 65% by weight by 2030;
- a gradual limitation of the landfilling of municipal waste to 10% by 2030 and a ban on landfilling separately collected waste;
- increasing the preparing for reuse and recycling targets for all packaging waste to 65% by 2025 and 75% by 2030 (with specific targets for specific packaging materials such as plastic, wood, glass, paper and cardboard);
- ensuring the separate collection of bio-waste (including biodegradable garden and park waste, food and kitchen waste from households, restaurants, caterers

and retail premises) where it is technically, environmentally and economically practicable and appropriate;

- simplified definitions and harmonised calculation methods for recycling rates throughout the EU; and
- increasing economic incentives for better product design through provisions on extended producer responsibility schemes.

Whilst there is some uncertainty as to whether the UK will implement these measures post-Brexit, it is understood that government departments continue to work towards their adoption at the current time.

In September 2015, as part of the 2030 Sustainable Development Goals, the UN adopted a target of halving per capita food waste at the retail and consumer level and reducing food losses along the production and supply chains. In order to support actions to meet this target, the European Commission has implemented the following actions on food waste:

- establishing a common methodology of measuring food waste;
- clarifying relevant EU legislation in order to facilitate food donation and utilisation of foodstuffs for animal feed;
- examining ways to improve the use of date marking and its understanding by consumers, in particular the "best before" labels.

The circular economy legislative proposals also include a requirement for member states to ensure separate collections of bio-waste (including food waste) where technically, environmentally and economically practicable and appropriate.

A.2.2.2 DEFRA 25 year plan to improve the environment

DEFRA published its long-awaited 25 year plan in January 2018. The foreword by the Prime Minister states that:

“We hold our natural environment in trust for the next generation. By implementing the measures in this ambitious plan, ours can become the first generation to leave that environment in a better state than we found it and pass on to the next generation a natural environment protected and enhanced for the future”

The resource management policies within the plan are to:

- i. Achieve zero avoidable plastic waste by the end of 2042;
- ii. Reduce food supply chain emissions and waste;
- iii. Reduce litter and littering;
- iv. Improve management of residual waste;
- v. Crack down on fly-tippers and waste criminals; and
- vi. Reduce the impact of wastewater.

Government has committed to developing a national Resources and Waste Strategy in 2018. It will set out an approach to reducing waste, promoting markets for secondary materials, incentivising producers to design better products and how we can better manage materials at the end of their life.

A.2.2.3 Secondary Material Markets

The materials collected by councils for recycling are often globally traded commodities. The markets secondary material can be volatile, with prices moving up and down as a result of global demand.

A recent challenge has resulted from the introduction of restrictions by the Chinese Government on the level of contamination that will be accepted within imported recyclable materials. It has banned the import of mixed, unsorted paper and placed a 0.5% contamination level on recovered plastics. The new ruling came in to effect on 31 December 2017.

The tighter quality requirements introduced by the Chinese means that most of the material collected by councils for recycling will not be of sufficient quality for the Chinese market. This is likely to result in increased processing costs, restricted markets and lower prices paid for collected materials. Whilst alternative markets are being sought by reprocessors there is a relatively high dependence within the UK on export to China.

For the partners within the GJWC, a close eye will need to be kept on market prices, so that budgets can be managed responsively. Efforts need to be made to ensure that the materials placed on to the market are clean and of good quality, so that the best available prices can be sought.

A.2.3 Challenges

Gloucestershire has achieved a high level of waste recycling; recycling more than 50% for the first time in 2017/18. Levels of residual waste have also reduced to their lowest level at 490kg/hh/yr in 2016/17. A key challenge will be to make further improvements to these figures. This will require ongoing communications and public engagement work, consistent, high quality collection systems and continued efforts to find outlets for collected materials within a challenging market place.

Achieving the GJWC aspiration of achieving service integration by 2024 will require a detailed review of current service arrangements, a review of available options and the development of proposals that are acceptable and workable for all partners. This will be a key work area over the period of this plan. Council budgets continue to be constrained as the revenue support grant continues to reduce in real terms year on year. For example, Gloucestershire County Council's proposed revenue budget for 2018/19 totals £407.16 million, a net reduction of £0.54 million from 2017/18 – this is made up of £28.72 million of investment in services offset by £29.26 million of savings and efficiencies.

Gloucestershire continues to grow, which places pressure on services year on year. Over next 25 years (2014-2039), the county's population growth is an estimated 16.8%. Tewkesbury and Gloucester will have largest increases over 25 years (24.5% and 19.9%) and Forest of Dean the lowest (10.9%).

The age structure of Gloucestershire's population is also changing. Over next 25 years (2014-2039) the number of residents aged 65 or over will rise by 66.6% (from 123,800 to 206,300). Those aged over 85 will increase by 40% (from 17,100 to 42,300). By contrast, the working age population (those aged 20 – 64) will increase by only 1.4%. Waste and recycling collection remains a fairly labour intensive operation and local providers have reported difficulties in recruiting and retaining staff, particularly drivers.

The JWT will continue to work with our service providers to seek efficiencies in the way that waste management services are delivered and deliver high quality services to Gloucestershire residents.

Appendix 3 – Action Plan

	Project	Affecting	Objective and /or Outcomes	Target completion date
1	Strategic Direction			
1.1	Benchmarking review of current collection services.	All	To understand the relative cost and performance of current waste and recycling services across Gloucestershire.	Oct-18
1.2	Development of future aligned collection options.	All	To understand the indicative cost and performance of a shortlist of future aligned collection service options.	Mar-19
1.3	Service Integration Routemap.	All	To develop a preferred option and pathway to service integration.	Oct-19
46 1.4	Continue to encourage Gloucester City and Stroud DC to join the JWC.	All	To develop an overall strategy and optimised delivery framework for efficient, effective and inclusive resource management in Gloucestershire.	Ongoing
1.5	Review and renew the Gloucestershire Joint Municipal Waste Management Strategy.	All	To agree a vision, priorities and targets for municipal waste management in Gloucestershire beyond Mar 2020.	Feb-20
2	Infrastructure			
2.1	FODDC Depot Project	FODDC	To produce a site assessment report and prepare a business case for a council owned Depot and Bulking Facility to be in place in readiness for 2024.	Mar-19
3	Procurement			
3.1	Procurement of a replacement composting contract for garden waste collected in Gloucestershire.	All	New contract to compost garden waste.	Jan-20
3.2	Mobilisation of FoDDC street cleaning contract.	FoDDC	New contract for street cleaning within FoDDC.	Aug-18
3.3	Refuse and garden waste vehicle procurement.	FODDC	New vehicles in line with contract for 2018-2024.	Jul-18

3.4	Procurement of waste transfer from the north, east and west of county.	GCC	To ensure adequate long term waste transfer is in place to support FoD, TBC, CBC & CDC.	Mar-19
3.5.1	Purchase HRC mobile compactors.	GCC	To replace compactors at Hempsted and Pyke HRCs.	Sep-18
3.5.2	Purchase HRC mobile compactors.	GCC	To replace compactors at Oak Quarry and Wingmoor HRCs.	Jun-19
3.6	Food waste contract extension/procurement.	GCC	To ensure that a food waste recycling contract remains in place beyond the end of current contract term.	Sep-19
3.7	Reach decision on contract extensions for sale of recyclable materials from HRC sites.	GCC	To ensure continued arrangements for HRC recycle sales.	Aug-20
3.8	Dry recycling material transfer extension/procurement.	TBC	To ensure that there are adequate arrangements in place for the transfer of mixed dry recycling to the MRF beyond the end of the current contract term.	Apr-19
4	Service Development, Efficiency and Improvement			
4.1	Review options for dewatering and recycling street sweepings and gulley waste.	All	To assess and, if economically viable, arrange recycling of street sweepings and gulley waste.	Mar-20
4.2	To review and establish how new developments that cross boundaries will be serviced.	CBC/TBC	To undertake a business case for a consistent service in the JCS area around Cheltenham, which crosses district boundaries. To ensure that the preferred collection service is aligned with wider GJWC work on service integration.	Oct-19
4.3	CBC Bring Site Review	CBC	To assess the impact of the improved kerbside recycling service on bring site usage and identify any areas of improvement/efficiency.	Jul-18
4.4	Alignment of street cleaning functions with waste and recycling collections.	CBC	To improve the efficiency of street cleansing in the borough.	Oct-18
4.5	Support CDC in appraising the options available for waste and recycling service improvement in 2019 when the current vehicles reach their end of life.	CDC	To assess the collection options available to CDC, so that the service remains affordable, meets customer expectations and achieves high levels of recycling. To ensure that the preferred collection service is aligned with wider GJWC work on service integration.	Mar-19

4.6	Review HRCs to explore service efficiency opportunities.	GCC & CBC	To review opening hours and charging policies at HRCs in order to identify efficiency savings contributing to GCC's wider savings programme.	Oct-18
4.7	Review of HRC Contract performance.	GCC	To review the performance of the HRC Service Contract following its first full year of operation and assess whether it remains value for money.	Jun-18
4.8	Residual waste composition analysis.	GCC	Four-season analysis of kerbside and HRC residual waste commencing summer 2018.	Apr-19
4.9	Redirect a proportion of waste to Wingmoor Farm landfill in order to prolong life of Hempsted landfill.	GCC	To minimise the amount of waste disposal at Hempsted.	Ongoing
4.10	Mobilisation of Javelin Park Energy from Waste contract.	GCC	To ensure that the contract is mobilised on time and in line with the contract requirements.	Jul-19
4.11	Mobilisation of HRC recyclable material sales contracts.	GCC	To have contracts in place for the recycling of materials collected at HRCs.	Apr-18
4.12	Work with Ubico to undertake a review of the discretionary trade waste service to ensure it is operating on a viable commercial level.	TBC & CBC	Present review findings to authorities and gain support for service improvements.	Oct-18
4.13	Investigate the collection of WEEE (and other possible recyclables) at the kerbside.	TBC	Investigate the options for kerbside collection with a view to increasing the capture rate of WEEE.	Mar-19
4.14	Street cleaning operational review.	TBC	To improve the effectiveness of street cleansing in the borough.	Mar-19
4.15	Bulky waste collection service review.	TBC	To consider service options with the aim of improving service levels and reducing waste to landfill following an audit of the service and assist in implementing the recommendations.	Mar-19
5	Organisational / Systems			
5.1	Review JWC funding arrangements.	All	To ensure that funding arrangements remain sufficient to deliver JWC objectives and are shared equitably by the partner councils.	Oct-18

5.2	Review JWT staffing structure.	All	To ensure sufficient resources are in place to support partner councils and deliver JWC objectives.	Oct-18
5.3	Javelin Park project handover	GCC	To ensure an efficient transfer of responsibility for the contract from the commercial/procurement team to the JWT.	Mar-19
5.4	Support 2020 project changes - e.g. changes to CRM systems that impact on service delivery	2020 partners	To ensure continuity of service, and quality of service delivery and customer satisfaction.	Ongoing
6	Communications and Behavioural Change			
6.1	Communications campaign highlighting the importance of separating the right materials for recycling.	All	Maintaining high quality recyclable materials and minimising contamination.	Mar-19
6.2	Communications campaign to promote food waste prevention and recycling.	All	Encourage residents to reduce food waste, maintain high capture rates of food waste for recycling and minimise the amount of food waste within the residual waste stream.	Mar-19
6.3	Communications campaign to promote the reduction and recycling of plastic waste.	All	Encourage residents to reduce consumption of single-use plastics, maintain high capture rates of plastic for recycling and minimise the amount of plastic materials within the residual waste stream.	Mar-19
6.4	Javelin Park communications.	GCC	To ensure consistent and clear communications relating to the construction and operation of the facility.	Ongoing
6.5	Continued promotion of real nappies.	GCC	To provide information and support on the use of reusable nappies and to promote the uptake of the Gloucestershire Real Nappy voucher scheme.	Ongoing
6.6	Continued support for home and community composting.	GCC	To provide information and support on home and community composting and continue to make home composting bins available for purchase by Gloucestershire residents.	Ongoing

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6.7	Commission and complete a residual waste composition analysis	GCC	To conduct a four-season composition analysis of household residual waste to both determine the baseline calorific value of waste to be treated at the Javelin Park facility and also to inform our waste prevention, reuse and recycling plans.	
6.8	Promote garden waste collection schemes in all districts.	CDC, CBC, FoDDC & TBC	To promote and sustain uptake in garden waste collection services.	Jun-18
6.9	To build on the Love Your Forest anti-litter campaign.	FoDDC	To develop and deliver an action plan to work with the community to change behaviour and reduce littering across the district. Wherever possible, to share and apply learning across the partnership.	Ongoing
7	Safety, Health and Environmental impact of operations			
7.1	Monitoring, reporting and continuous review of health and safety policy and practices of GJWC contractors and service providers.	ALL	To ensure safe working practices are in place and to establish common processes and best practice.	Ongoing

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Appendix 4 – Waste Marketing and Behaviour Change Programme 2018/19

Activity	Notes	Funded by	Indicative Costs	2018/19											
				Q1			Q2			Q3			Q4		
				Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Projects and campaigns															
Support groups in setting up Repair Cafes	Support the setting up of the two repair cafes in the forest	GCC	£2K												
Love your Forest- Litter reduction project	Forest of Dean partnering with Hubbub.	FoD	-	see project plan	>	>	>	>	>	>					
Quality of recycling	Deliver messages regarding the quality of the recycling	GCC	£8K	Planning	Football world cup	>		Recycle week		Christmas	>		Your Guide	>	
Plastic reduction	Deliver messages regarding plastic waste reduction	GCC	£8K			>						>			>
Food waste reduction	Deliver messages regarding Food waste reduction	GCC	£8K			>					Halloween			>	
Regular Activities															
Garden Waste Promotion (FOD)	Direct mail; email reminder; bin hangers	FoD	£20k										email & mailing		
Annual Waste Calendar (FOD)	Direct mail	FoD												deliver	
Garden Waste Promotion (CDC)	Adverts, posters, media PR	CDC	£1k										deliver		

Bank holidays and bad weather messages (CDC)	Press releases and website	-	-											
Bank holidays and bad weather messages (CBC)	Press releases and website	-	-											
Bank holidays and bad weather messages (TBC)	Press releases and website	-	-											
Other activities														
Javelin Park	Coordinate start up messages with UBB and work with them to develop the onsite education facility.	GCC	£0											
53 Waste composition analysis	Undertake 4 season sampling of kerbside and HRC waste in order to understand the current composition of residual waste. Undertake relevant communications with the public and stakeholders.	GCC	£0		Planning	Summer sort		Planning	Autumn sort		Planning	Winter sort		Planning
HRC Opening times	Following review of HRC opening times, communicate any changes to the general public.	GCC	£8K					Potential change in opening times						

Appendix 4 – Draft Budget 2018/19

Draft Revenue Budget Summary - Gloucestershire Joint Waste Partnership 2018/19

Head of Service:	Wayne Lewis
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Budget Area	Total Budget £'000
Joint Waste Management Unit	
Gross Expenditure	365
Income	-365
Net Expenditure	0
TOTAL - GJWP	0
<u>Waste Disposal</u>	
Royalty Payments	-704
WCA Landfill and Composting	
Gross Expenditure	15,613
Income	-24
Net Expenditure	15,589
Household Recycling Centres	
Gross Expenditure	5,457
Income	-517
Net Expenditure	4,940
Trade Waste	-5
Recycling Credits	4,492
Tipping Away	28
Closed Landfill Sites	29
WCA Fridges and TVs	78
Management Costs	
Gross Expenditure	24
Income	-8
Net Expenditure	16
Waste Projects	
Gross Expenditure	50
Income	0
Net Expenditure	50
Marketing Promotions - Waste	50
TOTAL - WASTE DISPOSAL	24,563

<u>Waste Collection</u>	
Household Waste	5,235
Bulky Household Waste	
Gross Expenditure	126
Income	-131
Net Expenditure	-5
Food/Organic Waste	
Gross Expenditure	573
Income	0
Net Expenditure	573
Green Waste	
Gross Expenditure	2,628
Income	-2,514
Net Expenditure	114
Recycling Centres	
Gross Expenditure	521
Income	-181
Net Expenditure	340
Bring Sites	
Gross Expenditure	310
Income	-78
Net Expenditure	232
Recycling Collection Schemes	
Gross Expenditure	5,844
Income	-2,810
Net Expenditure	3,034
Bulking of Recyclables	
Gross Expenditure	403
Income	-590
Net Expenditure	-187
Trade Waste	
Gross Expenditure	928
Income	-946
Net Expenditure	-18
Recycling Schemes Marketing	107
TOTAL - WASTE COLLECTION	9,425
<u>Street Cleaning</u>	3,012
<u>Central Costs</u>	
Central Support Costs	1,861
JWT Staffing Costs	660
Depreciation	598
TOTAL - CENTRAL COSTS	3,119
TOTAL NET EXPENDITURE	40,119

Appendix 5 – Risk Register

Last Reviewed: Feb 2018

Read with Risk Appetite Matrix (see p.25)

Impact (threats)

v.Lo = Negligible
 Lo = Minor
 Med = Moderate
 Hi = Major
 v.Hi = Catastrophic

Impact (opportunities)

Negligible
 Minor benefit
 Moderate benefit
 Major benefit
 Ground breaking benefit

Probability

Not foreseeable
 v.Lo = Not foreseeable
 Lo = Unlikely
 Med = Possible
 Hi = Likely
 v.Hi = Almost certain

Ref	Area	Risk	Effect	Raw Score			Mitigation planned	Mitigated Score		
				Impact	prob.	score		Impact	Prob.	score
R1	Financial	Pressure to reduce budgets places existing services under financial pressure. The affordability of existing services becomes more questionable.	Services may have to change or service providers have to save money by adjusting the service offered.	Med	Hi		Work with service suppliers to either reduce price or change service offer to be more affordable.	Lo	Hi	
R2		Improvements to services are harder to make in a climate of financial hardship.	Service providers can only offer service improvements by being more efficient or by making savings elsewhere.	Med	Hi		Work with service suppliers to discuss changes to bring forward efficiencies which can be re-invested. Evaluate future service options	Lo	Hi	
R3		Waste growth per household leads to increased volumes of waste requiring collection and/or treatment/disposal.	Budget pressure created by increasing waste volumes.	Med	Hi		Continued public engagement (through an agreed GJWC communications plan) and interventions to encourage waste prevention.	Med	Med	

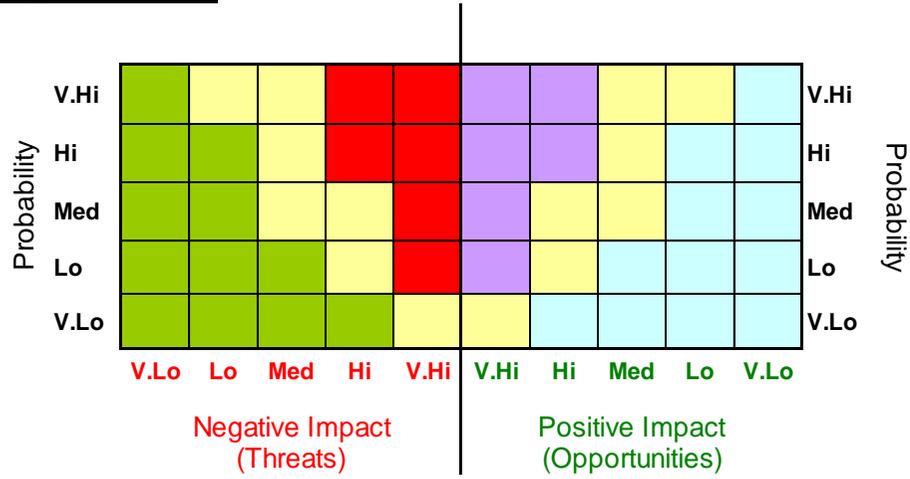
R4		Income from sales of recyclate (Risk)	Market values are predicted to drop for plastics and mixed paper & card as a result of Chinese market restrictions.	Med	Hi		This is due to market forces but maintaining high quality of materials may help reduce the impact. May be necessary to review the materials accepted for recycling if outlets become difficult to find. Difficult to fully mitigate for this global issue.	Med	Hi	
R5		Ubico service costs increase beyond budgeted amounts.	Additional budget has to be found, meaning that other services may need to be cut back.	Hi	Hi		Additional financial support to be recruited by Ubico. Monthly budget monitoring by JWT and Partner Councils as part of regular contract monitoring and financial reporting processes.	Hi	Med	
57										
R6	Political	Withdrawal from Europe results in waste policy and legislative uncertainty.	Lack of clear focus or direction for waste management policy.	Med	Lo		Continue to base policy on existing policy and legislation for England & Wales, which in the short-term will remain "as is" post-Brexit.	Med	Lo	
O1		DEFRA Environment Plan and forthcoming Waste & Resources Strategy provide policy direction on waste management.	Greater clarity and direction on areas that the JWC should focus on in order to align with the national agenda for waste.	Med	Med		Review the Joint Municipal Waste Management Strategy once the national Waste & Resources Strategy is published.	Med	Med	
R7	Organisational	JWT organisational structure is not fit for purpose.	The unit is not structured in a way that provides balance in terms of value for money and demands.	Hi	Med		Ensure workload is planned to deliver the highest priorities and staff are empowered to work effectively and efficiently.	Med	Med	

						Review the current structure to ensure work plan and priorities can be met.			
R8	Balance of resources between partners.	The level of demand and expectation of the JWT from partners is greater than can be delivered within current resources.	Hi	Med		Use the business planning process to understand and resolve how the JWT resources are to be utilised across partners. A review of current resources has been included within the 2018-21 business plan.	Med	Med	
R9	Failure to agree on a future aligned collection service.	Ambition to provide an integrated service across Gloucestershire (where a business case exists) is not met.	Med	Hi		Ensure an objective and information led approach to assess and agree future options that also includes public consultation.	Med	Med	
58									
R10	Operational	Delay to the construction and commissioning of the Javelin Park EfW facility.	Waste cannot be delivered to the facility and continues to be landfilled.	Hi	Lo	Regular monitoring and review of the management and operating systems in place with the contractor. Contingency arrangements through the extension of current landfill contracts.	Med	Lo	
R11		Failure to make transfer arrangements for the delivery of waste to Javelin Park	Waste cannot be delivered to the facility or waste has to be direct delivered by collection vehicles over longer distances.	Hi	Lo	Procurement exercise to secure transfer arrangements. Development of a direct delivery contingency plan.	Med	Lo	
R12		Driver shortages	Impact on service delivery if not all rounds can be deployed, particularly if over a sustained period. Wage pressure may also become a factor.	Hi	Med	Work with contractors to ensure they have policies in place for driver training and retention. Ensure drivers have met CTC requirements.	Hi	Med	

R13		No sites can be brought forward for new FoDDC depot required by 2024.	Unable to offer depot premises for bidders/service providers.	Hi	Med		Commission site search and site assessment work. Act on findings.	Hi	Lo	
R14		Inclement weather affects waste and recycling collection service.	Service disruption caused by bad weather.	Hi	Med		Ensure that emergency plans and inclement weather policies are regularly updated and shared with all appropriate stakeholders. Conduct reviews following each incident to ensure plans remain fit for purpose.	Med	Med	
R15	Commercial	Capacity of contractors to develop / improve services / make new proposals	As service providers take on more work, resources can be stretched; performance & commitment to service development can suffer.	Med	Med		Work with service suppliers to ensure changes are managed with appropriate resources and services are delivered to the expected level.	Med	Lo	

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Risk Register Matrix



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Gloucestershire Joint Waste Committee
Action Plan - 2018/21

Key

Red	Major Issues or delays.
Amber	Minor issues or delays.
Green	Proceeding to plan.

	Project	Affecting	Objective and /or Outcomes	Target completion date	Progress, Sept 18	RAG Status
1	Strategic Direction					
1.1	Benchmarking review of current collection services.	All	To understand the relative cost and performance of current waste and recycling services across Gloucestershire.	Oct-18	Benchmarking of current Gloucestershire services will be completed as part of Cotswold District Council (CDC) collection service review. Baseline data gathering has been completed and results are being presented as part of the CDC service review report.	Green
1.2	Development of future aligned collection options.	All	To understand the indicative cost and performance of a shortlist of future aligned collection service options.	Mar-19	CDC service review will include benchmarking of Gloucestershire services, modelling the relative cost and performance of different service options for CDC and consultation with local residents. This approach can then be applied for other districts when reviewing services.	Green
1.3	Service Integration Routemap.	All	To develop a preferred option and pathway to service integration.	Oct-19	Draft consultation for CDC service review approved at June JWC by Members and subsequently used as part of consultation. It is envisaged that a similar template will be used by other districts in future.	Green
1.4	Continue to encourage GCiC and SDC to join the JWC.	All	To develop an overall strategy and optimised delivery framework for efficient, effective and inclusive resource management in Gloucestershire.	Ongoing	Dialogue continues with GCiC, which has requested a firmer indication of the likely joining and management costs of the GJWC. This is to be developed. The JWT has provided a small amount of operational support to SDC following a recent staff reorganisation at the district.	Amber
1.5	Review and renew the Gloucestershire Joint Municipal Waste Management Strategy.	All	To agree a vision, priorities and targets for municipal waste management in Gloucestershire beyond Mar 2020.	Feb-20	Information gathering is underway and some contributory projects such as the CDC service review have been initiated.	Green
2	Infrastructure					
2.1	FODDC Depot Project	FODDC	To produce a site assessment report and prepare a business case for a council owned Depot and Bulking Facility to be in place in readiness for 2024.	Mar-19	Site assessment report completed. FODDC will now develop a business case.	Green
3	Procurement					
3.1	Procurement of a replacement composting contract for garden waste collected in Gloucestershire.	All	New contract to compost garden waste.	Jan-20	Procurement project to commence Oct 2019.	Green
3.2	Mobilisation of FoDDC street cleaning contract.	FoDDC	New contract for street cleaning within FoDDC.	Aug-18	Tender won by Biffa. Paper to Cabinet on 13 September to approve. Once contract finalised, vehicle procurement/mobilisation to begin. Contract to start April 2019.	Green
3.3	Refuse and garden waste vehicle procurement.	FODDC	New vehicles in line with contract for 2018-2024.	Jul-18	Vehicles delivered and operational.	Green

				Green	Proceeding to plan.	
3.4	Procurement of waste transfer from the north, east and west of county.	GCC	To ensure adequate long term waste transfer is in place to support FoD, TBC, CBC & CDC.	Mar-19	Tenders received and evaluation underway.	
3.5.1	Purchase HRC mobile compactors.	GCC	To replace compactors at Hempsted and Pyke HRCs.	Sep-18	Installation at Pyke Quarry completed. Work to commence at Hempsted in Dec 2018.	
3.5.2	Purchase HRC mobile compactors.	GCC	To replace compactors at Oak Quarry and Wingmoor HRCs.	Jun-19	Capital growth bid to be submitted to GCC in Jul 2018.	
3.6	Food waste contract extension/procurement.	GCC	To ensure that a food waste recycling contract remains in place beyond the end of current contract term.	Sep-19	Contract extension approved by GCC in May 18 and formal notification received by Andigestion.	
3.7	Reach decision on contract extensions for sale of recyclable materials from HRC sites.	GCC	To ensure continued arrangements for HRC recycle sales.	Aug-20	Decision to be taken in Jun 2019	
3.8	Dry recycling material transfer extension/procurement.	TBC	To ensure that there are adequate arrangements in place for the transfer of mixed dry recycling to the MRF beyond the end of the current contract term.	Apr-19	Project complete and an extension to the existing arrangement has been agreed.	
3.9	Support CBC and TBC to develop costs and delivery plan for possible direct delivery of waste to Javelin park	CBC & TBC	Cost evaluation and potential mobilisation exercise	Mar-19	New Project: Project team mobilised and work underway. Decision to be reached Oct 2018.	
3.10	Support GCC in developing a tipping away policy for agreement with district councils	GCC	A tipping away policy that can be used to compensate WCAs that are required to tip waste beyond their district boundaries.	Oct-18	New Project: Project team mobilised and work underway. Decisions being reached October 2018.	
4	Service Development, Efficiency and Improvement					
4.1	Review options for dewatering and recycling street sweepings and gulley waste.	All	To assess and, if economically viable, arrange recycling of street sweepings and gulley waste.	Mar-20	Street sweepings are classed as Contract Waste under the Residual Waste Treatment Contract with UBB (Javelin Park). Discussion underway with UBB on possible solutions.	
4.2	To review and establish how new developments that cross boundaries will be serviced.	CBC/TBC	To undertake a business case for a consistent service in the JCS area around Cheltenham, which crosses district boundaries. To ensure that the preferred collection service is aligned with wider GJWC work on service integration.	Oct-19	Discussion underway with the planners to understand development timescales.	
4.3	CBC Bring Site Review	CBC	To assess the impact of the improved kerbside recycling service on bring site usage and identify any areas of improvement/efficiency.	Jul-18	Analysis completed on performance and costs of CBC bring sites and HRC following implementation of the kerbside recycling service redesign. The work has been provided to CBC for review.	
4.4	Alignment of street cleaning functions with waste and recycling collections.	CBC	To improve the efficiency of street cleansing in the borough.	Oct-18	Work has not yet commenced and this action is likely to be carried over into 2019/20 action plan.	
4.5	Support CDC in appraising the options available for waste and recycling service improvement in 2019 when the current vehicles reach their end of life.	CDC	To assess the collection options available to CDC, so that the service remains affordable, meets customer expectations and achieves high levels of recycling. To ensure that the preferred collection service is aligned with wider GJWC work on service integration.	Mar-19	Project underway with Project Board in place. Consultant has benchmarked services and modelled service options. This phase of the project is due to be completed in November. A public consultation exercise has been completed and all data is being presented in reports to JWC, CDC Cabinet and Council for a decision on the chosen service option.	

				Green	Proceeding to plan.	
4.6	Review HRCs to explore service efficiency opportunities.	GCC & CBC	To review opening hours and charging policies at HRCs in order to identify efficiency savings contributing to GCC's wider savings programme.	Oct-18	Analysis completed on performance of CBC HRC following implementation of the kerbside recycling service redesign, which has been provided to CBC for review. Savings options from reduced opening hours at GCC HRCs are being developed and an update will be provided to the GJWC in June. LCM approval for revised HRC opening hours and one day closure per site taken in Sept18 for implementation in Oct18.	
4.7	Review of HRC Contract performance.	GCC	To review the performance of the HRC Service Contract following its first full year of operation and assess whether it remains value for money.	Jun-18	A formal review has not yet started due to resource constraints within the Joint Waste and GCC Commercial Services teams. A revised completion date of Mar 2019 is proposed.	
4.8	Residual waste composition analysis.	GCC	Four-season analysis of kerbside and HRC residual waste commencing summer 2018.	Apr-19	First phase of fieldwork completed in July 2018. Phase two to commence October 2018.	
4.9	Redirect a proportion of waste to Wingmoor Farm landfill in order to prolong life of Hempsted landfill.	GCC	To minimise the amount of waste disposal at Hempsted.	Ongoing	Regular monitoring of tonnages delivered to Hempsted. A number of options for responding to a closure of Hempsted are being developed with GCC colleagues. Enover looking to provide additional landfill capacity at Hempsted for short term until EfW commissioning.	
4.10	Mobilisation of Javelin Park Energy from Waste contract.	GCC	To ensure that the contract is mobilised on time and in line with the contract requirements.	Jul-19	Work is ongoing, with regular meetings set up between UBB, the project team, district councils and contractors to plan and deliver a smooth mobilisation.	
4.11	Mobilisation of HRC recyclable material sales contracts.	GCC	To have contracts in place for the recycling of materials collected at HRCs.	Apr-18	Completed. Wood recycling contract being retendered due to termination of existing contract.	
4.12	Work with Ubico to undertake a review of the discretionary trade waste service to ensure it is operating on a viable commercial level.	TBC & CBC	Present review findings to authorities and gain support for service improvements.	Oct-18	Independent review completed by APSE and considered by SMG. Future strategy yet to be agreed and as a result of residual waste transfer work, this action is likely to carry across into 2019/20 action plan.	
4.13	Investigate the collection of WEEE (and other possible recyclables) at the kerbside.	TBC	Investigate the options for kerbside collection with a view to increasing the capture rate of WEEE.	Mar-19	Project has not yet commenced, but remains within tolerance.	
4.14	Street cleaning operational review.	TBC	To improve the effectiveness of street cleansing in the borough.	Mar-19	A review of the current service is underway with Ubico. Data collection and services appraisals taking place.	
4.15	Bulky waste collection service review.	TBC	To consider service options with the aim of improving service levels and reducing waste to landfill following an audit of the service and assist in implementing the recommendations.	Mar-19	Project has not yet commenced, but remains within tolerance.	
5	Organisational / Systems					
5.1	Review JWC funding arrangements.	All	To ensure that funding arrangements remain sufficient to deliver JWC objectives and are shared equitably by the partner councils.	Oct-18	Information gathering is underway, but limited progress due to conflicting demands and limited JWT resources. Revised completion date of Mar 19.	
5.2	Review JWT staffing structure.	All	To ensure sufficient resources are in place to support partner councils and deliver JWC objectives.	Oct-18	Consultation undertaken with JWT and with SMG. SMG stated that new funding for any WCA roles within the JWT cannot currently be supported. Changes to WDA roles will be developed in consultation with GCC.	

				Green	Proceeding to plan.	
5.3	Javelin Park project handover	GCC	To ensure an efficient transfer of responsibility for the contract from the commercial/procurement team to the JWT.	Mar-19	Ongoing, with regular meetings taking place between the Commercial and Joint Waste teams.	
6	Communications and Behavioural Change					
6.1	Communications campaign highlighting the importance of separating the right materials for recycling.	All	Maintaining high quality recyclable materials and minimising contamination.	Mar-19	CBC has publicised the need for pre-sorting since 1st April, with the use of bin tags and the back page of the 'Your Guide'. CDC are just about to begin a promotion on the need for pre-sorting in order to provide good quality recycling. TBC produces the annual recycling calendar which includes what should and should not be included in all the recycling services. Recycling communications is also a standard feature in the triannual Borough News magazine.	
6.2	Communications campaign to promote food waste prevention and recycling.	All	Encourage residents to reduce food waste, maintain high capture rates of food waste for recycling and minimise the amount of food waste within the residual waste stream.	Mar-19	First phase of activity completed during football world cup.	
6.3	Communications campaign to promote the reduction and recycling of plastic waste.	All	Encourage residents to reduce consumption of single-use plastics, maintain high capture rates of plastic for recycling and minimise the amount of plastic materials within the residual waste stream.	Mar-19	Recycling of plastic bottles is being promoted through the Recycle for Gloucestershire "Waste Free Wednesdays" articles. It was also promoted as part of the Recycle for Gloucestershire World Cup campaign. The National Recycle Week in September also focused on plastics.	
6.4	Javelin Park communications.	GCC	To ensure consistent and clear communications relating to the construction and operation of the facility.	Ongoing	Communications planning with UBB is underway. A number of reactive communications by GCC also continue to be supported.	
6.5	Continued promotion of real nappies.	GCC	To provide information and support on the use of reusable nappies and to promote the uptake of the Gloucestershire Real Nappy voucher scheme.	Ongoing	New contract established for Resource Futures to continue the programme.	
6.6	Continued support for home and community composting.	GCC	To provide information and support on home and community composting and continue to make home composting bins available for purchase by Gloucestershire residents.	Ongoing	Compost Awareness week was promoted in May. Discounted compost bin support still available.	
6.8	Promote garden waste collection schemes in all districts.	CDC, CBC, FoDDC & TBC	To promote and sustain uptake in garden waste collection services.	Jun-18	Promotions of garden waste service for CDC, CBC, FoDDC and TBC have been completed.	
6.9	To build on the Love Your Forest anti-litter campaign.	FoDDC	To develop and deliver an action plan to work with the community to change behaviour and reduce littering across the district. Wherever possible, to share and apply learning across the partnership.	Ongoing	Trashconverter trailer has attended public events plus school visits. Ten advertorials in the Forest Review (w/c 25 June-w/c 27 August) promoting different aspects of the campaign /highlighting specific litter issues. LYF car window sticker competition has ended. Over 500 unique registration plates spotted this year. Ten Scout groups (plus 2 Brownies) have undertaken litter picks/received a talk. A further four planned for September. Litter sculptures installed at local parks and PedalABikeAway. Meeting to discuss outcomes to be held in autumn and to plan for next year's campaign.	
7	Safety, Health and Environmental impact of operations					

7.1	Monitoring, reporting and continuous review of health and safety policy and practices of GJWC contractors and service providers.	ALL	To ensure safe working practices are in place and to establish common processes and best practice.	Ongoing	<p>Green</p> <p>Proceeding to plan.</p> <p>Health & Safety is monitored on a ongoing basis as part of the contract management for each of the authorities. H&S is a standing item for all contractor meetings and the team continually assesses the numbers and detail of lost time, non lost time and near miss incidents. A report on 2018/19 activity was reported to the June 2018 meeting.</p>	
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TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	16 October 2018
Subject:	Development Services Review Action Plan
Report of:	Head of Development Services
Corporate Lead:	Deputy Chief Executive
Lead Member:	Lead Member for Built Environment
Number of Appendices:	One

Executive Summary:

The Development Services Review was approved by Council on 25 April 2018. This review was supported by an action plan to help improve the service, make it more efficient and place it in a position to maximise the ability to commercialise the service in the future. The action plan is a dynamic document, which is being used as a tool to help manage the service improvement, and follows the same format as the regular tracker of performance that is reported to the Overview and Scrutiny Committee on a quarterly basis. This report demonstrates the progress made and provides a context for future work and projects in line with the overall aims and objectives of the Development Services review.

Recommendation:

To CONSIDER the progress against the Development Services Review Action Plan.

Reasons for Recommendation:

To comply with the Council's decision for the Overview and Scrutiny Committee to monitor the Development Services Review Action Plan.

Resource Implications:

None as a direct result of this report.

Legal Implications:

None as a direct result of this report.

Risk Management Implications:

None as a direct result of this report.

Performance Management Follow-up:

Performance on a number of key performance indicators is reported to the Overview and Scrutiny Committee as a matter of course. Following presentation to the Overview and Scrutiny Committee on 16 October 2018, the Action Plan will be revised with a new updated version being presented in six months time.

Environmental Implications:

None as a direct result of this report.

1.0 INTRODUCTION/BACKGROUND

- 1.1** The Development Services Review was approved by Council on 25 April 2018. This review was supported by an action plan to help improve the service, make it more efficient and place it in a position to be able to commercialise, should there be a future business case. The action plan is a dynamic document which is being used as a tool to help manage improvements in the service. It follows the same format as the regular tracker of performance which is reported to the Overview and Scrutiny Committee on a quarterly basis.
- 1.2** Members will be aware that performance of the planning service against statutory key indicators is positive with the team exceeding national targets and meeting the stretched local targets. In some quarters, performance on the speed of determination of planning applications can be considered as top quartile. The action plan seeks to sustain this performance. This report demonstrates the early progress already made and provides a context for future work and projects in line with the overall aims and objectives of the Development Services Review.
- 1.3** Whilst early work on the implementation of this review has begun, with a number of actions already completed and targets met, it is a dynamic document which will be continually updated as progress and efficiencies are made. It is envisaged that, once efficiencies are made, further progress focusing on greater transformation and commercialising the service can be made to create a resilient service fit for future purposes.
- 1.4** This is the first report detailing the progress made up to the end of September 2018. Whilst some of the actions will have immediate results, many of the actions are medium term and results may not be seen straight away. It is also important to note that this is not the Development Services Service Plan which details day-to-day operational functions of the service, but a separate document dealing specifically with service improvement, efficiency and transformation projects.

2.0 MANAGEMENT AND STRUCTURE

- 2.1** Following Council approval in April 2018 the structural changes to the Development Services team, including all necessary consultations with staff, were carried out. The partnership with Gloucester City Council has been implemented, with the appointment of the Technical Planning Manager in June and the appointment of the Business Transformation Manager in August. The Growth and Enterprise Manager was appointed in May and the Hub Navigator in June. Other associated changes in line with management/reporting have also been implemented in line with the Development Services Review.

- 2.2** In relation to further opportunities for sharing of staff across the two local authorities, Tewkesbury Borough Council's Urban Design Officer is undertaking work for Gloucester City Council on a regular basis and officers are also exploring a joint planning enforcement role with Gloucester City to aid service resilience.
- 2.3** The Planning Partnership Management Team (Tewkesbury Borough Council Head of Development Services, Gloucester City Council City Delivery Manager and the two joint Technical Planning Manager and Business Transformation Manager posts) across both Councils is meeting regularly to review issues and opportunities within the two services and will be making better use of management reports as a result of this review to monitor and check progress against targets.
- 2.4** Early work has recognised that there are improvements that can be made to processes and application of IT systems used by both local authorities to avoid duplication and maximise efficiencies, not least for the two officers who are undertaking joint roles. Joint working has allowed the team to recognise good practice across the two authorities but also where each authority can learn from the other and it has also provided resilience in dealing with projects where improvements are needed. To positively assist this a set of joint Key Performance Indicators (KPIs) are being devised with common themes across both authorities to ensure projects undertaken by each authority are complementary.

3.0 DEVELOPMENT MANAGEMENT ACTIONS

- 3.1** The vast majority of the requirements of the action plan are related to the Development Management service and these actions have been a priority over the past few months, particularly since the implementation of the new working arrangements and the arrival of the new Business Transformation Manager.
- 3.2** Many of the projects in the action plan which can aid service improvements have focused around the development and use of IT and maximising the use of Idox and Uniform to facilitate effective performance management. These improvements have enhanced the ability for individual officers to review their own caseloads and to provide the team leaders with a greater level of information and hence improve effective team management.
- 3.3** Another key aspect of the action plan was to enhance officer training to ensure that the teams are able to make effective, consistent recommendations and decisions. In line with this a role out of training workshops in line with the new National Planning Policy Framework and other key policy areas has taken place.
- 3.4** The pre-application service was recognised as an area which required review. To that end, the team is preparing common templates to ensure relevant and succinct information is provided to customers, along with other process improvements to speed up the processing of the pre-application enquiries.
- 3.5** Other key projects to aid the effectiveness of the service have been actioned, including the review of the validation checklists (the information that is required before we can register validate and start working on an application) and a review of standard conditions. Both of these actions will reduce the overall time taken to process applications.
- 3.6** The speed and quality of consultation responses from both internal and external consultees was an area which required review. A standardisation of common responses is being prepared so that efficiencies can be made.

- 3.7 These key projects and others set out in more detail in the action plan tracker, will be incorporated into the procedures manual which will be particularly useful for new starters.
- 3.8 Officers have created a suitable template and are in discussions with an applicant to initiate a Planning Performance Agreement. This affords the Council greater flexibility in setting the fee.
- 3.9 In terms of customer contact, with the help of colleagues in IT, officers are piloting (householders in the first instance with future roll-out to the remainder of applications an electronic method of notifying applicants and agents of the progress on their planning application. The intention is to provide a modern and proactive service which customers expect and should reduce avoidable direct contact to free up case officer resource.
- 3.10 A customer satisfaction questionnaire will be sent out shortly seeking views on key aspects of the service, the results of which should help to inform and monitor the effectiveness of the improvement measures implemented.

4.0 PLANNING POLICY

- 4.1 Over the last few months work within the Policy team has focused on the preparation of the issues and options stage of the review of the Joint Core Strategy and the preferred options stage of the Tewkesbury Borough Local Plan and this will continue to be a focus of the team over the foreseeable future. The two vacant posts in the team should shortly be filled allowing for a greater focus and capacity on the development of the Statement of Community Involvement. Furthermore, now the Tewkesbury Borough Plan is at its preferred options stage, the incorporation of the maps associated with that Plan into the policy mapping online project can be progressed

5.0 ECONOMIC DEVELOPMENT , THE GROWTH HUB AND TOURISM

- 5.1 The Growth Hub is now open and operational and plans are underway with regard to the formal opening of the Growth Hub this autumn. The integration of the hub as a service within the Council is progressing, allowing the Council to offer a positive 'one stop shop' to businesses across the services we provide. The Growth Hub surgeries, briefing sessions on the Growth Hub and matters effecting business with Council officers, will streamline better communication between the services. The three incubator units have already been let to local businesses. This Growth Hub activity sits alongside the other economic development services the Council provides. A survey of businesses to ascertain our effectiveness will take place following the formal Growth Hub opening.
- 5.2 Officers have had conversations with key partners in terms of delivery of the tourism role. Current uncertainty over future national funding of tourism and the models and governance to be employed in tourism services will be required to be built into any future decisions on the role, scope and scale of the future of the tourism service. This review is a priority for the service over the coming months.

6.0 COMMUNITY DEVELOPMENT

- 6.1 One of the actions in the plan was to hold a 'Place' workshop session with key officers. An initial meeting with the portfolio holders for health and wellbeing and community safety has taken place, the outcome of which was that a Member workshop will be arranged to clarify and define the role of the Place Approach.

7.0 OTHER OPTIONS CONSIDERED

- 7.1 None.

8.0 CONSULTATION

8.1 There are various actions within the plan which require consultation, however none required as a direct result of this report.

9.0 RELEVANT COUNCIL POLICIES/STRATEGIES

9.1 Joint Core Strategy Submission Document www.gct-ics.org/

10.0 RELEVANT GOVERNMENT POLICIES

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

11.0 RESOURCE IMPLICATIONS (Human/Property)

11.1 None as a direct result of this report albeit projects individually may require new or re-scoped resources to effectively deliver the benefits of service improvements.

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

12.1 None as a direct result of this report.

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

13.1 None as a direct result of this report.

14.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

14.1 Council Plan approved by Council 25 April 2018 and Development Services Review approved by Council 25 April 2018.

Background Papers: None

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Appendices: Appendix 1 – Action Plan

DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
A – MANAGEMENT AND STRUCTURE					
A.1	Implement structural changes to the Development Services service including all necessary consultations with staff.	Head of Development Services / Development Services Management Team	June 2018	✓	Following Council approval in April 2018, the structural changes to Development Services, including all necessary consultations with staff, have been carried out. This includes: implementing the partnership with Gloucester City Council; the appointment of the Technical Planning Manager (in June); and the appointment of the Business Transformation Manager (in August). The Growth and Enterprise Manager was appointed in May and the Hub Navigator in June.
A.2	Investigate further the opportunity for sharing/trading specialist services within the team – e.g. Urban Design, Conservation and Landscape.	Head of Development Services / Development Services Management Team	December 2018	✓	Tewkesbury Borough Council's Urban Design Officer is undertaking work for Gloucester City Council on a regular basis. Whilst we were appointing our Conservation Officer, Conservation Officer services from Gloucester City Council were employed to ensure the continuity of services. Officers are now exploring the possibility of a joint landscape offer with other local authorities in Gloucestershire. Similarly, officers are also exploring a joint planning enforcement role with Gloucester City Council to aid service resilience.

DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
A – MANAGEMENT AND STRUCTURE					
A.3	<p>Devise and implement the Competency framework</p> <p>Importance of enabling managers to manage and team leaders to supervise and coach.</p> <p>i) Draft competency framework</p> <p>ii) Present to management team & HR team</p>	Head of Development Services	October 2018	✓	The competency framework has been drafted and is being piloted in the teams through the Personal and Professional Development (PPD) discussions. This allows the PPD meetings to focus on actions and training opportunities relevant to the officer role.
A.4	<p>Prepare a Training Plan following the Personal and Professional Development (PPD) process and competency framework.</p>	Head of Development Services / Technical Planning Manager / Planning Policy Manager / Economic and Community Development Manager	November 2018	☺	This is underway and will be completed post Personal and Professional Development (PPD) roll out in 2018.

DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
A – MANAGEMENT AND STUCTURE					
A.5	Set out management meetings with structured agendas and action plan reporting.	Head of Development Services / Technical Planning Manager / Business Transformation Manager	March 2018	✓	<p>The Joint Planning Partnership Management Team meetings take place on a monthly basis. Full Development Services meetings take place every quarter. Development Services Management team meetings are diarised monthly.</p> <p>Action implemented, albeit later than anticipated due to officers not being in post until August 2018.</p>

DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
A – MANAGEMENT AND STUCTURE					
A.6	Maximise digital opportunity – project plan i) New ways of working ii) Identification of opportunities iii) Consideration of options	Head of Development Services / Technical Planning Manager / Business Transformation Manager	December 2018	☺	First Meeting with IT Manager, Business Transformation Manager and Head of Development Services took place in September 2018. Project scopes are now being drafted to include: <ul style="list-style-type: none"> – Opportunity to implement Idox Enterprise (software used to manage applications) in a way that maximises its functionality for case officer management, customer tracking and performance management data. – Customer tracking of planning applications is being piloted with householder applications and a demonstration will be given at Overview and Scrutiny Committee.

DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
A – MANAGEMENT AND STUCTURE					
A.7	Devise detailed Key Performance Indicators (KPI) and ensure consistent KPI framework between Gloucester City Council and Tewkesbury Borough Council.	Head of Development Services / Technical Planning Manager / Business Transformation Manager	October 2018 March 2019	☹	The Business Transformation Manager and Head of Development Services are collecting a wide range of information from the Idox system. This will establish a baseline position to track the effectiveness of the interventions made. Focus will be on the national KPIs but also developing a set of local KPIs which measure service delivery in terms of the pre-application service, customer service complaints, number of PPAs signed up to etc. These will be joint KPIs across both Councils.

DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
B – DEVELOPMENT MANAGEMENT ACTIONS					
B.1	Ensure procedures in place to implement structure:	Head of Development Services / Technical Planning Manager / Business Transformation Manager / Team Leaders			Detailed actions set out below.
	i) Ensure Senior Officers have skills and expertise to make robust recommendations.		March 2018 March 2019	☹️	Procedure manual being prepared to reflect practices and processes of both Councils.
	ii) Improve consistency and empowerment through development of a policy and procedures manual.		March 2018		To be deleted as covered in B.1 i) above
	iii) Ensure delegated sign-off procedures in place to allow for decisions to be signed off by team leaders (significant majors by exception) and some householders by senior officers		October 2018	✓	Sub-delegation letters issued.

DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
B – DEVELOPMENT MANAGEMENT ACTIONS					
	iv) Implement sign off procedures to allow greater level of sign off for Team Leaders		May 2018		To be deleted as covered in B.1 iii) above.
	v) Training Plans for each officer with clearly laid out expectations		June 2018		To be deleted as covered in A.4 above.
	vi) Performance manage the speed and quality of decision making.		March 2018 October 2018	☹	National KPIs are monitored together with appeal decisions which are communicated to the team.
	vii) Reporting and performance check through management teams on a weekly basis (Team leader led).		March 2018 October 2018	☹	Team leaders are having regular meetings with their teams and are provided with the information they need to manage their teams.
	viii) Regular check on applications that are close to deadline decision– automated reminders.		March 2018	✓	Idox system utilised to ensure that applications which are about to expire are flagged to officer and team leader.
	ix) Production of info sheet on key stats and details of new applications submitted and appeals lodged determined etc.		March 2018 October 2018	☹	A Planning key statistics sheet will be sent out on a quarterly basis to all Members (first publication/prototype in October 2018).

DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
B – DEVELOPMENT MANAGEMENT ACTIONS					
	x) Process of all out-of-time applications – cull/return/determine – backlog reduced by October 2018 and monitored by Development Management /Management Team.		October 2018	✓	Management Team focus session in October on all out of time applications. Data already collected in terms of scale of the issue and officers are working to reduce the backlog. The list will be sent round every month for monitoring.
B.2	Prepare quarterly report to monitor number and type of complaints – reduce number of complaints	Head of Development Services / Technical Planning Manager / Business Transformation Manager / Team Leaders	October 2018	✓	Quarterly reporting of corporate complaints and the issues that are raised are discussed at Development Management Team meetings

DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
B – DEVELOPMENT MANAGEMENT ACTIONS					
B.3	<p>Devise set of KPIs for DM service Set out benchmark report and impacts of any changes on the service — KPIs</p> <p>— End to end time of planning applications</p> <p>Time to validation etc</p>	<p>Head of Development Services /</p> <p>Technical Planning Manager /</p> <p>Business Transformation Manager /</p> <p>Team Leaders</p>	June 2018		To be deleted as covered in A.7 above.
B.4	<p>Deliver agents' forums</p> <ul style="list-style-type: none"> - Hold inaugural meeting - Hold workshop session 	<p>Head of Development Services /</p> <p>Technical Planning Manager /</p> <p>Business Transformation Manager</p>	<p style="text-align: center;">January 2018</p> <p style="text-align: center;">June 2018</p>	✓	<p>A developers' forum was held in January 2018 in Tewkesbury. The Head of Development Services has led on a countywide 'Removing Barriers to Development' group which culminated in a workshop style session in May 2018 which was well attended by all local authorities in the county, Gloucestershire County Council, agents and developers. This led to a detailed action plan on countywide initiatives, many of which dovetail with the work we are doing in Tewkesbury. Further forums will be held to take this work forward; potential to hold a joint forum with Tewkesbury and Gloucester agents in the near future.</p>

DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
B – DEVELOPMENT MANAGEMENT ACTIONS					
B.5	Information Officer to send weekly sheets of performance targets etc. to each officer.	Information Officer	Feb 2018	✓	The Information Officer now sends each officer their key info statistics and has set up a system for each officer to better understand their workload and priorities through better information.
B.6	Develop customer charter / planning charter with service delivery commitments (following workshop).	Head of Development Services / Technical Planning Manager / Business Transformation Manager / Team Leaders	December 2018	☺	Further to the Barriers to Development work the 'Draft Gloucestershire Planning and Development Charter' has been circulated around the County-wide task group led by the Head of Development Services with a view to completing in autumn and being signed by all seven signatories.

DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
B – DEVELOPMENT MANAGEMENT ACTIONS					
B.7	Review the scheme of delegation (development management functions)	Head of Development Services / Technical Planning Manager / Business Transformation Manager / Team Leaders	October 2018		Action to be deleted as being undertaken as part of a wider corporate review of the scheme of delegation.
B.8	Update validation checklist in line with JCS Investigate portal link to validation – ‘what is needed to submit an application’ app	Head of Development Services / Development Manager / Team leaders	October 2018 December 2018	☹️	The validation list is being revised to take account of Joint Core Strategy adoption and publication of revised National Planning Policy Framework in July 2018 (in time will also need to take account of the Tewkesbury Borough Plan). An officer working group is investigating the portal link.

DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
B – DEVELOPMENT MANAGEMENT ACTIONS					
B.9	Ensure commitment from internal and external consultees - Seek improvement commitments on speed of return of consultations.	Head of Development Services / Technical Planning Manager / Business Transformation Manager / Team leaders	June 2018 December 2018	☹	Evidence has been gathered on response rates from external and internal consultees. Officers are currently working to seek standard consultation responses/templates to aid in speed of decision-making where appropriate and it is anticipated that commitments on improvement will be received in December 2018.
B.10	Check all legal agreements – monthly planning legal liaison meeting to check progress on cases in consultation with One Legal relating to live cases i) Benchmark position June 2018.	Head of Development Services / Technical Planning Manager / Business Transformation Manager	June 2018	✓	Monthly meetings are taking place, the position has been benchmarked and an action plan is being implemented.

DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
B – DEVELOPMENT MANAGEMENT ACTIONS					
B.11	Prepare framework/protocol for undertaking Planning Performance Agreements and publicise.	Head of Development Services / Technical Planning Manager / Business Transformation Manager	October 2018	✓	A Protocol and template for Tewkesbury has been prepared and is currently being piloted on a scheme.
B.12	Review whether to propose Local Development Orders for areas where no permitted development rights.	Head of Development Services / Technical Planning Manager / Business Transformation Manager	October 2018 March 2019	☹	This action will need to be reviewed in line with changes to the NPPF and fee regulations.

DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
B – DEVELOPMENT MANAGEMENT ACTIONS					
B.13	Review process of agreeing Section 106 spend i) Workshop S106 review of process and monitoring of spend and process of agreeing spend	Head of Development Services / Technical Planning Manager / Business Transformation Manager	July 2018	✓	The Executive Committee approved a new process for administering and approving Section 106 spending in July 2018.
	ii) Create and publicise s106 templates & standard clauses – web accessible	Head of Development Services / Technical Planning Manager / Business Transformation Manager	July 2018 March 2019	☹	New guidance has just been released on Section 106 templates and standard clauses which will be web accessible by March 2019.

DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
B – DEVELOPMENT MANAGEMENT ACTIONS					
B.14	Prepare Enforcement Plan	Head of Development Services / Technical Planning Manager / Business Transformation Manager / Enforcement Officer	June 2018	✓	The Planning Enforcement Plan was adopted by the Executive Committee at the beginning of July 2018.
B.15	Ensure more user-friendly enforcement information is available for Members on planning web via Idox - Survey of all Members' information <ul style="list-style-type: none"> • requirements • Action • Training 	Head of Development Services / Technical Planning Manager / Business Transformation Manager / Enforcement Officer	April 2018 December 2018	☹	Officers are currently devising a questionnaire for Members to ascertain what information they have that is useful and what information they would require prior to full implementation and roll out. Revised target date of December for the survey with training in March 2019.

DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
B – DEVELOPMENT MANAGEMENT ACTIONS					
B.16	Maximise digital opportunity <ul style="list-style-type: none"> – Uniform as the main file and point of all contact – Back scan all files in PSC and index – Planning on line to maximise self-service – one-click on polygon to gain info on policy, constraints and planning history 	Head of Development Services / Technical Planning Manager / Business Transformation Manager	Project Plan June 2018	✓	A project plan is in place.
B.17	Review “duty” service <ul style="list-style-type: none"> ii) Plan and rota iii) Increased service train hub ambassadors – ensure hub-ready 	Head of Development Services / Technical Planning Manager / Business Transformation Manager	June 2018	✓	The planning team is piloting the hub-ready service with the Growth Hub.

DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
B – DEVELOPMENT MANAGEMENT ACTIONS					
B.18	Implement Development Team approach link to Planning Performance Agreement and Place Strategy 'From Plan to Place'– pilot on scheme.	Head of Development Services / Technical Planning Manager / Business Transformation Manager / Team Leaders	June 2018	✓	A pilot is underway on Planning Performance Agreements which requires a development team approach.
B.19	Ensure business friendly approach to development. Designate senior planning officer as a Business Champion – first contact for business in relation to planning issues.	Head of Development Services / Technical Planning Manager / Business Transformation Manager	May 2018	✓	Hub ambassadors appointed and operating in the Growth Hub.

DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
B – DEVELOPMENT MANAGEMENT ACTIONS					
B.20	Manage five key officer-led workstreams <ul style="list-style-type: none"> i) Validation ii) Consultation Responses iii) Communication with customers iv) Pre-app speed and consistency v) Communication and understanding of planning process 	Head of Development Services / Technical Planning Manager / Business Transformation Manager / Development Management officers	June 2018	✓	Key officers have been nominated to lead these workstreams and the outcomes will feed into the procedures manual.
B.21	Improve clarity of “who’s who” and what is happening at Planning Committee: <ul style="list-style-type: none"> – Explanatory pamphlet – Introduction from the Chair – Recap of decision made (to the public gallery) 	Head of Development Services / Technical Planning Manager / Business Transformation Manager	December 2018	☺	Draft of the explanatory pamphlet for Planning Committee has been prepared and will be published in time for the December 2018 Committee.

DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
B – DEVELOPMENT MANAGEMENT ACTIONS					
B.22	<p>Member training</p> <ul style="list-style-type: none"> — Devise training schedule — Deliver training 	<p>Head of Development Services /</p> <p>Technical Planning Manager /</p> <p>Business Transformation Manager</p>	April 2018	☹	<p>A corporate induction and training programme is being prepared for the new Council in May 2019 and will include the Planning requirements. This action will therefore be deleted from the Development Services action plan.</p>

DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
C – PLANNING POLICY					
C.1	Refresh Statement of Community Involvement to respond to development agenda, to reflect development team approach to aid in community engagement and 'Place Development Strategy – 'From Plan to Place'.	Planning Policy Manager / Development Services Management Team	June 2018 March 2019	☹	This has stalled due to the focus of the work on the Joint Core Strategy and the Tewkesbury Borough Plan. There have been difficulties in recruiting to posts in Planning Policy but an appointment has now been made and this work will be progressed when the appointee takes up their role.
C.2	Produce Supplementary Planning Documents (SPDs) to help deliver development agenda i) Program of SPD roll out project plan.	Planning Policy Manager / Development Services Management Team	June 201	✓	SPD on Flood Management has been adopted alongside the preparation of the SPD on Tewkesbury Town. Future roll out of SPDs will be undertaken following the next stages of the Tewkesbury Borough Plan.
	ii) Produce supplementary planning document to support introduction of JCS and Community Infrastructure Levy (CIL) which set out relationship between CIL and Section 106 (and Section 278 of the Highways Act) and approach to non –plan compliant schemes.		June 2018 June 2019	☹	Following implementation of Community Infrastructure Levy an SPD/Guidance note can be produced to show the relationship with CIL/S106/S278.

DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
C – PLANNING POLICY					
C.3	Implement policy maps online and link to constraints and planning history files and validation requirements.	Planning Policy Manager	July 2018 December 2018	☹	This action is linked to the production of the Tewkesbury Borough Plan. Now the plan- is at its next substantial stage, the maps associated with it can be subject to this project. A meeting between the Planning Policy Manager and IT has been set up to take this forward.
C.4	Prepare conservation technical advice notes – produce project plan.	Planning Policy Manager/ New conservation specialist	February 2019	☹	Planning Policy Manager and new conservation specialist will prepare advice notes.
C.5	Review Conservation Strategy and produce project plan for implementation- CA appraisals and local list.	Planning Policy Manager	March 2019	☹	Conservation Strategy in place and project plan being prepared for completion in March 2019.
C.6	Prepare analysis of specialist knowledge required to help support policy development and consider resources required to deliver.	Planning Policy Manager	June 2018 December 2018	☹	Being prepared as part of the Joint Core Strategy work to be completed by December 2018.

DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
D – ECONOMIC DEVELOPMENT					
D.1	Coordinate all economic development activities bringing together planning, economic development and the Growth Hub to deliver the operational plan.	Economic Development Manager / Growth and Enterprise Manager	June 2018	✓	The Growth and Enterprise Manager has been appointed and the hub and the Economic Development service are working collaboratively together. The planning team are piloting the hub-ready service with the growth hub.
D.2	Ensure coordination of business needs and activity through business-friendly plan with action plan.	Economic Development Manager / Growth and Enterprise Manager / Development Services Management Team	June 2018	✓	A Growth Hub operational plan has been produced with structures and engagement for each service area. The planning team and the Environmental Health team are testing and piloting structured sessions with businesses. The plan allows for surgery sessions where businesses can come and have specific specialist contact with officers.

DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
E – The Growth Hub					
E.1	Produce gantt chart and delivery plan for implementation of hub - produce project plan	Growth & Enterprise Manager	March 2018	✓	Project plan with key actions developed to implement the build and operation of the hub
E.2	Ensure all Heads of Service are engaged and manage engagement and commitments <ul style="list-style-type: none"> i) Establish Operational Group ii) Commitment through Hub Operational Group iii) Workshop iv) Action Plan 	Growth and Enterprise Manager	April 2018	✓	The operational plan to deliver the hub through the frontline services has been prepared, a number of key workshops have been held which identified business opportunities for services within the Council which has led to an operational business plan (flow chart) for each service area. This is in line with the requirements of the Local Enterprise Partnership.
E.3	Create commitment with each service area. Operational agreements.	Growth and Enterprise Manager	April 2018	✓	Commitment from each of the service areas has been forthcoming and pilots of service models with Growth Hub customers have been delivered in roll out phase.

DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
E – The Growth Hub					
E.4	Maximise external opportunities of service help (business to business) and monitor.	Growth and Enterprise Manager	June 2018 ongoing	✓	The Growth and Enterprise Manager has sourced a number of key businesses to advocate the Growth Hub in Tewkesbury Public Services Centre.

DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
F - Sports Development and Healthy Living					
F.1	Introduce Implications of decision on healthy lifestyles on report templates	Community & Economic Development Manager	April 2018		Review of the report template is an action in the Democratic Services action plan for 2018/19, to be completed in March 2019. Action to be deleted from the Development Services Action Plan.
F.2	Implement Gloucestershire Moves in the Borough and associated delivery plan within wider health framework.	Community & Economic Development Manager	April 2018	✓	Policies within the emerging review of the Joint Core Strategy and the Tewkesbury Borough Plan seek to ensure that the principles of the wider health framework objectives are being prepared. A workshop was held with Active Gloucestershire and a draft action plan developed based on priorities in the borough.

DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
G – COMMUNITY DEVELOPMENT					
G.1	Hold Operational Managers and Heads of Service workshop on the place approach and prepare timely action plan and roll out	Community & Economic Development Manager	June 2018 May 2019	☹	Prior to holding a session with Heads of Service and Operational Managers a session with the Lead Members for Health and Wellbeing and Community was held to scope the next stages in moving forward with the place approach. The next step is an all Member seminar in December.
G.2	Ensure Place Development Officers integrated into Development Team approach	Community & Economic Development Manager	June 2018	✓	The Place Officers are involved in significant pre-app discussions, in early scoping of Section 106 discussions and with the implementation of Community Infrastructure Levy.
G.3	Ensure that Place Development Officers have support from all HOS and operation managers to deliver tasks required. Hold regular Place meetings with Ops Managers	Community & Economic Development Manager / All Operational Managers	June 2018 June 2019	☹	This will flow from G.1 above.

DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
G – COMMUNITY DEVELOPMENT					
G.4	<p>Hold Member session on MAIDen Place priorities workshop.</p> <p>Roll out Place meetings across three areas.</p>	Community & Economic Development Manager	June 2019	☹️	<p>Information was gathered from Maiden and will help shape the discussions with key Members on the place approach (see G.1 above)</p> <p>Priorities will be discussed with key partners including Gloucestershire Association of Town and Parish Councils, Gloucestershire Rural Community Council and Voluntary Community Sector Alliance.</p>

DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
H – Tourism					
H.1	Discuss tourism role with Members and partners.	Community & Economic Development Manager	May 2018 March 2019	☹	Officers have had conversations with key partners in terms of delivery of the tourism role. Current uncertainty over funding of tourism and the models and governance to be employed in Tourism services nationally will be required to be built into any future decisions on the role, scope and scale of the future of the tourism service.
H.2	Action and implementation of Tewkesbury 2021 proposals from Tewkesbury Borough Council and maintain contact reporting to Members .	Community & Economic Development Manager	March 2018	✓	The Community and Economic Development Manager is the main contact on the Tewkesbury 2021 project and updates Members when appropriate.
H.3	Augmented reality project – Horizon project – Battlefield project plan to be prepared.	Community & Economic Development Manager / Deputy Chief Executive	March 2018	☹	A number of key lines of information have been prepared in connection with this project, in terms of discussions with Bristol University regarding the augmented reality project and visits to other projects around the UK.

DEVELOPMENT SERVICES ACTION PLAN

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

Report to:	Overview and Scrutiny Committee
Date of Meeting:	16 October 2018
Subject:	Housing Strategy Monitoring Report
Report of:	Head of Community Services
Corporate Lead:	Deputy Chief Executive
Lead Member:	Lead Members for Built Environment and Health and Wellbeing
Number of Appendices:	2

Executive Summary:

The Housing Strategy 2017-21 was developed by an Overview and Scrutiny Working Group and it was adopted by Council in January 2017. The comprehensive Housing Strategy incorporates renewal, as well as two distinct sub strategies: the Homelessness and Prevention of Homelessness Strategy, and the Tenancy Strategy.

The Strategy contains 4 key priorities to meet the housing needs of the borough. These are:

Priority 1: Increasing the supply of housing

Priority 2: Prevent homelessness

Priority 3: Meet the housing needs of specific groups

Priority 4: Improving the health and well-being of local people

Annual action plans are agreed by Executive Committee with regular reporting to Overview and Scrutiny Committee for review of achievements and future challenges. The action plan priorities focus on developments in the service rather than service performance which is outlined in the performance tracking. The decision was taken at the Executive Committee to align the Housing Strategy with the financial year.

This report presents Committee with a summary of the key activities in the first six months of 2018/19 of the 2017-21 Strategy. A more comprehensive update of actions achieved against each of the action plan targets can be found at Appendix 1.

Recommendation:

To CONSIDER the progress made in respect of the outcomes identified in the Housing Strategy Action Plan.

Reasons for Recommendation:

The Homelessness Act 2002 and Local Government Act 2003 require all District Councils to develop a strategy which sets out the Council's policies, commitments and programme for a wide range of housing matters. Following development of the Council's Housing Strategy 2017-21, the Overview and Scrutiny Working Group requested that outcomes identified in the strategy action plan be monitored and regular updates be presented to the Overview and Scrutiny Committee.

Resource Implications:

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

Legal Implications:

The Council is required to have a Housing and Homelessness Strategy in place so that its duties under the Homelessness Act 1996 (as amended) and Local Government Act 2003 can be met. The Homelessness Act 2002 requires local authorities to publish a strategy setting out how it will address homelessness and the Localism Act 2011 places a duty on all local authorities to produce a tenancy strategy.

The Homelessness Reduction Act 2017 has been effective from April 2018 and further actions are likely to be added as the new legislation is implemented. The action plan is renewed annually to enable the strategy to flexibly respond to legislative change, and the strategy incorporates the Homelessness Reduction Act.

Risk Management Implications:

The review of activities against the strategy action plan has identified that the aims and objectives of the strategy are being delivered in a timely way. This significantly reduces the risk of not meeting statutory housing and homelessness duties.

Performance Management Follow-up:

The Housing Strategy 2017-21 and associated action plan should be reviewed in January 2019 to ensure that it remains fit for purpose in the future.

Environmental Implications:

There are positive environmental implications in the delivery of the strategy objectives e.g. the strategy supports the delivery of new energy efficient homes and energy efficiency improvements in the existing housing stock across the borough.

1.0 INTRODUCTION/BACKGROUND

- 1.1** The Housing Act 1996 (as amended) and Local Government Act 2003 require all District Councils to develop a strategy which sets out the Council's policies, commitments and programme for a wide range of housing matters. The Housing Strategy 2017-21 was developed by an Overview and Scrutiny Working Group and was adopted by Tewkesbury Borough Council in January 2017. A review of the activities against the strategy action plan is undertaken six monthly as requested by the Overview and Scrutiny Committee Working Group.
- 1.2** The Housing Strategy Action Plan achievements and a new action plan for 2018-19 was reviewed by the Executive Committee in January 2018. The action plan includes coordinated activities within Development Services, Environmental Health and Benefit Services as well as those of the Housing Services Team to meet the wide range of objectives within the strategy.

2.0 UPDATE AND KEY ACTIVITIES

2.1 The following is a summary of the key activities, identified within the Housing Strategy 2017-21 which have been achieved April-September 2018.

3.0 Priority 1 – Increasing the supply of housing (for full details see action plan)

3.1 *P1.2 Identify TBC owned land suitable for future Affordable Housing Development and consider use of modular housing where suitable.*

Projects have commenced on two former garage sites at Staverton and Winchcombe. Rooftop have held engagement events in Staverton with the Parish Council and the local community with Gloucestershire Rural Community Council (GRCC) and Tewkesbury Borough. An application for pre-planning application advice has been submitted regarding the site. Both Severn Vale Housing Society and Rooftop are considering 'Modern Methods of Construction' as their preferred option on the Winchcombe and Staverton sites respectively.

3.2 *P1.4 – Identify long term empty homes and use arrange of enforcement and incentive options to bring vacant homes back into use*

The Council Tax Empty Homes premium was introduced from 1 April 2018 in respect of the 88 properties within the Borough which have been unoccupied and substantially unfurnished for more than two years. All affected Council taxpayers were written to advising that they could contact the Environmental Health Team for advice on bringing the empty property back into use. Six responses have been received to date. Review of empty homes in the Borough will continue under the forthcoming Empty Homes Strategy. Part of this will include further attempts to engage with empty home owners. All 88 empty properties will be subject to the Council Tax premium.

The agreed new structure in Community Services will include an additional post of Private Sector Officer who will develop the Empty Homes strategy and incentives to bring the homes back into use. Recruiting to this post is likely to take place by the end of December 2018. It is intended for this post will be funded externally via revenue from HMO licencing.

3.3 *P1.5: Evaluate potential for additional promotional activities with private sector landlords to boost availability of homes in the Borough*

New burdens funding associated with the Homelessness Reduction Act was dedicated to a new role within Housing Services to increase the capacity of the team and also to develop a local private sector landlord scheme to increase the accommodation available to residents. The Housing Solutions Officer started with the team in June, and after a period of focus on the new legislation, will commence housing standards training and work on developing incentive policies for the private sector in October 2018.

4.0 Priority 2 – Homelessness and Homelessness Prevention (for full details see action plan)

4.1 *P2.1 and P2.1a Implement changes associated with the forthcoming Homelessness Reduction Bill.*

The new extended statutory homeless duties commenced in April 2018, introducing the largest change in homelessness legislation in 20 years, and resulting in a rise in officer caseloads. As well as the additional member of staff outlined earlier, further completed changes include a new database was launched in time for the new legislation, and Housing Services have been continuing to work with the database provider to improve the processes. We are also continuing to develop the information we give applicants and the individualised online personalised housing plans.

The new duty to refer for statutory agencies (also part of the new act) will take effect in October 2018. It has been decided countywide that we would like to extend the option to voluntary agencies. The mechanism for referral is now functional and a countywide publicity launch will be taking place in November 2018 to ensure that statutory and voluntary agencies are aware of how to make referrals and inviting them to engage in delivering personalised housing plans.

4.2 *P2.1b Reduce statutory full homeless duty acceptances and increase statutory homelessness preventions and statutory homeless reliefs.*

This is a new action to monitor activities across the old legislation and the new legislation. The detailed statistics for the last financial year are detailed on the action plan progress in Appendix 1.

High level performance comparators over the past 5 years are outlined in Appendix 2.

2018/19

The service accepted a statutory duty to 75 residents in the first quarter of 2018. The breakdown of these is outlined in the action plan (Appendix 1).

In the first quarter of 2018 the service achieved positive outcomes to end:

- 33 households under the old prevention regime (those who had applied before April)
- 11 households under the new prevention duty (either to sustain present home or in new home)
- 4 households under the new relief duty (into new home)

And Accepted a full homeless statutory duty to 2 households.

4.3 *P2.1d Work with partners to find solutions for high risk/high support/ multiple needs homeless households.*

The countywide ‘Sanctuary Scheme/Target hardening’ project for victims of domestic abuse has been recommissioned for a further three years. This scheme has been very successful in preventing the use of bed and breakfast for victims of violence who wish to remain in their own homes.

Gloucestershire has been allocated an extra £271,980 from the Ministry of Housing, Communities and Local Government to expand county wide SIB funded New Entrenched Homelessness Service. ‘ACTion Glos’ was launched at the end of last year for long-term rough sleepers / repeat users of homelessness services. P3 Charity are delivering the 3½ year service across the county. Since it launched in November 2017, 92 individuals from across the county have received support from ACTion Glos, with more people engaging with services and staying in accommodation as relationships develop and resources are acquired. In addition to the original (SIB) funding of £990,000, made available by central government, the extra funding brings a total of £1.27m to the service and will increase the number of places in the SIB from 110 to 126.

4.4 *P2.3 and 3a – Welfare reform – early intervention, transitional support, assistance to find work. And minimisation of homelessness, particularly following the introduction of universal credit for housing costs.*

At this stage, a large rise in homelessness caused solely by welfare reform has not been noted – although resolving those which have become homeless and are affected by these issues is problematic. This is particularly the case for households in temporary accommodation who would struggle to find work whilst in an area they will not stay permanently (see p.2.4).

The Benefits Team have seen a small but steady increase of customers affected by welfare reform requesting budgeting support. The Benefits Team also provided assisted digital support for customers who require help in claiming Universal Credit. The team is working with the Department for Work and Pensions and other partners to expand our offer to increase PBS take up in locations other than the Public Services Centre.

5.0 **Priority 3 Meeting the housing needs of those who need it most (for full details see action plan).**

5.1 *P3.1 – commissioning Strategic Housing Market Assessment (SHMA)*

This action had been delayed pending a standard methodology for calculating housing need through the Draft National Planning Policy Framework Guidance. This has now been confirmed and the county is now in a position to progress the SHMA.

The county group has drafted an invitation to tender document in order to begin commissioning a consultant to conduct the project. The forthcoming work will be known as the Local Housing Needs Assessment.

5.2 *P3.4 profile accommodation support that the council has access to in the County*

Tewkesbury borough is part of the Housing with Care Project board which has recently undertaken a survey aimed at older people as well as those with care and support needs across the county to establish aspirations, needs, income etc. The group is currently analysing the data.

Accommodation based support is profiled by county commissioners. Housing Services will continue to work with county regarding the suitability of accommodation for those who approach in need and support joint bids for funding to meet needs. Following a consultation period, the MCHLG has confirmed last month that housing costs for supported accommodation will continue to be paid through housing benefit which will enable more input locally into the suitability of accommodation.

6.0 Priority 4 Improving the health and well-being of local people (for full details see action plan)

6.1 *4.1a Maintain and promote the Fit to Rent Landlord Accreditation Scheme for landlords wanting to work with the council*

4.1c Monitor Private levels of private sector housing complaints

The Community Services restructure places more emphasis on private sector work and the intention is to refresh the Fit to Rent scheme locally with the new private sector role in the re-structure. Recruitment to this post is likely to be at the end of December 2018. A key duty of this post will be to monitor and resolve housing complaints. Monitoring activity has not been conducted to date due to resource issues.

6.2 *4.1d Identify existing Housing of Multiple Occupation (HMOs) and implement new regulations concerning HMOs.*

A new definition of mandatory licensable HMO is now in place. Newly qualifying HMOs require to be licensed by 1 October 2018. Potential HMOs will be written to and targeted with publicity. The Council currently has three licenced HMOs.

6.3 *4.2.a Carry out the actions within the strategy for Gloucester and South Gloucestershire Action for Affordable Warmth 2013-18*

An additional targeted publicity campaign is due to be put in place autumn/winter 2018

7.0 OTHER OPTIONS CONSIDERED

7.1 None.

8.0 CONSULTATION

8.1 None – updates have been provided by the relevant service managers.

9.0 RELEVANT COUNCIL POLICIES/STRATEGIES

9.1 Housing Strategy 2017-21

10.0 RELEVANT GOVERNMENT POLICIES

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

- National Planning Policy Framework 2012
- Homelessness Act 2002 and Housing Act 1996 & 2004 (Housing Standards)
- Local Government Act 2003
- Housing and Regeneration Act 2008
- Housing Grants, Construction and Regeneration Act 1996 (Housing grants, loans and home improvement assistance)
- The Future Home Improvement Agency (CLG 2009)
- Equality Act 2010
- Laying the Foundations: A Housing Strategy for England (Nov 2011)
- Localism Act 2011
- The Growth and Infrastructure Act 2013
- Welfare Reform Acts 2012 and 2016
- Homelessness Reduction Act 2017
- Housing and Planning Act 2016
- Licencing of Houses in Multiple Occupation (prescribed description) (England) Order 2018

11.0 RESOURCE IMPLICATIONS (Human/Property)

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

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

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

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

13.1 Housing is a basic human need. An Equality Impact Assessment was undertaken prior to the Council's adoption of the strategy in September 2016, this is still relevant.

14.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

- 14.1** The Housing Strategy 2017-21 has been approved and adopted by Council in January 2017. The Action Plan for year 2 of the strategy was approved by Executive Committee in January 2018

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

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Appendices: Appendix 1 - Housing Strategy 2017-21 Action Plan Update April-September 2018
Appendix 2 – Homeless Prevention, Homeless applications, and Homeless Acceptances (chart showing five-year progress)

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Priority 1 – Increase the supply of housing

Actions linked to Strategy Priorities	Responsible Officer	Target Date	Status	Planned activity progress
P1.1 Implement JCS housing policies through the development management process.	Strategic Housing & Enabling Officer (SHEO), Planning Policy Manager (PPM) + Development Manager (DM)	March 2019	☺	<p>Provide consistent advice to developers through pre-application and application discussions, and consistent use of JCS policies in decision making.</p> <p>Housing Services is currently working with the preferred affordable housing providers to establish agreed lettings plans and good practice for the affordable housing on the JCS sites.</p>
P1.2 Identify TBC owned land suitable for future Affordable Housing development and consider use of modular housing where suitable.	SHEO + PPM	Dec 2018	☺	<p>Land identified, Property Services hold portfolio. Drafting policy/statement of intent for sites. Property Services to determine whether to dispose of sites and present to Executive Committee.</p> <p>Projects commenced on two former garage sites at Staverton & Winchcombe.</p> <p>Pre-app in for Staverton. Off-site build options are being considered on both sites.</p>

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<p>P1.3 Produce a guidance note that determines the use of commuted sums (financial contributions in lieu of on-site Affordable Housing) and seek Executive Committee approval.</p>	<p>SHEO + DM</p>	<p>Dec 2018</p>		<p>A task group has been created through the S106 working group to consider and map the process for commuted sums. A guidance note will be produced as part of this exercise.</p> <p>The task group has mapped the commuted sums process as it occurs presently. Further consideration needed to finalise process and following this produce a guidance note.</p> <p>Process for agreeing funding for facilities updated. Monitoring actions for S106 obligations to be considered.</p>
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<p>P1.4 Identify long-term empty homes and use a range of enforcement and incentive options to bring vacant homes back into use; where possible evaluating and encouraging their use to benefit the council's housing services</p>	<p>Environmental Health Manager (EHM)</p>	<p>Sep 2019</p>		<p>Produce Empty Homes Action Plan:</p> <p>Maintain up to date list of Empty Homes Develop a methodology for assessing and prioritising the feasibility of bringing empty homes back into use.</p> <p>Identify the range of tools available to the Council that can be used to bring homes back into use. Identify what resources and support would be required to utilise these tools.</p> <p>Confirm which tools will be used by seeking relevant approval.</p> <p>Carry out analysis of the effectiveness of these tools, how they are being applied and the overall contribution they are making to the Boroughs housing needs.</p> <p>Apply feasibility methodology to prioritise properties and produce rolling program of bringing properties back into use.</p> <p>Private Sector Housing Liaison Officer identified in revised Community services review. One of the duties of this role will be to produce the Empty Homes Strategy. Recruiting to this post likely to take place by end Dec 2018.</p>
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<p>P1.5 Evaluate potential for additional promotional activities with private sector landlords to boost availability of homes in the Borough.</p>	<p>EHM + Housing Services Manager (HSM)</p>	<p>June 2018 Sep 2018 Sep 2018 March 2019 March 2019</p>	<p></p>	<ul style="list-style-type: none"> • Produce plan setting out how we will work with private sector landlords to boost availability of homes. • Produce ongoing plan of promotional activities. • Reinvigorate the landlord accreditation 'Fit to Rent Scheme'. • Work with partners in other districts to develop incentives for landlords to join scheme • Monitor number of landlords in the borough participating in the scheme <p>The new burdens funding associated with the homeless legislative changes was dedicated to a new role within Housing Services to meet the additional demands on housing officers. An additional officer started with the team in June on a 2 year fixed term contract. Whilst the additional impact of the new duties has been high (see later), the role has a private landlord liaison component. It is anticipated that following the initial introduction of the new duties, there will be capacity to dedicate time to developing a local private landlord scheme to meet the needs of residents facing homeless crisis. After an initial period meeting the backlog of homelessness applications, the officer will dedicate half of her time to develop incentive policies and procedures for the Private Rented Sector. linked to p2.1</p>
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Priority 2 – Homelessness and Homelessness Prevention

Actions linked to Strategy Priorities	Responsible Officer	Target Date	Status	Planned activity
<p>P2.1 Implement changes associated with the forthcoming Homelessness Reduction Bill.</p>	<p>HSM</p>	<p>Ongoing from previous action plan</p>	<p>😊</p>	<p>The Homelessness Reduction Bill took effect in April 2018. A new database was purchased and training for all relevant staff was put in place before the new duties commenced. A rise in officer caseloads associated with the extended period of time each case is open (up to 112 days) has been noted. An additional .5 officer resource has been recruited to manage this.</p> <p>The new duty to refer for statutory agencies (also part of the new act) will take effect in October 2018. It has been decided countywide that we would like to extend the option to voluntary agencies. The mechanism for referral is functional and a countywide publicity launch will be taking place in November 2018 to ensure that statutory and voluntary agencies are aware of how to make referrals and invite them to engage in the personalised housing plans.</p>
<p>P2.1a Improve advice process in prevention paperwork to incorporate action plans which include customer actions</p>	<p>HSM</p>	<p>June 2018</p>	<p>😊</p>	<p>Continuing action – Our new database includes an online personalised Housing support plan (PHP) which customers can access and update via mobile devices. Our intention is to fully migrate to the interactive PHP after incorporating the support elements developed over the last year and continue to incorporate best practice as recommended by the MHCLG.</p> <p>Further changes will be continue to be necessary as our understanding of how best to implement the Act.</p>

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">113</p> <p>New: P2.1b Reduce statutory full homeless duty acceptances and increase statutory homelessness preventions and reliefs</p>	<p>HSM</p>	<p>March 2019</p>	<p>😊</p>	<p>This is a new target – to enable monitoring of activities across both the old legislation and impact of the new legislation which emphasises the importance of early intervention to reduce homelessness acceptances. These figures are measured quarterly and evaluated nationally in financial years. Our first action plan report summarises the activity in the last financial year (April 2017 – March 2018) below:</p> <ul style="list-style-type: none"> • 224 households in housing crisis were assisted to sustain or find housing (for a minimum of 6 months). Of which: • 43 of these were assisted to stay in their present home • 181 moved into sustainable accommodation (84 of which moved into social housing) <p>Homeless decisions:</p> <ul style="list-style-type: none"> • 105 homeless decisions were made during 2017-2018 <p>Of which</p> <ul style="list-style-type: none"> • 62 cases were accepted as statutorily homeless (many of the unaccepted cases were resolved by resolving homelessness before a formal decision was made). <p>Please see appendix (2) for comparators over 5 years.</p> <p><u>2018/19</u></p> <p>The service accepted a new statutory duty to 75 residents in Q1:</p> <p>44 homeless prevention duties (homeless within 56 days) 29 homeless relief duties (homeless) 2 full homeless statutory duties (as previously)</p> <p>In the first quarter of 2018 the service achieved positive outcomes to end:</p> <p>33 households under the old prevention regime (those who had applied before April) 11 households under the new prevention duty (either to sustain present home or in new home) 4 households under the new relief duty (into new home) And accepted a full homeless statutory duty to 2 households</p>
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<p>P2.1c Develop solutions for homeowners with special housing needs in mortgage difficulty</p>	<p>HSM</p>	<p>March 2019</p>		<ul style="list-style-type: none"> • To identify solutions – establish if this work can be linked to s106 working group on commuted sums • Where possible introduce policy based on tenets of old mortgage rescue scheme <p>Activity on this action will commence later in the year because of large changes required for legislative changes in homelessness</p> <p>The number of households approaching in mortgage difficulties locally is very low – 0 during q1. Whilst this is an option we should develop, other solutions will yield greater success for homeless applicants</p>
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<p>P2.1d Work with county local authority partners to find solutions for high risk/high support/multiple needs homeless households</p>	<p>HSM</p>	<p>March 2018 March 2020</p>	<p></p>	<ul style="list-style-type: none"> • Work with partners on recommissioning domestic abuse services • Monitor delivery from above projects and rough sleeping in the borough <p>The countywide domestic abuse services contract and Places of Safety projects was successfully retained by Greensquare following a retendering process.</p> <p>A new countywide target hardening and sanctuary contract has been awarded to Safer Partnerships.</p> <p>Gloucestershire has been allocated an extra £271,980 in August 2018 from the Ministry of Housing, Communities and Local Government to expand county wide SIB funded New Entrenched Homelessness Service. The county wide SIB funded New Entrenched Homelessness Service – ‘ACTion Glos’ was launched at the end of last year for long-term rough sleepers / repeat users of homelessness services. Following a competitive tender process, P3 Charity have now signed the contract to deliver a new 3½ year service across the county. Since it launched in November 2017, 92 individuals from across the county have received support from ACTion Glos, with more people engaging with services and staying in accommodation as relationships develop and resources are acquired. It’s already funded by 'social impact bond' (SIB) funding of £990k, made available by Central Government as part of their Homelessness Prevention Programme in 2016. The extra funding brings a total of £1.27m to the service and will increase the number of places in the SIB from 110 to 126</p>
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<p>P2.2 Work with local authority partners on Gold Standard Programme</p>	<p>HSM</p>	<p>Dec 2019</p>		<p>The NPSS have confirmed that the Gold Standard has been discontinued with the advent of the new legislation. Tewkesbury Borough Council collected our award from the old scheme at the DCLG conference in July 2018.</p> <p>This action will be removed from the action plan</p>
<p>P2.3 Introduce an early intervention protocol for tenants affected by welfare reform including transitional support and assistance to find work</p>	<p>HSM + Revenues & Benefits Manager</p>	<p>April 2018 Sep 2018</p>		<ul style="list-style-type: none"> • Pilot budgeting advice scheme for those affected being introduced by the Revs and Bens service • Evaluate pilot & develop plan to roll out scheme if successful <p>We have seen a small but steady increase of customers affected by welfare reform requesting budgeting support (PBS) The benefits team also provided assisted digital support for customers who require help in claiming Universal Credit.</p> <p>The benefits team is working with DWP and other partners to expand our offer to increase PBS take up in locations other than the public services centre.</p>

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<p>New: P2.3a Evaluate the implications of welfare reform and establish options to minimise the risk of homelessness – particularly following the introduction of universal credit for housing costs.</p>	<p>HSM</p>	<p>April 2019</p>		<ul style="list-style-type: none"> • Housing services will monitor any rise in presentations from residents threatened with homelessness as a result of welfare reform. • Establish options to minimise risk which recognise new benefit regime based on monitoring results. <p>Reasons for presentations are monitored on a case by case basis. At this stage there is not a large rise in cases caused by welfare reform – although resolving those which are affected has been problematic. This is particularly the case for households in temporary accommodation. This action is linked to p2.3</p>
<p>P2.4 Procure cost effective temporary accommodation within Tewkesbury Borough for accepted households with poor tenancy histories who are difficult to rehouse including properties suitable for households with mobility needs</p>	<p>HSM</p>	<p>April 2019</p>		<ul style="list-style-type: none"> • Working group to recommend temporary accommodation solution • Funding to be allocated to temporary accommodation • Increase the amount of temporary accommodation within the borough <p>This is a long term project which will resume once the imminent changes associated with the Homeless Reduction Act have been implemented.</p>

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<p>P2.5 Stop the use of private bed and breakfast accommodation except in emergencies</p>	<p>HSM</p>	<p>April 2019</p>		<p>This priority is linked to P2.4</p> <ul style="list-style-type: none"> • Monitor use of b and b <p>The average length of time households stay in b and b has risen from 39 days in 2016/17 to 51.5 days in 2017/18. 97 homeless households were placed during 2017/18. Costs were slightly lower (£78,651.21) than in 2016/17 and reclaims through housing benefit were high. It is too early to forecast this year's costs, but it is anticipated that B and B uses likely to rise following the extended Relief duties associated with the new Homeless Reduction Bill.</p>
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Priority 3 – Meeting the housing needs of those who need it most

Actions linked to Strategy Priorities	Responsible Officer	Target Date	Status	Planned activity
P3.1 Commissioning, along with the other district councils in Gloucestershire and other partners as appropriate, a Strategic Housing Market Assessment (SHMA).	PPM + SHEO	Dec 2018	☺	<p>Action delayed through 2017 pending Government consultation on SHMA commissioning. Consultation now complete and we await resulting guidance.</p> <p>Standard methodology for calculating housing confirmed through Draft National Planning Policy Framework guidance. Therefore SHMA can be progressed.</p> <p>County group to commission new Local Housing Need Assessment. Invitation to tender doc has been drafted.</p>
P3.2 Establish a local connection policy which ensures rural affordable housing development, via rural exception, is prioritised for the needs of the local community.	SHEO, PPM + HSM	Sep 2018	☹	Local connection criteria will further established as part of the Borough Plan.

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<p>P3.4 Profile accommodation-based support that the council has access to in the County.</p>	<p>HSM</p>	<p>March 2019</p>		<p>Tewkesbury borough is part of the Housing with Care Project board which has recently undertaken a survey targeting at older people as well as those with care and support needs across the county to establish aspirations, needs, income etc. The group is currently analysing the data</p> <p>Accommodation is profiled by county commissioners. Housing Services will continue to work with county regarding suitability of accommodation by monitoring access to provision for those who approach in housing need and participating in joint bids for funding to meet needs.</p> <p>Following a 12 month consultation, the MCHLG has confirmed that housing costs for supported accommodation will continue to be paid through housing benefit which will enable more input locally into the suitability of accommodation.</p>
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Priority 4 – Improving the health and wellbeing of local people

Actions linked to Strategy Priorities	Responsible Officer	Target Date	Status	Planned activity
<p>4.1a Maintain and promote the “Fit to Rent” Landlord Accreditation Scheme for landlords wanting to work with the council and be better trained to provide quality accommodation and management.</p>	<p>EHM</p>	<p>Sep 2018</p>		<p>Update Fit to Rent Policy Update website to reflect updated scheme Produce communication plan setting out how scheme will be promoted.</p> <p>The Community Services restructure places more emphasis on private sector work and intention is to refresh the scheme locally and re-engage with landlords. This will be led by the new role in the re-structure with the new Housing Solutions Officer.</p>
<p>4.1b Work with RP’s and partners to offer advice and assistance with grants, loans and support services (e.g. handyman services) to vulnerable and older people to help insulate, adapt and maintain homes.</p>	<p>EHM</p>	<p>Sep 2018</p>		<p>Develop action plan in conjunction with residential providers identifying what services and support can be provided to vulnerable and elderly residents. Develop and maintain communication plan setting out how vulnerable/elderly can be made aware of support available</p> <p>Plan is currently being developed, have met with main social housing provider and had preliminary talks.</p> <p>Private Sector Housing Liaison Officer identified within Community services review. Developing an action plan will be a duty of this role. Recruitment to this post likely end Dec2018.</p>

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<p>4.1c Monitor levels of private sector housing complaints.</p>	<p>EHM</p>	<p>Sept 2018</p>		<p>Identify a baseline to compare quarterly.</p> <p>Review current way of recording complaints; ensure complaints are recorded so as to allow for the production of a monthly report.</p> <p>Private Sector Housing Liaison Officer identified within Community services review. A key duty of this post will be to compile statistics relating to the number of housing complaints received. Recruitment to this post likely end Dec2018 <i>(Current response time to customer complaints about housing conditions is 3 working days)</i></p>
<p>4.1d Identify existing Houses of Multiple Occupation (HMOs) and implement new regulations concerning HMOs.</p> <p><i>(Previously – Regulate the standards of larger houses in multiple occupation and caravan sites by enforcing mandatory license conditions.)</i></p>	<p>EHM</p>	<p>April 2019</p>		<p>Develop HMO strategy to;</p> <p>Identify potential HMOs, contact landlords to confirm status. Licence those that fall within current definition, risk asses and implement an inspection programme.</p> <p>New definition of mandatory licensable HMO, in place. Newly Qualifying HMOs require to be licensed by 1 October. Potential HMOs will be written to and targeted with publicity.</p>

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<p>4.2 Reduce poor quality housing by taking appropriate action to deal with identified Housing Health and Safety Rating System Category 1 hazards.</p>	<p>EHM</p>	<p>April 2019</p>		<p>Ensure appropriate enforcement action that's taken in line with EH enforcement policy.</p> <p>Monitor how landlords resolve category 1 hazards i.e. carry out improvements or remove property from availability to occupy.</p> <p>EH Officers continue to respond to housing complaints and where appropriate take action as directed within the HHSRS</p>
<p>4.2a Carry out the actions within the Strategy for Gloucestershire and South Gloucestershire Action for Affordable Warmth 2013-2018.</p>	<p>EHM</p>	<p>April 2019</p>		<p>Continue to support the Warm and Well Partnership and deliver actions set out in the Action for Affordable Warmth.</p> <p>Additional targeted publicity campaign due to be put in place Autumn/Winter 2018.</p>
<p>4.3 To work with the council's community development team to ensure all council services are signposting residents to the 'Going the Extra Mile' Project.</p>	<p>HSM</p>	<p>April 2019</p>		<p>Housing Services to make referrals to community based support provider (Greensquare) and continue to work with financial inclusion partnership to promote partner agencies.</p> <p>Referrals and take up of support to meet needs which challenge the sustainability of accommodation will be closely monitored in the new Personalised Housing Plans as part of our new statutory duties to ensure that customers participate in resolving their housing difficulties.</p>

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)

