

# Community Services - Service Business Plan 2017-18

## 1. Service purpose and objectives

- To support the council in the delivery of its statutory duties relating to protecting the public health, safety, amenity and the environment within Tewkesbury borough.
- Work with the Joint Waste Team and UBICO to ensure an effective waste management system is in place.
- To ensure the council meets its statutory duties within the Housing Act, which requires the council to identify and address the housing needs of borough residents.
- To ensure the appropriate safeguarding and community safety measures are in place and are compliant with the Children Act 2004 and The Crime and Disorder Act 1998.
- To lead the council's emergency planning functions and act as district emergency planning liaison officer.

## 2. Progress against actions, projects, tasks or targets 2016-17

**Non Council Plan actions only, see Performance Tracker for progress against 2016-17 Council Plan actions.**

Action	Progress made	Date to be achieved	Complete ✓ or ✗
<b>Community Safety</b>			
To support the launch of the Neighbourhood Co-ordination groups in the Borough	Activity pending the outcome of the CSP review.	March 2017	✗
To allocate funding from the PCC's safer neighbourhoods fund	Three funding rounds were held within the borough and £31,016 was allocated to projects meeting the safer neighbourhoods criteria. £8,984 remains to be allocated – and a request has been made to the PCC as to whether we can direct funds to projects rather than advertise bidding opportunities.  Activity pending the outcome of the CSP review.	March 2017	✗
To support and maintain the function of the anti-social behaviour working group	Tewkesbury Borough Council (TBC) continue to attend and provide administrative support to the Anti-social behaviour working group. One example of the success of this is the multiagency work to deal with allegations of drug dealing or running, damage to vehicles and property and the carrying of dangerous weapons in an area of the Borough.  To be reviewed in line with the CSP review.	March 2017	✓

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To implement an online ASB database	Activity ceased pending the outcome of the CSP review. See forward action	September 2016	✖
<b>Direct Services</b>			
Procure new fleet of vehicles	New fleet procured and being delivered prior to the roll out of the new service April 2017.	April 2017	✓
Procure new Material Recycling Facility	New contract procured and due to commence 14 <sup>th</sup> April 2017.	April 2017	✓
<b>Environmental Health and Licensing</b>			
Review the Sex Establishment Licensing Policy	Due to long term sickness this action has not been met. See forward actions.	September 2016	✖
Review the action for Affordable Warmth Strategy 2012-16	Met as part of warm and well strategy review.	October 2016	✓
Identify and regulate all Houses of Multiple Occupation (HMOs) in the borough	Due to bedding in of generic working model this action has not been met. See forward action	January 2017	✖
Carry out reviews of a further four Environmental Health / Licensing processes as per the methodology used in the Regulatory Services Improvement Project	Partially met through the service review but processes require updating and monitoring – see forwards action	March 2017	✖
Develop a programme of proactive Food Safety and Health & Safety inspections / interventions and complete the programme within 12 months.	Intervention programme undertaken in accordance with risk rating categorisation. Scheduled intervention at all category A, B and C premises on target for completion.	March 2017	✓
Work with parish councils to recruit an “environment warden” to help combat environmental crimes	Discussions with parishes undertaken with 10 registering interest. Detailed delivery model yet to be agreed. See forward actions.	March 2017	✖

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Housing - Enabling			
Liaise with the Homes and communities Agency and RPs to deliver priority schemes and affordable housing within Tewkesbury Borough	<p>Gloucestershire Strategic Housing Partnership – Quarterly meetings.</p> <p>Gloucestershire Rural Housing Partnership – Quarterly meetings.</p> <p>JCS Affordable Housing Partnership – RP meeting – Quarterly meetings.</p> <p>Gloucestershire Housing Enablers Network - Ad hoc – subject/issue led; task and finish group</p>	March 17	✓
Continue to actively participate in the affordable housing element of the joint core strategy	Tewkesbury Borough Council is actively working with the Affordable Housing Partnership and proposed allocations arrangements report has been prepared for the next executive committee.	In line with the JCS timescales	✓
Complete the housing and homeless strategy for 2017-2021	Completed and adopted in January 2017.	September 2016	✓
Homelessness and Housing Options			
Complete the procurement of the new Countywide Choice Based Lettings system	Completed and implemented in September 2016.	September 2016	✓
Work with Supporting people and partner providers to extend support services to borough residents in need	<p>Tewkesbury Borough Council continue to work closely in partnership with Supporting People (SP) and partners to support residents in housing crisis with support needs.</p> <p>We are currently implementing the Housing First model for chaotic homeless households via the recent successful SIB (notified in January 2017)</p>	March 2017	✓

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Deliver two properties for use as places of safety within the Borough for victims of domestic abuse	This action is partially complete. We have delivered one place of safety in partnership with Severn Vale Housing (SVHS) and Gloucestershire Domestic Abuse and Support Services (GDASS). Delays in delivering the project have been largely due to difficulties finding suitable properties and the legal agreement between SVHS and GDASS.	September 2016	✖
To complete a data sharing agreement with the DWP	A local data sharing agreement is in place however the advent of Universal Credit necessitates a similar agreement with the DWP for more in depth information to minimise financial loss to Tewkesbury Borough Council – particularly for those in homeless accommodation.  See forward action	March 2017	✓
To deliver a cost effective replacement County Out of hours accommodation service for homeless households following the end of the Emergency Duty Contract in December 2016	Completed. The district housing officers covered the service between January and March 2016 and the Gloucestershire County Out of Hours Emergency Accommodation Service provided by Orbis has been in place since April 2016. This service is delivered through a cross district agreement and funding arrangement.	September 2016	✓
To work in partnership with the other districts in Gloucestershire to ensure succession of a countywide assertive homeless outreach service following the end of DCLG funding	A new multi agency funding agreement and outreach contract has been awarded in partnership with SP, the local authorities in Gloucestershire, the PCC, and the CCG.  Our new two year agreement commenced and service commenced on 1 <sup>st</sup> January 2017.	March 2017	✓
Review the need for emergency and temporary accommodation within the borough	This work is ongoing. This has been delayed by a change in the funding arrangements for temporary accommodation with effect from April 2017.  Housing Services are awaiting the announcement of the Temporary Accommodation Fee grant for the forthcoming financial year. As this will be a fixed sum, Housing Services will need to cover existing emergency accommodation and assess what funding is then available to procure further accommodation.	March 2017	✖

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To work closely with partners of the Tewkesbury Financial Inclusion Partnership to minimise homelessness through welfare reform changes	Housing Services continues to actively participate in the Financial Inclusion Partnership and has recently completed a home visit proforma to assist housing providers to assess and mitigate the effects of welfare reform for tenants affected. Housing Services also joint visit affected households with housing providers to offer assistance. Welfare reform are planned over the next couple of years	March 2017	✓
Work with Severn Vale Housing Society to make available properties to assist in housing vulnerable Syrian refugees	Housing Services continue to make progress on this action. SVHS have made one property available to a vulnerable Syrian refugee family and a local church is also keen to offer a property and is undertaking necessary works.	September 2016	✓
Complete audit of bed and breakfast establishments used by Tewkesbury Borough Council	This action was delayed by high demand on the service during the implementation of the new database, and supporting applicants to re-register. The audit is due to commence in March 2017 and dates have been arranged with our bed and breakfast proprietors for visits to the establishments.	September 2016	✗
To ensure that adequate homelessness prevention funding remains available for homelessness prevention activities	Completed. A successful financial growth bid was agreed with effect from April 2017.	July 2016	✓
<b>Safeguarding</b>			
To continue to raise awareness of safeguarding children and adults through staff briefing sessions.	General staff briefing delivered in early 2016. Corporate posters outlining safeguarding leads are displayed throughout the building. Further training on adult safeguarding required through webinars for all staff and refresher child safeguarding training will also need to be undertaken in 2018. All front line staff also require level 2 adult training.  Basic child and adult safeguarding training is ongoing for all new staff through bi-annual induction training in conjunction with Human Resources.	March 2017	✓

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To ensure all new staff and members are provided with information cards detailing the telephone numbers of safeguarding help desk and relevant staff to seek advice or help from.	All new starters given safeguarding information and training. This should become a standard HR practice.	March 2017	✓
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## 3. Work programme 2017-18

### Non council plan actions for 2017-18.

Action	What difference will it make?	Date to be achieved
<b>Overarching</b>		
Coordinate and implement the Place Programme through organisational culture and performance management (Joint shared with Development Services)	<ul style="list-style-type: none"> <li>Improving customer services</li> <li>Coordinated delivery and focusing of services</li> <li>Cultural change within organisation</li> </ul>	March 2018
Review website information including the introduction of on line forms	Streamline processes for customers in line with Council digital strategy	March 2018
Review of fees and charges	To maximise capacity and resource in line with Council review	March 2018
Better Business for All / Better for Business / partnership development	Improved business satisfaction rates, revised staff culture reflecting 'better for business- better for customers' ethos.  Enhanced relationships with business ambassadors – greater credibility within the business community	March 2018
Corporate Health and Safety (Keep safe Stay healthy)	Improved corporate health and safety programme, improved corporate awareness, reduction in workplace accidents and near misses.	March 2018
Update and test emergency plan	An emergency plan that is fit for purpose and we know works	Sept 2017

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Community Safety		
Community Safety Partnership Work to with partner colleagues to make Gloucestershire safer by developing the Safer Gloucester Partnership and develop county wide Implement the relevant findings of the ASB and CSP review undertaken by consultant.	Active participation on the County CSP steering group,  Successful integration of the CSP within the broader place and locality partnership agenda, achievement against the CSP action plan.	Sept 2017
Explore the possibility of delivering the CSP responsibilities as part of the localities partnership	We will fulfil the responsibilities that sit with a CSP by delivering as part of the localities partnership and feed into the Safer Gloucestershire Partnership.	Sept 2017
Deliver the Aston Project	Funded by the OPCC the Aston Project is a youth diversion project aimed at identifying their interests and engaging them in constructive activity through which they build credits towards a reward activity. The project aims to gain charitable status following 2 years of OPCC funding.	March 2018
To support the launch of the Neighbourhood Co-ordination Groups (NCG) in the Borough <b>(b/fwd 2016/17)</b>	NCGs are the methodology for communities to identify solutions to long term problems e.g. ASB, poor environmental conditions etc to ensure that residents have a better quality of life.	March 2018
Review public space CCTV provision	A review of each camera for suitability may result in a reduction of cameras if they are not suitable and fit for purpose.	June 2017
Consider the implementation of an ASB database pending the outcome of the CSP & safer Gloucestershire partnership review <b>(b/fwd 2016/17)</b>	The Safer Gloucestershire Partnership will have a ASB sub group and may decide on a County wide ASB database.	March 2018
Waste & Recycling Services		
Improve relationships with Joint waste Committee/Joint waste Team'/Ubico.	Improved client side monitoring controls  Greater clarity for members on the structure, resourcing and operation of Ubico	Sept 2017
Explore the options for delivering grounds maintenance through the JWP.	Better contract monitoring may result if all DSO services are managed by the JWP.	March 2018

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Review the commercial services of trade waste, bulky waste & green garden waste.	A review of commercial service will give direction to how to maximise the commercialism of the service to increase opportunities for income.	March 2018
Consideration of bin protocol for the borough.	Decision on whether the Borough Council introduce a bin protocol or not.	March 2018
<b>Environmental Health and Licencing</b>		
Review EH & Lic services & deliver a better service by considering options such as modernising, better use of ICT, Shared service delivery wholly or partially.	A modern EH & Licensing service which deliver value for money and is efficient and effective in its service deliver and provides resilience and maximises specialist skills of its officers.	Sept 2017
Review and remodel EH and licensing procedures and processes. Adopt and adapt industry standard procedures	Ensure consistent approach to service delivery  Improved performance, (reduction in complaints, increased efficiency savings, improved resilience, reduced service complaints, solid foundation upon which to explore shared service	Sept 2017
Obtain committee approval of Food Safety Service Plan 2017-2018.	Required by Food Standards Agency Framework Agreement.	May 2017
Deliver the service as per risk rating intervention plan	Focus delivery in area of greatest need	March 2018
Review website information including the introduction of on line forms & Community Services facebook page	Streamline processes for customers & raise the profile of the service in line with Councils digital strategy.	Sept 2017
Identify and regulate all Houses of Multiple Occupation (HMOs) in the borough <b>(b/fwd 2016/17)</b>	To action recent housing legislative changes set out in the Housing & Planning Act 2016	March 2018
Remodel FHRS procedures and adopt charging regime for requested revisits.	To evidence compliance with Brand Standard  Cost recovery for requested revisits	Sept 2017
Review and strengthen our response to enviro-crime including progressing the appointment of a community warden.	To utilise all enforcement options available in addressing priority hot spots with robust enforcement.	Sept 2017



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Review of ICT systems and use within the department	To streamline and modernise the service to ensure that the teams are as agile as possible.	March 2018
<b>Housing - Enabling</b>		
To deliver the priority one (affordable housing supply) actions in the housing & homelessness strategy action plan by working in partnership with developers, registered providers and colleagues in development control to increase the supply of affordable housing in the borough.	In line with our identified need in the Joint Core Strategy deliver an additional 150 affordable houses in the borough.	March 2018
To deliver the priority three (meeting the housing needs of those who need it most) actions in the housing & homelessness strategy action plan.	Local housing meets the local need.	March 2018
Continue to actively participate in the affordable housing element of the joint core strategy	TBC is actively working with the Affordable Housing Partnership and proposed allocations arrangements report has been prepared for the next executive committee.	In line with the JCS timescales
Work with Severn Vale Housing to make available properties to assist in housing vulnerable Syrian refugees	Suitable housing provision to refugees as per government requirements.	March 2018
<b>Homelessness and Housing Options</b>		
To deliver the priority two (prevention of homelessness) actions in the housing & homelessness strategy action plan.	A reduction in homelessness.  Provision of a quality, cost effective homeless service to those in need.	March 2018
Complete audit of bed and breakfast establishments used by Tewkesbury Borough Council ( <b>b/fwd 2016/17</b> )	The audit is due to commence in March 2017 and dates have been arranged with our bed and breakfast proprietors for visits to the establishments.	September 2017
To complete a data sharing agreement with the DWP	The advent of Universal Credit, however, will necessitate a similar agreement with the DWP for more in depth information to minimise financial loss to TBC – particularly for those in homeless accommodation.	March 2018

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Lead on Places of safety project (dispersed county refuge)	There will be adequate emergency provision of safe environments for those suffering from domestic abuse.	March 2018
To deliver the priority four (improving the health & wellbeing of local people) actions in the housing & homelessness strategy action plan.	Close working between all areas community services will improve the health & wellbeing of the residents of the borough.	March 2018
<b>Safeguarding / Prevent</b>		
To continue to raise awareness of safeguarding and Prevent issues.	All staff are trained to an appropriate level to know how to deal with safeguarding / Prevent issues.	March 2018

## 4. Factors that may affect future service delivery

### Factor

Change of Government and policies:

- Homelessness reduction bill
- Ongoing Welfare reform – particularly introduction of Universal Credit
- Changes in accommodation funding associated with welfare reform – Temporary accommodation management fee
- Housing & Planning Act 2016

As a result of implementing outcomes of the services reviews there may be a period of adjustment for all staff involved with the review.

Introduction of policy, strategy or government legislation that may alter or impact on any of the Community Services teams.

Future flooding emergencies and the subsequent impact on the team.

Increase in Mortgage Interest Rates impacting on housing work

Ongoing economic situation – increase in the number of housing clients requiring assistance.

Some of the actions depend on our partners.