

5 January 2016

Committee	Executive
Date	Wednesday, 13 January 2016
Time of Meeting	2:00 pm
Venue	Committee Room 1

ALL MEMBERS OF THE COMMITTEE ARE REQUESTED TO ATTEND



**for Sara J Freckleton
Borough Solicitor**

Agenda

1. ANNOUNCEMENTS

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

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

2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

To receive apologies for absence and advise of any substitutions.



Item	Page(s)
3. DECLARATIONS OF INTEREST	
<p>Pursuant to the adoption by the Council on 26 June 2012 of the Tewkesbury Borough Council Code of Conduct, effective from 1 July 2012, as set out in Minute No. CL.34, Members are invited to declare any interest they may have in the business set out on the Agenda to which the approved Code applies.</p>	
4. MINUTES	1 - 13
<p>To approve the Minutes of the meeting held on 25 November 2015.</p>	
5. ITEMS FROM MEMBERS OF THE PUBLIC	
<p>To receive any questions, deputations or petitions submitted under Rule of Procedure 12.</p> <p><i>(The deadline for public participation submissions for this meeting is 7 January 2016)</i></p>	
6. EXECUTIVE COMMITTEE FORWARD PLAN	14 - 18
<p>To consider the Committee's Forward Plan.</p>	
7. PERFORMANCE MANAGEMENT REPORT - QUARTER TWO 2015/16	19 - 72
<p>To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter one performance management information.</p>	
8. GRANT TO ALDERTON PARISH COUNCIL	73 - 83
<p>To consider whether or not to approve the extension of the grant offer to Alderton Parish Council to allow its project to be delivered.</p>	
9. PROCUREMENT OF ENERGY	84 - 88
<p>To consider entering into a new three year contract for energy supplies, with the option to extend for a further two years, with West Mercia Energy; and to consider whether Tewkesbury Borough Council should become the lead authority within the partnership arrangement with Gloucester City Council.</p>	
10. CONTRACT PROCEDURE RULES	89 - 116
<p>To recommend to Council that the updated Contract Procedure Rules be approved.</p>	
11. MATERIALS RECOVERY FACILITIES (MRF) CONTRACT VARIATION	117 - 122
<p>To approve the use of £222,500 of earmarked reserves to cover the increased cost for 2016/17.</p>	
12. PLACE PROGRAMME	123 - 130
<p>To endorse the full implementation of the Place Programme across the Borough.</p>	

13. SEPARATE BUSINESS

The Chairman will move the adoption of the following resolution:

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

14. INVESTIGATION INTO HEALTH AND SAFETY ACCIDENT AT WM MORRISON PLC TEWKESBURY

131 - 134

(Exempt –Paragraph 7 of Part 1 of Schedule 12A of the Local Government Act 1972 –Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime)

To consider the financial costs and resources anticipated to be incurred as a result of the investigation.

15. IRRECOVERABLE DEBTS FOR WRITE OFF

135 - 139

(Exempt –Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 –Information relating to the financial or business affairs of any particular person (including the authority holding that information))

To approve the write off of debts identified in the report.

DATE OF NEXT MEETING**WEDNESDAY, 3 FEBRUARY 2016****COUNCILLORS CONSTITUTING COMMITTEE**

Councillors: R E Allen, Mrs K J Berry, R A Bird, D M M Davies, M Dean, Mrs E J MacTiernan, J R Mason, R J E Vines (Chairman) and D J Waters (Vice-Chairman)

Substitution Arrangements

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

Recording of Meetings

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

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

TEWKESBURY BOROUGH COUNCIL

**Minutes of a Meeting of the Executive Committee held at the Council Offices,
Gloucester Road, Tewkesbury on Wednesday, 25 November 2015 commencing
at 2:00 pm**

Present:

Chairman
Vice Chairman

Councillor R J E Vines
Councillor D J Waters

and Councillors:

R E Allen, Mrs K J Berry, R A Bird, D M M Davies, M Dean, Mrs E J MacTiernan and J R Mason

also present:

Councillors P W Awford

EX.47 ANNOUNCEMENTS

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

EX.48 DECLARATIONS OF INTEREST

48.1 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.

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

EX.49 MINUTES

49.1 The Minutes of the meeting held on 14 October 2015, copies of which had been circulated, were approved as a correct record and signed by the Chairman.

EX.50 ITEMS FROM MEMBERS OF THE PUBLIC

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

EX.51 EXECUTIVE COMMITTEE FORWARD PLAN

51.1 Attention was drawn to the Committee's Forward Plan, circulated at Pages No. 9-11. Members were asked to consider the Plan.

51.2 Accordingly, it was

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

EX.52 MEDIUM TERM FINANCIAL STRATEGY 2016/17 - 2020/21

- 52.1 The report of the Finance and Asset Management Group Manager, circulated at Pages No. 12-36, set out the Medium Term Financial Strategy 2016/17-2020/21. Members were asked to consider the Strategy and make a recommendation to Council thereon.
- 52.2 The Committee was advised that the Medium Term Financial Strategy provided the financial plan for the Council for the period 2016/17-2020/21. It set out the Council's estimates of its commitment expenditure and identified the spending pressures it faced and the budget savings needed to achieve the recommended Council Tax levels for each of the five years of the plan. The agreement of a five year financial plan was crucial to the Council in ensuring sufficient resources were allocated to priority areas and that the Council remained financially sustainable. In drawing attention to the Strategy, the Finance and Asset Management Group Manager referred to Paragraph 5.0, New Homes Bonus, and advised that the current assumption was that this would continue. Table 3 showed the forecast for the remaining years up to and including 2020/21 and Table 4 showed the forecast split usage of the New Homes Bonus funding for the same period of time. To date, Tewkesbury Borough had been in a fortunate position in that it had been able to benefit from relatively large amounts of New Homes Bonus funding in the first five years of operation of the Scheme. The next financial year, 2016/17, was the final additional year of the rolling six year support offered and was therefore the last substantial increase; future years would either see growth or contraction dependent upon the level of New Homes Bonus generated against that which was lost as the first years started to drop out. In 2016/17, for the first time Tewkesbury's expected level of receipt would eclipse the level of core Government support and this meant there would be an ongoing dependence on it to support both the base budget and also to provide monies towards transformational projects. The Council had previously agreed a cap on the level of general support to the base budget of 65% of New Homes Bonus in order to avoid over-reliance.
- 52.3 Paragraph 6.0, Retained Business Rates, set out information about the Virgin Media Appeals which had had a significant effect on the Council and had resulted in the Council's temporary withdrawal from the Gloucestershire business rates pool from April 2016 onwards. Outstanding appeals, and in particular Virgin Media, meant that forecasting future business rates income was very difficult and the levels retained could be very volatile. Future uncertainty remained within the scheme with a national revaluation expected to impact in 2017 and a full reset of the system planned for 2020. Despite this, and the appeals issue, income from business rates offered significant potential for growth over the medium to long-term as aspirations for the development of motorway junctions 9 and 10, and also the redevelopment of Tewkesbury Town Centre, became a reality. This meant that retained business rates was an area where the Council could look to maximise income; with this in mind, growing and retaining the business rate base in Tewkesbury should be a key priority for the Council and particularly since the Chancellor's announcement in respect of retaining 100% of business rates in the future.
- 52.4 Paragraph 8.0, Growth Pressures, set out the pressures on the Council including rising costs such as the cost of employees and the forecast for pay awards; the creation of a single tier state pension and the triennial valuation of the Gloucestershire Local Government Pension Scheme; the cost of providing the waste and recycling service; and the requirements of maintaining both the land and property portfolio and the Council's IT infrastructure. Paragraph 9.0, Capital Programme, set out the Council's capital expenditure and Table 5 summarised the planned capital expenditure up to 2020/21, together with information on the funding of that expenditure. The current capital programme would deplete capital reserves

to around £1.6million by March 2017. The Council would also need to consider the purchase of a vehicle fleet for 2017 which would require an investment of around £1.5million and, although partial funding could be found through the use of New Homes Bonus, the majority of the investment, if approved, would utilise the final balances of the capital reserve. This meant that any future ambitions for asset improvement, town centre redevelopment and the continuation of the Disabled Facilities Grants programme would require the utilisation of other sources of funding. Consideration would need to be given for the disposal of some under-utilised assets in order to replenish the capital reserves.

- 52.5 All of that information was brought together into the Medium Term Financial Projection which was set out at Paragraph 10.0 and illustrated a funding gap of £2.9million over the five year life of the Medium Term Financial Strategy. In order for the Council to remain financially sustainable over the medium term, a number of financial strategies would need to be followed to bridge the gap as well as allowing for the use of alternative funding streams such as New Homes Bonus and retained business rates.
- 52.6 Paragraph 11.0, Council Tax, included a rise of 2% each year during the life of the Strategy. For the last five years, the Council had decided to freeze its Band D Council Tax charge at £99.36 per annum. In return for freezing the Council Tax, the Council had received a grant from the Government of varying value for different periods of time. The most recent grants had been equivalent to a 1% increase in Council Tax and had been rolled into the Revenue Support Grant element of core Government funding to allow for ongoing support. It was not clear whether this offer would continue into the future; it was also not clear what the Government's position would be with regards to excessive Council Tax increases which required a local referendum for their approval. The Government may amend the referendum limit which could necessitate the Council considering other levels of Council Tax; an indication of potential changes to referendum limits was shown in Table 8. The current Council Tax charge of £99.36 was the fifth lowest of English District Councils and was over £40 below the bottom quartile threshold and £60 below the national average. Projections of future increases to Council Tax would ensure the Council remained within the bottom quartile for Council Tax charges and therefore met its priority to maintain a low Council Tax.
- 52.7 Paragraph 12.0, Business Transformation Strategy, set out that a strategic and planned approach was needed to meet the significant challenges posed by continuing public sector funding reductions and this was the reason that the Business Transformation Strategy had been developed. Within the 'Waste/Operational Service' Paragraph, a Member noted a typographical error which should read 'It is likely that the Council will be asked to purchase a new fleet rather than ~~purchase~~ **lease** it as it is more cost effective'. The Finance and Asset Management Group Manager advised that this would be amended prior to the Council's consideration of the Strategy. Members were advised that in recent times the Medium Term Financial Strategy had been prepared against a background of uncertainty and this year that was even more the case.
- 52.8 A Member questioned whether, given the uncertainty, this was the wrong time to agree the Medium Term Financial Strategy. In response, the Finance and Asset Management Group Manager indicated that the Strategy was a 'living' document which would be reviewed and changed on a regular basis; it was likely that changes would be discussed in the next few days, as well as the New Year following the Chancellor's announcement on the Comprehensive Spending Review, but the Strategy was relevant as at the current time and this was the best way to look at it. Another Member questioned whether Officers were aware of any other Authorities that were in a comparable position, in response, the Finance and Asset Management Group Manager explained that many were in a similar position; however, in some ways Tewkesbury Borough was better placed with the amount of

New Homes Bonus monies that it received. There were certainly other Authorities in Gloucestershire that were, relatively speaking, looking for similar savings, facing similar challenges and looking for similar solutions. A Member advised that the Council was not one of those Authorities that was using all of its New Homes Bonus funding to 'prop up' the budget which was encouraging. He also expressed the view that the only certainty was that the Medium Term Financial Strategy would change but the current document was the best that could be drafted in the circumstances.

52.9 Accordingly, it was

RESOLVED: That it be **RECOMMENDED TO COUNCIL** that the Medium Term Financial Strategy 2016/17-2020/21 be **ADOPTED**.

EX.53 ASSET STRATEGY

53.1 The report of the Finance and Asset Management Group Manager, circulated at Pages No. 37-61, set out the Asset Management Plan for 2016-2020 which Members were asked to approve.

53.2 The Finance and Asset Management Group Manager explained that the Asset Management Plan was a key document in supporting the delivery of the Council's corporate priorities. The Plan also set out the Council's corporate vision on asset management, clarified how it fitted in with other Council strategies and set out the policies that the Council adopted through its asset management activities. It also highlighted the importance of proactive and dynamic management of the asset portfolio. The new four year Asset Management Plan reflected the growing importance of effective asset management in Tewkesbury Borough and acknowledged the role that assets could play in meeting the financial targets of the Council. The document contained paragraphs which set out an introduction; progress from the previous Plan; policy context; organisation and governance; money; asset management principles; vision for assets; performance monitoring; and consultation.

53.3 Paragraph 3.3 of the Plan detailed the need for an annual Asset Management Plan action plan which would be submitted to the Transform Working Group for consideration by Members. This would provide a greater depth of detail on planned asset management activities for the forthcoming year and give Members assurance that assets were being maintained and used to meet the Council's priorities. Paragraph 5.0 referred to the money required for the Plan and key to it was the suggestion that, in addition to the one-off investment of capital resources, the Council should also make available reactive maintenance monies through its general fund revenue budget. The Council had not had a cash backed planned maintenance programme in place for a number of years and, whilst a desire to restrict non-essential spending during a time of austerity was understandable, the ongoing lack of a planned maintenance programme was not sustainable and was an unnecessary risk to the Council. A full 25 year costed programme over the full portfolio would be developed during 2016 and presented to Members in due course; with the aim being to provide annual contributions to a sinking fund to meet known maintenance needs so that large ad-hoc sums were not sought. Paragraph 6.0 set out the asset management principles and, therefore, what the Council hoped to achieve from its assets going forward; this included whether the Council wanted to own assets to meet its needs; to have efficient buildings; good facilities management; a planned, coordinated and informed approach to maintenance; and to take advantage of investment opportunities – it was a key part of the Plan going forward that the Council should broaden its commercial estate and widen its current base. Paragraph 7.0 set out the vision for the assets and Paragraph 8.0 set

out a suite of performance indicators which would help the Asset Management Team run the assets and report on them more fully.

53.4 Referring to the Roses Theatre, a Member indicated that he had recently been to a ballet performance and had been highly impressed at the refurbishment that had taken place. He felt that it looked good and offered a much more open feeling. He was of the view that, although it was still a relatively small Theatre, it was obviously thinking smarter and the investment seemed to have been used in the right way. In response, the Deputy Chief Executive thanked the Member for his comments. She felt that the project had reinforced the role that the Asset Team played in these schemes and felt that the work undertaken had been a credit to everyone involved, both from the Theatre and from the Council Offices. Another Member referred to Paragraph B, Efficient Buildings, in the 'Asset Management Principles' section and questioned whether the Council actually had a duty to cut carbon emissions. In response, the Finance and Asset Management Group Manager advised that, whilst the Council did not have a legal duty in this regard, it did have a moral duty. In addition, the Chief Executive explained that clearly the country had a duty to reduce carbon emissions and, as a public body, there was a need for the Council to follow that line. One of the main issues for the Council was that carbon costed a lot of money so, as part of service efficiency, this made sense. In response, the Member indicated that his concern was not as much about the wording in the report as it was about the finances and the way the Council managed its assets. In response, the Chief Executive indicated that the Council had no set targets as the current Council Plan had not included them; this meant there was currently no corporate management approach, however, Officers had looked at service by service savings. He explained that a similar question had been raised by the Overview and Scrutiny Committee recently in terms of where the Council was with its approach to environmental issues and the Chief Executive had advised that it was the intention that a report would be submitted in due course to advise where the Council was in that regard and what it had done thus far. He was of the view that the issues discussed within that Paragraph were more about the use of electricity; fuel in vehicles; fuel for heating etc. than carbon. In terms of photovoltaics on the Council Offices building, the Finance and Asset Management Group Manager explained that this had been looked at when the building had been refurbished but at that time it had been removed from the project. It had now been revisited and a suitable scheme had been put together which was far more efficient and would offer the Council savings. Referring to the Nottingham Declaration on climate change, a Member expressed the belief that the Council had signed up to the Agreement and that this had included a commitment to reducing carbon emissions. She felt that this ought to be reviewed so that Officers knew exactly what the commitment to carbon reduction was.

53.5 In terms of the Council Offices building, a Member pointed out that the lighting in the Committee Room was terrible and very expensive and she questioned when that area would be considered for updating. In response, the Finance and Asset Management Group Manager explained that the building was being reviewed on an ongoing basis with discussions being held with partners about the use of the ground and top floors. There was a need to refurbish both of those areas and this would be included in the transformation programme at some point.

53.6 Accordingly, it was

RESOLVED: That the Asset Management Plan 2016-2020 be
APPROVED.

EX.54 VOLUNTEERING POLICY FOR EMPLOYEES OF TEWKESBURY BOROUGH COUNCIL

- 54.1 The report of the Corporate Services Group Manager, circulated at Pages No. 62-80, attached a Volunteering Policy for Employees at Tewkesbury Borough Council which Members were asked to approve.
- 54.2 The Deputy Chief Executive advised the Committee that promoting and enabling healthy and active communities was a key priority for the Council given the need to reduce dependency on traditional state services and to build self-reliance. The Council's employees played an important role in supporting the Borough's many and varied communities as part of its day to day duties; however staff could also play a greater direct role in assisting community projects through an active volunteering approach. The Government had signalled its intention, within the current term of Parliament, to make it compulsory for all employers to offer schemes to employees to allow them to be volunteers; the Council was preparing for that policy requirement by introducing a workforce policy to encourage volunteering by its staff. There were significant benefits for both the individual employee and the wider community and employee volunteering was well established within a number of national businesses as a significant managerial tool to increase efficiency and maximise workforce potential.
- 54.3 There were many large corporations in the private sector that already had policies in place, i.e. Asda, Walmart and Zurich Insurance etc., and it was felt that this not only demonstrated a corporate social responsibility but also benefited the staff in understanding the community in which they worked. In order to manage the process, and to ensure staff time was effectively channelled into projects which directly assisted the outcome of community projects within the Borough, it was recommended that the Council joined 'Involve Gloucestershire'. It was proposed that the Council allowed up to ten members of staff to take part in up to two challenge volunteering days in a year. This would involve a team activity for a one off practical task which was completed by a group of employees in one day. The activity would be designed to offer great team building opportunities and give employees a day away from their usual working environment where they could learn new skills and gain a real sense of achievement. It was anticipated that the projects would be things like painting buildings, undertaking a community garden project or cleaning an area. Involve Gloucestershire would act as a brokerage of volunteering opportunities between the employer and local groups and would actively support the Council in promoting employee volunteering to its workforce and local businesses.
- 54.4 In terms of Involve Gloucestershire, Members were advised that it was a social enterprise that had been formed in 2015 in order to safeguard the country's historic volunteering bureau services but also to move those services to a more financially sustainable model. Using experience from other areas, and particularly Swindon, Involve Gloucestershire aimed to sign up businesses across both the public and private sectors. The research it had conducted had shown that many large and medium businesses currently struggled to find effective volunteering opportunities for their staff, despite their commitment to encourage corporate social responsibility, and would be keen to pay for that essential service. Both Zurich Insurance and GCHQ had already signed up and were contributing to start-up costs to enable Involve Gloucestershire to become operational within the County and to offer other services. Tewkesbury Borough Council was being asked to sign up to Involve Gloucestershire for three years in order to broker volunteering opportunities, arrange challenge events for staff, train and develop employee understanding around volunteering and to promote the approach to local businesses. The Council's Economic Development Team would develop successful case studies from the challenge days and those would be used to

promote the benefits to the local community and local businesses to demonstrate how easy it was to get involved. In addition, that information would be widely communicated through the business e-newsletter, social media, business events, the Borough News and local business networks. It was also intended that Officers would work with the other partners within the Council Offices building to try and get them involved.

54.5 During the discussion which ensued, a Member indicated that he was aware that GCHQ encouraged its entire staff to do three days paid volunteer work each year. It was felt that the benefits were two-fold as it encouraged staff to get out into the community and gave them a certain sense of achievement once they had done something which was of benefit to the community. Referring to Paragraph 10.1 of the Volunteering Policy, a Member advised that, as she understood it, the rules on Disclosure and Barring Service (DBS) checks had been relaxed and only those that worked on a one-to-one basis with young people or vulnerable adults needed to have an enhanced check. In addition, if the check was needed for volunteering work it could be gained free of charge. The Human Resources Adviser undertook to investigate this; it was currently in the policy just in case the host organisation required it but this could be reviewed as necessary.

54.6 One Member felt that this was a good idea but he had concerns about the views of staff. He felt that the Council's staff worked hard, with some working over weekends, and he would not want them to feel pressurised into doing extra, especially if it could affect their general wellbeing. In response, the Deputy Chief Executive explained that the Volunteering Policy would not be imposed on staff but would give them an opportunity to be involved should they so wish. The proposed number of two events over a year was quite limited so there was no reason that staff should feel under pressure. The idea had been discussed at recent staff briefings and had been positively received which was encouraging. It was agreed that it was essential to recognise the health and wellbeing of staff and it was hoped that the Volunteering Policy would be of additional benefit and would provide support for a broadening of skills. Another Member indicated that initially she had had similar reservations but the Policy had been scaled back somewhat from that which had originally been discussed and she was now happy that it could work well and be of benefit to staff rather than an additional drain on their time.

54.7 Having considered the report provided, it was

RESOLVED: That the Volunteering Policy for Employees at Tewkesbury Borough Council be **APPROVED** with effect from 8 December 2015.

EX.55 TRANSFER OF PUBLIC OPEN SPACE LAND OFF STARLING ROAD TO WHEATPIECES PARISH COUNCIL

55.1 The report of the Finance and Asset Management Group Manager, circulated at Pages No. 81-85, asked Members to agree to the transfer of the Public Open Space, which was adjacent to the Multi Use Games Area, to Wheatpieces Parish Council.

55.2 The Finance and Asset Management Group Manager explained that the land off Starling Road, Wheatpieces comprised 2.5 hectares of Public Open Space and adjoined the Wheatpieces Multi Use Games Area which was shown outlined in red on the plan attached to the report. The land was currently used as a sports field and for outdoor recreational pursuits by the local community. The Borough Council was responsible for the maintenance of the field and regular grass cutting. The Parish Council had expressed an interest in taking on the ownership of the field to support community sport and recreational activities; the area had already been

successfully utilised by the community for fun runs, summer fetes, dog walking and general community activities. In addition, the Parish Council had strong links with Tewkesbury Town Colts Football Club which had expressed an interest in using the site. The club had 21 registered teams, including three all girl teams and a Saturday morning coaching centre for 5-8 year olds, and was growing out of its current site at Tewkesbury School. It was felt that this site could provide an ideal opportunity for the development of youth football in the area. If Members agreed to the transfer of the site the remaining commuted sum could also be transferred for use for maintenance purposes.

55.3 Members were advised that they were being asked to agree to the transfer of the land at nil value and the proposal would mean that the Borough Council no longer had responsibility for ongoing maintenance and management. The Parish Council had met the advertising and valuation costs incurred in order for the Council to comply with the statutory requirements of Section 123(2A) of the Local Government Act 1972 to advertise proposed disposal of Public Open Space in a local paper for a period of two consecutive weeks and to consider any objections to that disposal. In this instance there had been no objections received. A Member indicated that she had recently been involved in a grant application which had seen some opposition from neighbours who did not want to see the facilities of a rugby club extended near to a residential area and she questioned whether the Parish Council had spoken to neighbours about the proposals. In response, the Finance and Asset Management Group Manager advised that he was not aware what the Parish Council had done in respect of contacting neighbours, but Officers were happy to work with the Parish to help allay fears if necessary. A Member indicated that there was a field in Northway which was used by Tewkesbury Town Colts on a 'pay and play' basis and this was very successful. She felt that the offer from Wheatpieces Parish Council to take over the area was great as it was fairly expensive to maintain. In terms of changing facilities etc., the Finance and Asset Management Group Manager indicated that early discussions with Tewkesbury Town Colts had indicated that they did not require changing facilities at this stage and, if they did want a permanent home in the area at a future time, they could apply to the Council's Community Funding Officer.

55.4 In respect of the land itself, a Member questioned how strong the Public Open Space designation was as a categorisation. In response, the Borough Solicitor explained that there was a statutory procedure to be followed if the Council wished to dispose of Public Open Space. If the Borough Council passed it onto the Parish it would include covenants on the land that the Borough Council would require a financial benefit from any future development of it. Members felt that this was absolutely the right thing to do as no one knew what might happen to the land in the future. In terms of play areas, a Member indicated that some Parishes did not want them and she questioned what would happen if the Borough Council did not want to keep them as assets. In response, the Finance and Asset Management Group Manager explained that currently there were eight play areas on the Council's list but it was set to gain more in coming years. The Council would look to target some for transfer but it was unable to make a Parish take an asset over; it was intended that those that were maintained by the Council would be managed more efficiently than they had been previously.

55.5 Having considered the report, and information received, it was

RESOLVED:

1. That the Public Open Space off Starling Road, as outlined in red on the plan appended to the report, be transferred to Wheatpieces Parish Council at nil consideration together with the commuted sum of £74,037.

2. That the Borough Solicitor be authorised to complete the disposal according to the terms set out in the report, and additionally negotiated by the Finance and Asset Management Group Manager, and such other terms as she considered necessary or advisable in consultation with the Finance and Asset Management Group Manager.

EX.56 JOINT CORE STRATEGY UPDATE

- 56.1 The report of the Development Services Group Manager, circulated at Pages No. 86-96, presented an update on the progress of the Cheltenham, Gloucester and Tewkesbury Joint Core Strategy following its submission to the Secretary of State on 20 November 2014. Members were asked to note the report and to approve the proposed actions which were set out at Paragraph 7.1 of the report in order to advance the Joint Core Strategy examination.
- 56.2 Members were advised that, following submission of the Joint Core Strategy in November 2014, the Secretary of State had appointed Elizabeth Ord as the Inspector to undertake the independent examination into the soundness and legal requirements of the plan. The examination hearing sessions to explore the key aspects of the plan had not commenced until 19 May 2015. The original examination programme had split the hearing sessions into two stages; stage one had run from 19 May to 10 June 2015 and had discussed: objectively assessed need for housing; employment land and job provision; gypsy and traveller provision; duty to cooperate; vision and objectives; and procedural and legal requirements. Stage two was then timetabled to run from 7 to 24 July 2015 and had been scheduled to discuss: spatial strategy; green belt; strategic allocations; omission sites; infrastructure; and other plan policies. However, during the stage one session, the Inspector had expressed some concerns over the evidence base and was keen to ensure that the Joint Core Strategy was underpinned with up-to-date and robust evidence. As such, she had requested that further work be undertaken on the objectively assessed need for housing, the Strategic Housing Market Assessment, Gypsy and Traveller accommodation needs and employment and retail requirements. Due to the time it would take to complete that work, and to allow other interested parties to consider it, the Inspector had recommended that the evidence be picked up at further hearing sessions to take place in autumn 2015. It was felt important that the Inspector had not suspended the examination, as had been experienced by some other local authorities, but was comfortable to proceed with the stage two sessions in July while the additional work was undertaken.
- 56.3 The stage two sessions had commenced on 7 July, however, due to the length of the discussions that had taken place during the stage one sessions, the Inspector had recognised that the initial timetable would not be adequate; therefore, the decision had been taken that stage two would still take place in July but that it would only deal with issues of spatial strategy, green belt and the strategic allocations. The remaining issues, including omission sites, transport, infrastructure and other plan policies, were moved to a new stage three to take place in autumn 2015 along with the revisited stage one session. Following stage two, the examination was paused to wait for further timetabling. During the pause in the examination, between 8 and 18 September, the Inspector had conducted site visits for the strategic allocations and the omission sites; following that, the hearing sessions reconvened over five days, between 6 and 15 October, to discuss omission sites across the Joint Core Strategy area. During that time discussions between the Joint Core Strategy authorities and the Inspector had resulted in a timetable being set that would see the revisited stage one sessions being

discussed in December with stage three taking place in February 2016. Unfortunately, due to the amount of work requested by the Inspector, the initial deadline of 7 September had not been met by Officers and the Inspector had agreed an extension to the end of October; however, as there was a need for a four week consultation period for relevant examination participants following publication of the new information before undertaking the hearing sessions on those topics, the Inspector decided that the revisited stage one sessions would take place in January 2016 instead of December 2015. At the current time the timetable for the stage three hearing sessions had not been programmed although it was likely that these would take place in March 2016.

- 56.4 Key to the discussions for stage three was the availability of the transport modelling evidence base. The Joint Core Strategy authorities had been working closely with Gloucestershire County Council and Highways England on developing this along with the mitigation package needed to deliver growth. Extensive modelling work had been undertaken to support the plan using the 2008 based Central Severn Vale SATURN model and it was generally agreed that, until such time as an updated model was available, the 2008 model remained the most appropriate tool for assessing the highways impacts of the Joint Core Strategy. However, leading up to the examination, the County Council and Highways England had stated that any further testing should wait for the availability of the new 2013 based model. This had been expected to be available for use from August/September 2015; however, there had been issues with the production of the model and the County Council had struggled to get it to a standard where Highways England could agree that it complied with national requirements. These issues were unlikely to be rectified, and the model available for use, until spring 2016.
- 56.5 During the discussion which ensued, Members expressed much concern about the progress of the examination to date and the length of time it was taking overall; particularly that it had not even begun until six months after submission. One Member suggested that the Council needed to point out the serious damage that the delayed examination would have on the County's devolution bid, as well as on the Joint Core Strategy itself, and he questioned whether the Council could request that the Inspector was provided with some additional resource to help the examination move more swiftly. In response, the Chief Executive confirmed that Officers were as concerned about the issue as Members and a letter had been sent from Andrew North, as Chairman of the Joint Core Strategy Programme Board, to the Planning Inspectorate to raise concerns about the apparent lack of urgency to expedite the examination and the problems this was causing for the Joint Core Strategy authorities in terms of development being put forward in locations that were not optimal and with the Council and the authorities involved having little they could do to prevent it. The Chief Executive felt that there was not much to be achieved in continuing a dialogue with the Planning Inspectorate in terms of numbers but that there was a need to move to delivery. He felt that increasing support for the Inspector, particularly given the complexities of the Joint Core Strategy, could help and this was something that could be suggested. The Planning Policy Manager indicated that examinations he had been involved in elsewhere had sometimes included an assistant for the Inspector and he felt this may be something that would be helpful in this case; although it may not be an approach that the Planning Inspectorate would wish to take given that the examination was now well underway.
- 56.6 A Member questioned whether it had initially been the expectation that the examination would have ended in July 2015 and, in response, he was advised that this would have been the case. The initial delay had certainly been a factor as there had been six to seven months of waiting before it had begun. In addition, the amount of participants that wished to be involved had also been an issue as no one would have anticipated the amount of time that would have taken. The

Member felt that this was not really acceptable as examinations were something that the Planning Inspectorate dealt with regularly and, as such, the basic structure should be in place. One of the frustrations of Officers was that, following the further work on the objectively assessed need, the figures were not dissimilar to those originally submitted and therefore it was felt that the plan should have been able to move along with a review in five years as was the original intention. Officers understood that the Inspector wanted the plan to be as robust as possible and therefore her requests for more information were valid; it was nevertheless frustrating that the process was taking so long. Members queried whether the delay in submitting the further information requested had delayed the examination into the New Year. In response, the Planning Policy Manager advised that Officers felt that the information had been submitted in plenty of time for the examination to continue in December as planned but it was the Inspector's decision that it should reconvene in January instead.

- 56.7 Referring to the transport modelling which was awaited from the County Council, a Member expressed the view that this was the biggest concern and risk to the Joint Core Strategy at the moment. In response, she was advised that Highways England was involved. At the beginning of the process it had been agreed by all that the 2008 model would be the right one to use; however, when it was known that the new one was on its way it was felt that it should be used. Now that the timetable for the 2013 model had slipped, any further delays would be a risk to the examination which was of concern. The Chief Executive felt it was a shame that the authorities had been unable to continue to use the 2008 model; however, the A46 in Ashchurch was not accurate in that model which was an additional problem. He suggested that the Council could write to Highways England and the County Council to stress the importance of getting the model completed and made available on time. He also suggested the potential of asking the Inspector to provide interim advice on the possible release of sites that were not dependent on the transport modelling so that they could be available for development. It needed to be made clear that Councils could not deliver housing at the speed requested by the Government if the Planning Inspectorate continually sought perfection on the plans being examined.
- 56.8 Members expressed their astonishment at the letter that had been received from the Planning Inspectorate in response to the letter sent to it by the Joint Core Strategy authorities and felt that, in the main, it did not adequately respond to the points raised. There followed a discussion about how best to move forward in terms of whether or not to respond to that letter and most Members felt that this would not achieve anything. One Member questioned how long, on average, hearings took in other authorities; the number of days to date that the Inspector had considered the Joint Core Strategy and the number of days she had had off. She was of the view that the Planning Inspectorate was not offering value for money and she felt this was an important point that ought to be raised. In terms of the length of other examinations, the Planning Policy Manager explained that this varied a lot depending on whether or not the examination was suspended and how complex it was. In terms of the number of days the Inspector had heard the examination this was unknown and he was unsure whether it was information that could be requested from the Planning Inspectorate. In addition, the Chief Executive felt that cost was important; the Planning Inspectorate was an independent agency which had been set up by the Government and the longer the examination went on for the more the Councils had to pay. There were of course also additional costs to the additional work requested and the Chief Executive felt these were valid points to make to the Inspectorate. It was generally felt that it was time for the Councils to bring political pressure to try and get the examination moving; particularly since it was such a huge issue in the area and one of the biggest things the Borough Council had ever done.

- 56.9 It was considered that, although Cheltenham Borough and Gloucester City Councils did not have quite the same urgency in terms of the need to stop unwanted development, they were equally as frustrated at the time the examination was taking and any action that Tewkesbury Borough Council took would need to be done alongside its Joint Core Strategy partners. A Member expressed the view that there were three costs to the examination; the physical cost, as the Councils remained open to unwanted development; the numbers of houses that were being lost on a daily basis as the Council was unable to build in its preferred areas; and the cost paid by the communities that were getting development in the wrong places. In respect of Gloucestershire's housing, 75% of it was within the Joint Core Strategy and he felt this point needed to be made to the Government. Some Members suggested that a letter to Greg Clarke MP inviting him to the Borough to hear Councillors concerns might be helpful; he may also be able to help find a way forward. Other Members felt that this would not help but that the Council must bring pressure on the County Council for the transport modelling to be completed. In addition, it was suggested that the Borough Council's view be raised at the next meeting of the Joint Core Strategy Member Steering Group so that its partners were fully aware of the views expressed.
- 56.10 Members were of the view that the points noted within the report did not cover what had been discussed and, accordingly, it was

RESOLVED:

1. That the report be **NOTED**.
2. That, in order to advance the Joint Core Strategy (JCS) Examination, the following actions, with the support of the JCS authorities if possible, be **APPROVED**:
 - a. Raise, with the Secretary of State and local MPs, the significantly detrimental impact of the protracted Examination process and invite them to meet the Council/JCS partners to discuss these concerns. These include the failure to be able to make the required planned housing provision and the granting of permission on appeal sites throughout the Borough which are not allocated in any Development Plan.
 - b. Request a meeting with the Planning Inspectorate to:
 - determine a timetable/programme for stage 3 of the Examination; with a view to concluding the Examination as quickly as possible.
 - explore the possibility of the Inspector making an 'interim findings report' in order to release those sites for which the new transport modelling is not critical, provided that there is no prejudice to the timetable for the Examination consequent upon the production of interim findings; and
 - canvass whether there is support that could be made available to the Inspector to assist her to conclude the Examination expeditiously.

- c. Contact Members and Officers of Gloucestershire County Council and senior representatives of Highways England to stress the importance of delivering the transport modelling evidence in a timely manner to support the Plan and not to cause further delay to the JCS Examination.
- d. Continue to progress the 'We are Gloucestershire' devolution bid including the 'ask' of Government that the Planning Inspectorate and Government Agencies work with Gloucestershire authorities to expedite core strategies and local plans delivery.

The meeting closed at 4:20 pm

EXECUTIVE COMMITTEE FORWARD PLAN

JANUARY 2016 TO JUNE 2016 (No Meeting in March/May)

REGULAR ITEM:

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

Addition to 13 January 2016

- Grant to Alderton.
- Procurement of Energy.
- Place Programme.
- Contract Procedure Rules.

Committee Date: 3 February 2016 (Note New Meeting Date)

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Budget 2016/17 including Treasury Management Strategy (Annual).	To recommend a budget for 2016/17 to Council.	Simon Dix, Finance and Asset Management Group Manager.	Yes – deferred from 13 January 2016.
Waste Review & Vehicle Procurement.	To consider the Waste Review & Vehicle Procurement and make a recommendation to Council.	Val Garside, Environmental and Housing Services Group Manager.	Yes – deferred from 13 January 2016.
Land at Canterbury Leys, Tewkesbury.	To accept the surrender of leased land at Canterbury Leys, Tewkesbury.	Simon Dix, Finance and Asset Management Group Manager.	No.
Property Purchase.	To consider the purchase of property for investment purposes.	Simon Dix, Finance and Asset Management Group Manager.	No.
Transfer of Land at The Hangings, Tewkesbury.	To approve the transfer of land at The Hangings, Tewkesbury to Tewkesbury Town Council.	Simon Dix, Finance and Asset Management Group Manager.	No.

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Agenda Item 6

Committee Date: 3 February 2016 (Note New Meeting Date)			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Gloucester, Cheltenham and Tewkesbury Joint Core Strategy.	To consider a request for an increased budget allocation to complete delivery of the JCS examination and its adoption.	Julie Wood, Development Services Group Manager.	No.

Committee Date: 6 April 2016			
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 2015/16.	To receive and respond to the findings of the Overview and Scrutiny Committee’s review of the quarter one performance management information.	Graeme Simpson, Corporate Services Group Manager.	No.
Flood Risk Management Group Terms of Reference and Action Plan (Annual Review).	To undertake an annual review of the Terms of Reference of the Flood Risk Management Group and action plan.	Val Garside, Environmental and Housing Services Group Manager.	No.
Council Plan Update (Annual).	To recommend to Council.	Graeme Simpson, Corporate Services Group Manager.	No.
High Level Service Plan Summaries (Annual).	To consider the key activities of each service grouping during 2016/17.	Graeme Simpson, Corporate Services Group Manager.	No.
Policy for Localism Agenda on Revenues and Benefits.	To consider a new discretionary relief for Business rates under the Localism Agenda.	Richard Horton, Revenues and Benefits Group Manager.	No.
Cemetery Provision in Tewkesbury.	To review the options for the provision of cemetery facilities within Tewkesbury.	Simon Dix, Finance and Asset Management Group Manager.	Yes – deferred from 13 January 2016.

Committee Date: 6 April 2016			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Customer Services Strategy.	To approve a Strategy that will set out how the Council will provide a high quality customer service so we serve our customers in an open, inclusive and efficient manner.	Graeme Simpson, Corporate Services Group Manager.	Yes - deferred from 13 January 2016 Meeting to allow for an Overview and Scrutiny Committee Review.
Revisions to the Redundancy and Redeployment Policy.	To approve amendments to the Redundancy and Redeployment Policy.	Graeme Simpson, Corporate Services Group Manager.	Yes - deferred from 13 January 2016.

Committee Date: June 2016			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Appointment of Portfolio Holders and Support Members (Annual).	To approve the Portfolio Holders and Support Members for the forthcoming Municipal Year.	Lin O'Brien, Democratic Services Group Manager.	No.

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	13 January 2016
Subject:	Performance Management – Quarter Two 2015-16
Report of:	Councillor P W Awford, Chairman of Overview and Scrutiny Committee
Corporate Lead:	Mike Dawson, Chief Executive
Lead Member:	Councillor Mrs E J MacTiernan
Number of Appendices:	Six

Executive Summary:

At Overview and Scrutiny Committee held on 1 December 2015, consideration was given to the 2015-16 quarter 2 performance management information. The observations made by the Committee can be found in Appendix 1. The documents reviewed at the meeting consisted of the Council Plan Performance Tracker (Appendix 2), the Key Performance Indicator set (Appendix 3), the Revenue Budget Summary Statement (Appendix 4), the Capital Monitoring Statement (Appendix 5) and the Reserves Position Summary (Appendix 6). These items form the core of the Council's Performance Management framework.

Recommendation:

To review and, if appropriate, take action against the observations of the Overview and Scrutiny Committee resulting from its review of the 2015-16, quarter two performance management information.

Reasons for Recommendation:

Monitoring reports are part of the Council's performance management framework.

Resource Implications:

None directly associated with this report.

Legal Implications:

None directly associated with this report.

Risk Management Implications:

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

Performance Management Follow-up:

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

Environmental Implications:

None directly associated with this report though elements of the Council Plan actions relate to environmental themes, for example, waste and recycling.

1.0 INTRODUCTION/BACKGROUND

- 1.1** The Council Plan Performance Tracker was introduced in 2012 and has proven to be an excellent tool to monitor the delivery of actions within the Council Plan. Supporting the Tracker is a key set of Local Performance Indicators (LPI). The Tracker and LPIs is reported on a quarterly basis to the Overview and Scrutiny Committee. The outcome of the review, including any concerns or issues raised, are then reported to Executive Committee.
- 1.2** At Overview and Scrutiny Committee held on 1 December 2015, consideration was given to the 2015-16 quarter two performance management information. The observations made by the Committee can be found in Appendix 1. The documents reviewed at the meeting consisted of the Council Plan Performance Tracker (Appendix 2), the Key Performance Indicator set (Appendix 3), the Revenue Budget Summary Statement (Appendix 4), the Capital Monitoring Statement (Appendix 5) and the Reserves Position Summary (Appendix 6). These items form the core of the Council's Performance Management framework. The majority of information within the Performance Tracker reflects the progress of Council Plan actions as at the time of writing the report. The remaining information is of a financial and statistical nature so represents the position as at the end of September 2015 (Qtr 2).

2.0 COUNCIL PLAN PERFORMANCE TRACKER

- 2.1** The Council Plan has five priorities on which action is focussed to deliver the Council's vision:
- Use resources effectively and efficiently.
 - Promote economic development.
 - Improve recycling and care for the environment.
 - Provide customer focussed community support.
 - Develop housing relevant to local needs.

Each of the five priorities is supported by a number of objectives and actions which will focus activity on delivery of the priorities. The Tracker has been developed and contains a set of key performance measures to support delivery of each Council Plan action.

2.2 For monitoring the progress of the Council Plan actions the following symbols are used:

😊 – action progressing well.

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

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

White – project has not yet commenced.

✓ – action complete or annual target achieved.

2.3 The majority of actions are progressing well, for example, since reporting the quarter one information, items of interest include;

- Work is progressing to develop a workforce strategy by the end of the financial year. We are working with Gloucestershire Care Services NHS Trust to help us deliver this.
- An Overview and Scrutiny workshop will be held in the early New Year to help develop a new Customer Services Strategy – this follows the success of the customer services review earlier this year.
- An internal project team has now been set up to review how we deal with complaints.
- Two successful business events were held in September with more than 100 attendees. The events focused on flood support, business support and a presentation on the J9 Growth Zone.
- Work to the Riverside Walk has now commenced.
- A programme launch for the LEADER project was arranged for late November.
- We now have 183 volunteer litter pickers and the annual litter picker event took place in early December.
- A review of how we collect waste and recycling has commenced and linked to this is the fleet procurement project.
- An internal working group has been set up to develop a strategy for the Council’s approach to channel shift (moving more of our customers online).
- The build of the new leisure centre remains ahead of schedule and during the period an open day was held which was attended by over 100 members of the public.
- Roll out of the Place Programme following the pilot in the east of the Borough.
- New Community Safety Partnership structure was launched in mid-November.

Due to the complex nature of the actions being delivered, inevitably some may not progress as smoothly or quickly as envisaged. From the information obtained from services, actions with either a 😞 or 😐 are highlighted below: -

Action	Status and reason for status
Deliver the corporate savings programme - £ saved in accordance with programme target.	😐 - slippage because of an increase overpayments in housing benefits – but this is expected to reduce to normal levels in the second half of the year.

Rationalise office accommodation through new ways of working – generate £235k through additional rental by end of 2015/16.	☹️ - partner to rent top floor not yet confirmed.
To review the asset portfolio and develop a strategy to maximise potential from the portfolio.	☹️ - slippage in development of asset strategy from summer 2015 to autumn 2015.
Deliver year four of the business grant scheme.	☹️ - Four grants awarded in this quarter. The scheme is being reviewed as part of the Economic Strategy.
Promote waste minimisation.	☹️ - increase in tonnage to landfill and reduction in % recycled.
Agree approach and programme of work for Community Infrastructure Levy.	☹️ - impacted by work and timescale of Joint Core Strategy.
Support the delivery of projects agreed by the Community Safety Partnership.	☹️ - refresh of the Community Safety Partnership.
Delivery of Joint Core Strategy and Tewkesbury Borough Plan.	☹️ - slippage in milestones as a result of additional examination phase.

3.0 KEY PERFORMANCE INDICATORS (KPIs)

3.1 The set of Key Performance Indicators (KPIs) can be found in Appendix 3 and are a combination of contextual indicators and target related indicators. The set of KPIs must remain flexible to ensure they meet our needs. The data reported is the position at the end of quarter two (September 2015)

3.2 Of the 17 indicators with targets, their status as at the end of quarter one is :

☹️ (target will not be achieved)	☹️ (below target but likely to achieve target by end of year)	☺️ (on course to achieve target)
4	5	8

And in terms of the direction of travel i.e. performance compared to last year, the status for the 17 indicators are:

↑ (better performance than last year)	↓ (not as good as last year)	↔ (on par with last year)
9	7	1

Note: the direction of travel for KPI 4,5 - anti-social behaviour and crime incidents. There are no targets for these indicators.

3.3 Key indicators of interest include:

KPI 7 – A significant decrease in the number of homeless applications compared to Qtr two last year.

KPI 11 – sickness absence. Average number of days taken has dropped significantly compared to 2014/15.

KPI 12-14 – planning processing times. All three indicators confirm 2015/16 targets are unlikely to be achieved and processing times are down compared to 2014/15.

KPI 15 & 16 – average time to process benefit applications. Processing times are the best ever and show continued improvement.

KPI 30 - 40 new build affordable homes have been delivered this quarter. This is continued improvement in the total number delivered.

4.0 FINANCIAL SUMMARY - REVENUE POSITION

4.1 The Financial Budget Summary for Qtr two shows a £20,236 saving (AP4 shows a £109,849 saving) against the profiled budget. Below is a summary of the expenditure position for the council split out between the main expenditure types.

4.2 Looking at the budget position of all the Group Managers there is an underspend of £292k being shown (161k at Q1)

This is being achieved through underspends of

- i) £96k on employees. These costs savings have been achieved through vacant posts, rather than through reduction in staff numbers. Vacancies and staff absences such as maternity leave has continued to increase the underspend through to end of Qtr two.
- ii) £302k of additional income above budget projection. The income position for the Council started the year with a positive position, with additional income from planning applications contributing significantly to this. This trend is continuing through the first half of the year. Other sources such as garden and trade waste and also from legal services work for third parties has helped achieve the underspend.

The reasons for the overspends include:

- i) In AP6 we have seen the mid-year estimate of what the full cost of Housing Benefits may be. We have updated the report to take account of the projected loss above what the initial budget for this service.
- ii) Treasury management continues to show an under recovery against budget. This is still impacted by the limited available cash balances as a result of the Virgin Media refund and the cost of the leisure centre.

4.3 Attached at Appendix 4 is a summary of the position for each Group Manager, which shows the current variance against their budget. Where the main types of expenditure headings, within the Group Manager's responsibility has a variance over £10k, a short explanation for the reason for the variance has been provided.

4.4 Although the Group Managers' position appears to be significantly underspent, the budget report also recognises the need to achieve savings from the base budget in terms of salaries and procurement savings. These savings targets are currently held on the corporate budget codes on the ledger. No savings are recognised against these plans as they accumulate through the year within service groupings.

4.5 Also detailed under corporate budgets is the retained income from the Business Rates Scheme. This is showing a deficit of £171k as at Qtr two and is as expected as a result of the successful appeal of Virgin Media against their current valuation. The budget projection was that a surplus above the business rates income of £250k would be achieved. Currently this does not look like being achieved which is causing additional strain on the overall budget position for the Council.

4.6 At the half year point the impact of increasing costs on benefits, and reduced income from Business Rates, is having a significant impact on the Council's budget position. At present this has been offset in year by planning income being significantly higher than expected.

5.0 FINANCIAL SUMMARY – CAPITAL POSITION

5.1 Appendix 5 shows the capital budget position as at Qtr two. This is currently showing an overspend against the profiled budget of £91,038.

5.2 The overspend relates to housing and business grants, due to the fact that the grants have been awarded for flood relief but we have not recovered the money back from Central Government. Expecting grant income to be received to match the expenditure to date before the end of Qtr three.

5.3 Community grants are underspent which is due to slippages in approved programmes, however monitoring by the Working Group highlights that all schemes are continuing and budgets are expected to be spent. The larger schemes in relation to the new leisure centre and refurbishment of the Roses Theatre are showing differences to the profile spend in the budget, but project management by the Property Team is indicating that these schemes are in line to meet the total capital budget allocated to each scheme. There is some slippage in the spending of the budget on Tewkesbury Town and Riverside Projects as plans continue to be developed on how best to utilise the available budget.

6.0 FINANCIAL SUMMARY – RESERVES POSITION

6.1 Appendix 6 contains a summary of the current usage of available reserves. Reserves have been set aside from previous years to fund known future costs. At present the reserves are beginning to be utilised and only show actual payments made. The information in the Appendix does not take account of reserves which have been committed, but not yet paid. As at the end of the first quarter, £720,964 has been expended against the opening reserves of £10,567,814. Details of significant movements are contained in the notes on the Appendix.

7.0 OTHER OPTIONS CONSIDERED

7.1 None.

8.0 CONSULTATION

8.1 None.

9.0 RELEVANT COUNCIL POLICIES/STRATEGIES

9.1 The performance information supports delivery of the Council Plan.

10.0 RELEVANT GOVERNMENT POLICIES

10.1 None directly.

11.0 RESOURCE IMPLICATIONS (Human/Property)

11.1 None directly.

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

12.1 Linked to individual Council Plan actions.

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

13.1 Linked to individual Council Plan actions.

14.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

14.1 Council Plan 2012-16 (Year 4) approved at Council on 14 April 2015.

Background Papers: Overview and Scrutiny report 1 December 2015 – Performance Management Qtr 2 2015-16.

Contact Officer: Graeme Simpson, Corporate Services Group Manager
Tel: 01684 272002 Email: Graeme.simpson@tewkesbury.gov.uk

Appendices:

- 1 – Observations of O&S Committee – 1 December 2015.
- 2 – Council Plan Performance Tracker Qtr 2 2015/16.
- 3 – Local Performance Indicator Set Qtr 3 2015/16.
- 4 – Financial Budget Summary Statement Qtr 4 2015/16.
- 5 – Capital Monitoring Statement Qtr 5 2015/16.
- 6 - Reserves Position Summary Qtr 6 2015/16.

Questions raised by Overview and Scrutiny Committee at meeting held on 1 December 2015

Questions raised by Overview and Scrutiny	Response from Officers
Performance Tracker	
<p>Use Resources Efficiently and Effectively</p> <p>Objective 1 – Action b. i) £ saved in accordance with corporate savings programme target – A Member noted that there had been an increase in the overpayment of housing benefit and he questioned how frequently that happened.</p>	<p>The Finance and Asset Management Group Manager advised that overpayments were made to claimants every year, mainly due to claimant error e.g. failure to notify of change of circumstances. As a result of the systems review of the service and the introduction of real-time information from the Department of Work and Pensions, these instances were being picked up more quickly than they had been in previous years which would lead to an improvement in the longer term.</p> <p>The Member questioned whether it was difficult to get the money paid back and he was informed that, whilst the majority of money was recovered, the main problem was the length of time it took. The people who tended to be affected did not necessarily have a great deal of money in the first place and there were rules about the amount which could be taken each week in terms of benefit recovery. Whilst the Council was doing more to recover greater amounts, and very little was written off, it did tend to come in over a longer period. It was easier to recover smaller amounts than one which had been allowed to grow so it was hoped that this would continue to improve over time.</p>
<p>Objective 2 – Action a) Rationalise office accommodation through new ways of working and to increase rental income – A Member raised concern that the top floor of the Council Offices building remained vacant and he felt that it would be preferable to rent it out to generate some income.</p>	<p>The Chief Executive highlighted the importance of finding the right client which would add to the public sector service centre being created at the Council Offices site. Discussions were ongoing with a number of agencies and the outcomes would be reported back to Members in due course. Officers were currently working with Gloucestershire County Council with a view to sharing a legal service, subject to the business case which was currently being worked up. If it was successful, the One Legal department would triple in size and it would be necessary to find appropriate accommodation for the additional staff which would be based at the Council Offices in accordance with the business case; the top floor and the ground floor of the Council Offices building were both potential options. He understood Members concerns regarding loss of income and provided assurance that provisions were being made in the budget for next year.</p>

Questions raised by Overview and Scrutiny Committee at meeting held on 1 December 2015

<p>Objective 3 – Action b) Improve complaints handling, including learning from complaints received to improve service delivery – It was noted that Members had received an email the previous week which the Deputy Chief Executive had advised Members she would be responding to on their behalf and he sought clarification on the situation.</p>	<p>The Deputy Chief Executive advised that a Freedom of Information request had been emailed to all Councillors and Members had been advised that they did not need to respond as Officers would be responding on behalf of the Council. The Chief Executive highlighted the importance of providing a coordinated response but assured Members that they would be advised if there were any particular issues that needed to be brought to their attention in such circumstances. In response to a query, the Chief Executive confirmed that Members would be advised if Officers were intending to issue a response on behalf of the Council as a whole. Members would be copied into responses when appropriate.</p>
<p>Improve Recycling and Care for the Environment</p> <p>Objective 2 – Action a) Promote waste minimisation and aspire to increase our recycling rate through working with our residents and communities on promotional campaigns – A Member noted that waste to landfill had increased and he questioned how this was being tackled.</p>	<p>The Deputy Chief Executive explained that recyclate was becoming increasingly contaminated which could cause problems when it reached the MRF; some material had not been able to be recycled due to the level of contamination. Needles were a particular problem and Officers were working with a number of partners, including registered social landlords and Turning Point, an alcohol and drug misuse service, to identify problem areas and to make improvements. She confirmed that all recyclate was currently going into the MRF as normal.</p> <p>In terms of trying to encourage people to recycle, stickers had been used on residual waste bins where people were not putting out a food waste caddy for collection and there had been a 20% increase in food waste recycling as a result. The Joint Waste Team would be discussing further initiatives as its next meeting, including some of the methods featured on the recent BBC programme presented by Hugh Fearnley-Whittingstall. A Member indicated that he had done some research into the recycling rates of neighbouring local authorities and he felt that Tewkesbury Borough Council was performing well in comparison.</p>

Questions raised by Overview and Scrutiny Committee at meeting held on 1 December 2015

<p>Provide Customer Focused Community Support</p> <p>Objective 3 – Action a) Agree approach and programme of work for Community Infrastructure Levy (CIL) – A Member sought an update on the progress of the CIL.</p>	<p>The Deputy Chief Executive explained that Council had been working on a Community Infrastructure Levy with its Joint Core Strategy partners as there would be implications for cross-boundary sites. A Preliminary Draft Charging Schedule had been out to consultation in the summer to ask for comments on the suggested charges. It was very important to get the balance right otherwise CIL would become unviable; if the charges were set too high, developers would not be able to afford to build, and if charges were too low, development would become unsustainable. Members were informed that 30 responses had been received from developers and the next big step would be to decide whether to charge for strategic allocations; there was now a question mark over whether CIL was the best mechanism for obtaining contributions for strategic sites and the infrastructure which would be required within them. In terms of delivery, until the outcome of the JCS Examination was known it was very difficult to make any decisions in relation to CIL charges. The Deputy Chief Executive was hopeful that the report in December would give a clear direction for Officers to move on to the next stage of consultation in respect of the CIL.</p>
<p>Objective 5 – Action b) Progress the work streams for a new leisure facility – A Member noted that an open day had been held for members of the public and he asked if Members would have the opportunity to visit the new leisure centre.</p>	<p>The Finance and Asset Management Group Manager indicated that the leisure centre was progressing all the time and he undertook to arrange a Member tour for the New Year to which Parish Councils could also be invited.</p>
<p>Develop Housing Relevant To Local Housing Needs</p> <p>Objective 2 – Action b) to deliver a programme of affordable homes in partnership with Parish Councils, developers and registered providers to meet the needs of clients in rural communities – A Member indicated that his local Parish Council was very upset as the work which had been done on the Shurdington site had been brought to a standstill.</p>	<p>The Deputy Chief Executive recognised that a lot of good work had been done on the Shurdington garage sites which had been temporarily suspended in order to carry out a review of assets to see if there was a potential to combine certain sites in order to direct development more efficiently. It was anticipated that the work on the garage sites would restart quite quickly.</p>

Questions raised by Overview and Scrutiny Committee at meeting held on 1 December 2015

Local Performance Indicators – Review of Quarter Two outturns	
<p>KPI No. 7 – Total number of homeless applications accepted – A Member felt that the hard work which had been done in this area should be noted.</p>	<p>The Housing Services Manager indicated that the team had worked really hard to increase homeless prevention activities.</p>
<p>KPI No. 11 – Average number of sick days per full time equivalent – A Member was delighted to note the improvement in relation to sickness absence.</p>	<p>The Chief Executive indicated that he was also very pleased to see that the sickness absence levels had reduced. This was an area which was carefully monitored and the Corporate Leadership Team did try to address any issues which could give rise to stress such as increased workloads. It was noted that the Agenda for the Council meeting on 8 December included an item on the review of the Development Management Team staffing structure which it was hoped would address the problems with resources in that area. The Chairman indicated that Planning was an area which the Committee may wish to look at, in light of the concerns which had been raised by Members in recent months. However, he felt that it would be inappropriate to do so before the actions arising from the review had been implemented.</p>
Financial Summary Review	
<p>A Member queried the £50,163 overspend on supplies and services.</p>	<p>The Finance and Asset Management Group Manager advised that this related to disbursements which was additional work undertaken by One Legal in the first six months of the year. These additional costs were being recovered through income as costs were recharged to the various clients.</p>
<p>There was a query regarding the Virgin Media revaluation.</p>	<p>Members were informed that valuations were carried out by the Valuation Office Agency; the Council had no input into valuation and no right of appeal, although it did have a financial interest under the new scheme introduced in 2013. A Member questioned whether an assessment had been made as to how many other companies were likely to appeal and the Finance and Asset Management Group Manager indicated that an assessment was carried out on a monthly basis and an estimate was made on the basis of business type, success rate etc. It was worth noting that a 21% provision had been estimated in relation to Virgin Media, however, it had actually been over 40%. The Chief Executive reminded Members that a decision had been taken not to enter into the Gloucestershire business rates pool next year due to the outstanding risk of the Virgin Media account. By not being included, the Government would pick up the safety net payment as opposed to the members of the pool.</p>

Council Plan Performance Tracker 2015-16 Progress Report (November 2015) Appendix 2

Council Plan Actions progress key:	
☺	Action progressing well
☹	Action has some issues/delay but not significant slippage
☹	Significant risk to not achieving the action or there has been significant slippage in the timetable, or performance is below target
	Project has not yet commenced
✓	Action complete or annual target achieved

PRIORITY: USE RESOURCES EFFECTIVELY AND EFFICIENTLY				
Actions	Performance tracker	Responsible Officer/Group	Progress to date	Comment
Objective 1. Maintain low council tax				
a) Set Council Tax in line with the Medium Term Financial Strategy (MTFS)	1. Band D Council Tax approved within % limits defined in MTFS	Transform Working Group (TWG)	☺	<p>The Medium Term Financial Strategy (MTFS) will be presented at Council in December, with a key component of the strategy being the five year council tax strategy. The current MTFS has set council tax increases at 2% for the next four years. The MTFS has previously set a council tax freeze as the target for the last five years, all of which have been successfully delivered.</p> <p>A budget will be recommended to Council in January 2016 with tax setting taking place on 18 February 2016.</p>
b) Deliver the corporate savings programme	1. £ saved in accordance with programme target	Corporate Leadership Team (CLT)	☹	<p>Business Transformation savings of £171,650 were included in the 2015/16 budget which was above the targeted figure of £150,000. These savings were from the Waste Service establishment and the Revenues and Benefits service. Approximately £57,000 has been delivered through direct cost savings whilst the remainder of the balance is expected to be delivered from improved performance in reclaiming housing benefit expenditure. However during the first half of the year there has been some slippage in meeting these savings due to an increase in housing benefit overpayments. This is a result of claimant error being identified quicker thanks to the new real time information initiative. It is expected the spike in overpayments will</p>

				<p>reduce to normal levels in the second half of the year.</p> <p>The annual target for both, procurement savings and salary savings have been delivered within the first two quarters in the full year.</p>
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PRIORITY: USE RESOURCES EFFECTIVELY AND EFFICIENTLY

Objective 1. Maintain low council tax

Actions	Performance tracker	Responsible Officer/Group	Progress to date	Comment
c) Ensure the overall budget is delivered in accordance with the MTFS	1. Budget delivered in accordance with variance parameters	CLT/Group Managers	☺	The MTFS allows for a 5% variance on the council's net revenue budget being an acceptable tolerance. The Q2 outturn report indicated a surplus of £20,236 against the profiled budget which resulted in a positive variance of 0.37%.

Objective 2. Provide value for money service delivery

31	a) Rationalise office accommodation through new ways of working and to increase rental income.	1. 2000m2 of floor space to be freed up for rental by September 2014	Group Manager Finance & Asset Management	✓	A total of 2016m2 is now available for rental at the Public Service Centre. With the top floor being vacated an additional 951m2 floor space has been freed up, plus the 1065m2 floor space that has been let for rental to partner organisations this equates to a total of 2016m2 floor space being freed up.
		2. Generate £235,000 through additional rental income by 2015/16	Group Manager Finance & Asset Management	☺	Income of £161,000 is currently generated from tenants at the Public Service Centre. Discussions are still on-going with a number of public sector partners with the aim of increasing the amount of space rented including the vacant top floor area.
b) Implement the Procurement Strategy Action Plan.	1. Monitor delivery of action plan	Group Manager Finance & Asset Management	☺	A review of the action plan took place in the first quarter and indicated that many of the actions from the 2012 plan had been achieved or had been overtaken by other requirements. The primary target for this year is to revise the Contract Procedure Rules and reissue to staff along with appropriate procurement training.	

PRIORITY: USE RESOURCES EFFECTIVELY AND EFFICIENTLY

Objective 2. Provide value for money service delivery

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
c) To review the asset portfolio and develop a strategy to maximise potential from the portfolio.	1. Outcome of portfolio review and development of strategy	Group Manager Finance & Asset Management	☹	An asset management strategy, to replace the current 2011-2014 strategy, is in development and is targeted to be taken to Council in December 2015; this is a slippage to the original target date of Summer 2015 which was reported in Q4 2014/15 report.
d) Develop a new workforce strategy.	1. monitor key milestones in developing the strategy	Group Manager Corporate Services	☺	This was a recommendation from the LGA Peer Challenge. We are working with senior HR managers from the Gloucestershire Care Services NHS Trust to help deliver this strategy by the end of the financial year. This engagement provides an excellent learning opportunity for both partners.

Objective: 3. Provide customer focused services measured by output against customer needs

a) Agree a revised strategy for customer services which supports our business transformation proposals.	1. Development and delivery of the strategy	Group Manager Corporate Services	☺	A review of customer services has recently been completed. This will now help inform the content of a draft strategy. An O&S workshop will be held early in the New Year to consider the strategy.
b) Improve complaints handling, including learning from complaints received to improve service delivery.	1. Reduction in overall number of complaints received 2. Evidence of learning from complaints received	Group Manager Corporate Services	☺	An internal audit review of the complaints framework provided limited assurance that complaints are dealt with in accordance with the council's complaints procedure. There was also limited evidence that there is learning from the complaints made. A review of the complaints framework is to be undertaken by members of the Corporate Services Team – the first meeting of the project team was held on 12 November. Although the framework requires review it should be noted the level of formal complaints is low, as reported to O&S Committee on a six monthly basis.

PRIORITY: USE RESOURCES EFFECTIVELY AND EFFICIENTLY

Objective: 3. Provide customer focused services measured by output against customer needs

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
c) Put in place systems and procedures to enable consistent, high quality customer service.	1. Monitor implementation of high quality customer service systems	Group Manager Corporate Services	☺	The customer services review is complete and has brought in a number of improvements such as ensuring the team is structured to meet work demands, processing of key transactions on a daily basis, promoting self-service, re-direction of Revenues and Benefits telephone calls etc. Although the review is complete longer term projects have been identified to ensure the highest level of customer service is maintained. For example, corporate customer care standards have been drafted, maximising the use of the advice and information centres and having in place a channel shift strategy. An action within the Corporate Services service plan for 2015/16 is to look at undertaking another resident's satisfaction survey. If approved, the survey would take place in the early part of 2016/17.

Objective 4. Regularly review the effectiveness of customer focused services

ca) Implement a programme of strategic service reviews and review potential partners for joint service delivery opportunities	1. Monitor programme and outcomes of reviews	CLT	✓	The programme of service reviews has been established and these include customer services (complete), Development Control and Environmental Health (in progress) and Human Resources (to be commenced). In addition to the programme, joint service delivery opportunities are considered such as the expansion of One Legal and Building Control.
b) Undertake and complete a review of customer services	1. Monitor delivery of the review	Group Manager Corporate Services	✓	The review was facilitated by ICE consultancy who provided similar support to the Revenues & Benefits review. The customer services review is now complete and signed off by management team. Outcomes from the review include: successful transition of garden waste database (14,000) from deport services, re-alignment of staffing structure to meet demand peaks, more effective work planning, deletion of 0.5FTE, integration of team to the 1 st floor etc. Following this work we are now in a position to draft a new customer services strategy. An O&S workshop will be held early in the new year to provide more detailed feedback on the review and to consider the strategy.

PRIORITY: USE RESOURCES EFFECTIVELY AND EFFICIENTLY

Objective 4. Regularly review the effectiveness of customer focused services

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
c) Review customer feedback systems in service areas to ensure there is a consistent and appropriate approach	1. Monitor and review feedback obtained from services	Group Manager Corporate Services		This was a recommendation from the LGA peer challenge team. Dialogue with services will commence as part of the development of the customer services strategy. The service reviews undertaken in Revenues & Benefits, Customer Services and the current Environmental Health and Development Review have been undertaken with a strong customer focus emphasis to them.

PRIORITY: PROMOTE ECONOMIC DEVELOPMENT

Objective 1. Promote Tewkesbury Borough to attract large scale businesses

3 4 a) Develop a targeted campaign to attract inward investment.	1. Monitor development of campaign	Group Manager Development Services	☺	<p>Inward Investment campaign work developed by using some of the Flood Support Grant which was agreed by Business, Innovation and Skills (BIS).</p> <p>Design agreed for the inward investment branding and the website is currently under development. Launch is proposed for the new year.</p> <p>A number of businesses have already signed up to 'Tewkesbury Knights' and will act as ambassadors for the area, promoting it as a location for business. They will also feature on the investment website.</p>
b) Respond to enquiries for employment land and premises using online property search system.	1. Examples of responses particularly successful ones	Group Manager Development Services	☺	<p>Providing ongoing support through the Co-star property search system, enquiries have included:</p> <ul style="list-style-type: none"> • Small start-up office and workshop space. • Industrial premises - 2500 – 3000 sq. ft. • Yard space of up to 5 acres



PRIORITY: PROMOTE ECONOMIC DEVELOPMENT

Objective 2. Provide support to help new start ups, young and growing businesses

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
a) Deliver year four of the Business Support Grant Scheme.	1. Number and value of grants awarded	Group Manager Development Services	☹️	<p>Due to elections, purdah and induction of a new panel member during this quarter, the scheme was temporarily put on hold.</p> <p>Four grants were awarded in this quarter totalling £1480.75. An article promoting the grant scheme will appear in the next edition of the Borough News.</p> <p>The scheme is being reviewed by the Overview and Scrutiny Working Group, tasked with reviewing the Economic Development and Tourism Strategy.</p>
b) Organise events to strengthen relationships with key employers in the borough.	1. Number of events held, numbers attending and general effectiveness of events	Group Manager Development Services	😊	<p>Two successful business events were held in September and focused on Tewkesbury and the flood affected areas of the borough. Information was provided on the roll out of the place promotion and investment work, being funded through the Flood Business Support Fund, as well as presentations on the J9 Growth Zone and business support. The two events attracted over 100 attendees.</p>
c) Work with partners to support business start-ups through training, mentoring initiatives and enterprise clubs	1. Number of training, mentoring initiatives, enterprise clubs and business start- ups supported.	Group Manager Development Services	😊	<p>Number of training, mentoring, workshops, enterprise clubs and start-ups supported since April 2015,</p> <ul style="list-style-type: none"> • 21 businesses attended enterprise clubs • 12 businesses attended 2 day start-up training courses • 23 businesses are on the New Enterprise Allowance (NEA) Programme. • 98 business advice meetings. • 67 businesses attended half-day and open programme workshops. • 27 delegates attended an in-house training skills course. • 10 businesses attended a Gloucestershire Enterprise organised networking event.

PRIORITY: PROMOTE ECONOMIC DEVELOPMENT

Objective 3. Work with the Local Enterprise Partnership (LEP) to promote economic growth

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
a) Work with the LEP to initiate projects identified in the Strategic Economic Plan (SEP) and the Structural and Investment Fund Strategy.	1. Implementation of projects.	Group Manager Development Services		<p>Projects are currently emerging from the SEP and bids for potential funding at a local level and are being prepared.</p> <p>The following projects are currently being promoted to the business community in the Borough:</p> <p>The LEP issued ‘call out’ for rural tourism businesses project, this has been promoted within the local area. Worked with FlyUp417 to submit application.</p> <p>A meeting has been arranged to look at how the council offices could host a growth hub business support centre.</p> <p>Supporting LEP with promotion of The Apprenticeship Clearing House - a project emerging from the SEP.</p>
b) Work with partners, including Cotswold Tourism, to promote the borough to visitors	1. Monitor delivery of promotional campaigns and projects.	Group Manager Development Services		<p>Continuing to work with Cotswold Tourism to promote the borough to visitors. Cotswold Tourism is now set up as a company and a new Digital Marketing Manager has been employed. The council is currently working alongside Cotswold Tourism to create a new website for the Cotswolds along with producing joint marketing materials. The new website is due to be launched in early December which will give Tewkesbury a huge boost.</p> <p>A new Chief Executive has recently been employed to take Cotswolds Tourism forward – he is very keen to work with Local Authorities and to develop partnership working.</p> <p>Using the Flood Support Grant, the new ‘Discover Tewkesbury’ brand has been developed with many local partners. It has been widely praised within local groups and communities. Tourist Information Posts are in the process of being replaced across borough. Work is also being carried out with Winchcombe to develop their marketing of the town.</p>

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PRIORITY: PROMOTE ECONOMIC DEVELOPMENT

Objective 3. Work with the Local Enterprise Partnership (LEP) to promote economic growth

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
<p>c) To develop initiatives with partners to enhance the vitality of the retail centres in the borough.</p>	<p>1. Monitor development of partnership initiatives</p>	<p>Group Manager Development Services</p>	<p>☺</p>	<p>Successful delivery of High Street Food and Art Market in August – along with successful monthly Farmers’ Market.</p> <p>Using Flood Support Funding a programme of marketing and investment initiatives have been developed to promote Tewkesbury town. Ongoing delivery of Mosaïque place promotion and investment work. Delivery of the Discover Tewkesbury, public/visitor facing website is proposed for December.</p> <p>Other projects include a series of campaigns due to be launched early in 2016 and a series of leaflets. The Tewkesbury town centre Tourist Information points have been delivered and have had positive feedback.</p> <p>Town centre businesses also actively engaged in mentoring work provided by Gloucestershire Enterprise and digital marketing courses being developed.</p>
<p>d) Work with the newly formed Tewkesbury Town Regeneration Partnership (TTRP) to progress the regeneration of Tewkesbury Town.</p>	<p>1. Monitor delivery of the masterplan</p>	<p>Group Manager Development Services</p>	<p>☺</p>	<p>Projects continue to be developed with significant advancements with the Missing Link project following the successful application for funding via the Gloucestershire Environmental Trust (GET). Work to enhance the Riverside Walk started on 12 November. With the frontage being worked on first. Currently there is a lead time of 16 weeks for the desired bricks; these are scheduled to be laid in February. The walkway will be officially open once the railings are installed. Subject to adverse weather conditions, it is hoped this will be completed this financial year.</p> <p>Another bid has been submitted to GET for the shortfall in the Heritage Walks & Interpretation project. It is expected to hear back in November as to the success of this bid.</p> <p>A working group has been set up to look at the development principles of Spring Gardens/Oldbury Road, hoping to formulate a proposal in readiness for the closure of Cascades in Summer 2016.</p> <p>DTZ are continuing to be used for assistance with the larger projects as part of the Masterplan.</p>

				The TTRP continues to communicate to stakeholders via the newsletter and website.
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PRIORITY: PROMOTE ECONOMIC DEVELOPMENT

Objective 3. Work with the Local Enterprise Partnership (LEP) to promote economic growth

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
e) To encourage rural economic growth through the LEADER project.	1. Monitor the delivery of the programme	Group Manager Development Services	☺	Preparation is underway for a programme launch in mid to late November – subject to Defra’s confirmation. A press release, promotional leaflet and a website are being finalised. The first meeting of the Local Action Executive Group was held in September and a Chair was elected. A part time Admin Assistant has been appointed to support the Programme Manager. It is anticipated this role will operate across both areas.

Objective 4. Ensure the core strategy makes provision for sufficient employment land

a) Ensure policies in the Joint Core Strategy encourage business development	1. Monitor development of policies	Group Manager Development Services	☺	Joint Core Strategy (JCS) Submission November 2014 includes the following: Ambition 1 – A Thriving Economy The ambition is underpinned by the following strategic objectives: - 1- Building a strong and competitive urban economy 2- Ensuring vitality of town centres 3- Supporting a prosperous rural economy
b) Ensure employment provision that meets the needs of growth sectors and addresses gaps in provision.	1. Monitor development of core strategy	Group Manager Development Services	☺	Employment provision in Joint Core Strategy (JCS) Pre Submission supports about 28,000 new jobs up to 2031 and 84 ha of employment land across the JCS area, 20 ha of which is replacement employment land at MoD Ashchurch. Further to the Inspector’s requests at the examination, additional work is being progressed to provide a ‘policy on’ approach to employment land supported by an economic and tourism strategy.

PRIORITY: IMPROVE RECYCLING AND CARE FOR THE ENVIRONMENT

Objective 1. Focus on continuous improvement in recycling and waste collection

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
a) Work with partners to ensure the optimum delivery of our waste and recycling services, street care and green spaces	1. Monitor progress and implementation of project milestones	Group Manager Environmental and Housing Services	☺	Partnership work is progressing well with reviewing the current collection method prior to procurement of a new fleet of vehicles. Currently the Joint Waste Team, Ubico and Tewkesbury Borough Council are being supported through this process by a consultant. Progress reports on this will be going through the Transform Working Group, with reports going to Executive Committee and Full Council at the appropriate stages.
b) Implement a framework for client monitoring of the Ubico contract	1. Performance Monitoring schedule	Group Manager Environmental and Housing Services	✓	Framework in place and working well. Customer Service Staff meet fortnightly due to issues which have been resolved. Joint Waste Team carries out monthly monitoring. First quarterly Environmental Services performance monitoring meeting took place on 27 August 2015. A six month performance report was taken to O&S committee on 20 October with the next review due to be taken to O&S in April 2016.

Objective 2. Work towards achieving the 60% recycling target

a) Promote waste minimisation and aspire to increase our recycling rate through the working with our residents and communities on promotional campaigns.	1. Reduction in total tonnage of household waste arising which has been sent to landfill	Group Manager Environmental Health and Housing Services	☹	<p>Waste to landfill has increased slightly with a 1-2 kg/hh per month increase. This will in part be due to due to a fortnightly recycling load being taken to landfill due to potential needle contamination. This recycling is not processed at the MRF due to the high risk of needles being found repeatedly and the contractor refusing to process it. This equates to approximately 20 tonnes per month. A team is currently working with stakeholders to try to combat the issue. There is also a slight increase in waste to landfill which is occurring nationally and fairly common place and following the recovery from a recession and progressive economic growth and an increase in consumerism. Although no data is currently available it is believed that the food waste stickering campaign has increased food waste recycling which will not be sent to landfill. This data will be available for Q3.</p> <p>Please see the quarter 2 report relating to LPI outturn figures (Appendix 2).</p>
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	2. Increase in % of household waste recycled		☹️	The recycling rate is impacted by the loss of recyclate as outlined above in two ways because it is a loss of tonnage being processed and recycled and it is then sent to landfill which increases the tonnage. The impacts of the dry growing season will have an impact on the year's performance. A reduction in 130 tonnes of garden waste in Q1 (compared to the year before) due to the dry weather will be very difficult to catch up throughout the year. Please see the quarter 2 report relating to LPI outturn figures (Appendix 2).
	3. Number of promotional campaigns		😊	Food Waste Campaign, whilst we do not have the data on increased food waste, information to date does show at least a 20% increase. A double page spread for Christmas recycling in the Tewkesbury Borough News.

PRIORITY: IMPROVE RECYCLING AND CARE FOR THE ENVIRONMENT

Objective 3. Focus on continuous improvement in street cleansing

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
40 a) Raising awareness of enviro-crimes issues such as dog fouling.	1. Monitor delivery of awareness campaign	Group Manager Environmental Health and Housing Services	😊	<p>Parishes continue to respond to the high profile that Tewkesbury Borough Council places on enviro crimes reduction, for example continuing to enquire about our promotional materials and working together to combat "hotspots". Dog fouling posters designed in house are now freely available from our website. Parishes are also informing us of actions they are taking.</p> <p>Two fixed penalty notices have been issued as a deterrent, including for littering and fly tipping which we are reporting where appropriate through traditional and social media. This quarter another dog fouling offence was witnessed and the dog owner fined – the fine has been paid.</p> <p>The Paws on Patrol scheme continues to recruit new people, with the total now being 97; Tewkesbury Borough Council works with the police to promote summer events and all new members have been issued with the Paws on Patrol pack.</p>

PRIORITY: IMPROVE RECYCLING AND CARE FOR THE ENVIRONMENT

Objective 3. Focus on continuous improvement in street cleansing

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
b) Ensure we are responsive to customer complaints	1. Reduction in number of complaints and subsequent learning from complaints received	Group Manager Environmental Health and Housing Services	☺	Complaints were received regarding the decision made not to print and deliver waste calendars. We have listened, and calendars will be going out to every household at the beginning of November.

Objective 4. Promote activities to reduce litter and fly tipping

41 a) Undertake promotional campaigns and raise awareness to reduce the level of litter and fly-tipping	1. Deliver successful promotional campaign	Group Manager Environmental Health and Housing Services	☺	<p>A review undertaken by an Overview and Scrutiny working group to consider the approach in tackling environmental crimes.</p> <p>Recommendations from the review centred on prevention, education and awareness. An update on work undertaken for the Enviro-Crime Review Monitoring Report was reported to O&S Committee on 13 January 2015. For example, the use of portable signage within hot spot areas, these will be a number of enviro-crime prevention signs. We hope this will help reduce the level of enviro crimes being committed within the area.</p> <p>Preparation work has started for Churchdown's 'Day of Action' in November. The aim is to have a number of officers working with the local parish to raise awareness/ help with the following:</p> <ul style="list-style-type: none"> • Issues relating to dog fouling • Issues relating to littering and fly tipping • A 'drop-in' information stand in GL3 • Officers to patrol the streets • Talking to dog walkers • Tackle a local eyesore in partnership with the parish council, MoD and Severn Vale Housing Society which has been the victim of long term fly tipping.
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	2. Reduction in the number of enviro crimes		See LPI Table	This is measured through a performance indicator – see attached LPI report (Appendix 2).
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PRIORITY: IMPROVE RECYCLING AND CARE FOR THE ENVIRONMENT

Objective 4. Promote activities to reduce litter and fly tipping

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
b) Continue to support the Volunteer Litter Picking Scheme	1. Develop action plan and support scheme.	Group Manager Environmental Health and Housing Services	☺	The scheme is going from strength to strength. We now have 183 volunteers. A number of volunteers recently came together to help Tewkesbury in Bloom with a sweep up before the judges came through. An annual event is to be held on 9 Dec where all volunteer litter pickers will be invited to attend. Membership cards will be issued during this event, as there was a request for this last year.
46) Work with community groups to assist in reducing litter at community events	1. Promote awareness within communities	Group Manager Environmental Health and Housing Services	☺	<p>There were six community litter picks during the period of 1 July – 30 September 2015. These were as follows:</p> <p>July (2 events)</p> <ul style="list-style-type: none"> • Tewkesbury Medieval Festival Parade • Shurdington Community Weeding Clear-up <p>August (3 events)</p> <ul style="list-style-type: none"> • Tirley Volunteers Garden Waste Clear-up • Winchcombe Country Show • Cheltenham and District Dog Training Club's Annual Obedience Dog Show <p>September (1 event)</p> <ul style="list-style-type: none"> • Ashleworth Annual Village Show

PRIORITY: IMPROVE RECYCLING AND CARE FOR THE ENVIRONMENT


Objective 5. Continued work with partners to provide flood resilience measures

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
<p>a) Work with areas prone to flooding to build community resilience.</p>	<p>1. Monitor development of resilience initiatives</p>	<p>Group Manager Environmental Health and Housing Services</p>	<p>☺</p>	<p>The Tewkesbury Flood Project is jointly funded between this council and GRCC for a support worker to assist with improving community resilience. The project has been successful in providing support to a number of local communities to increase resilience to flooding.</p> <p>A major previously reported success was the officer's work in promoting the Repair & Renew grant. Work has started in promoting a forthcoming scheme concentrating on surveys for individual property flood protection.</p> <p>The support worker is planning a further training workshop for parish flood wardens in partnership with the Environment Agency, GCC Civil Protection Team and the National Flood Forum.</p>
<p>43 b) Advise and signpost local communities when applying for external funding for flood resilience measures.</p>	<p>1. Monitor number advised and funding gained.</p>	<p>Group Manager Environmental Health and Housing Services</p>	<p>☺</p>	<p>Delivery of the following projects is monitored by the Flood Risk Management Group and reported to the O&S committee on a quarterly basis. The following is a brief summary of 'live' projects.</p> <p>Tirley: Flood attenuation measures (reopen an outfall into the river and install upstream flood attenuation measures). Funding available: £135,000, planned completion date: Winter 2015.</p> <p>Chaceley: Diversion of drainage channel & reopening outfalls. Funding available: £45,000, planned completion date: Spring 2016.</p> <p>River Severn communities: Property survey work to support a current Environment Agency grant bid. Funding available: £40,200, planned completion date: Spring 2016.</p> <p>The Tewkesbury Flood Project has helped both individuals applying for the Repair and Renew flood grant (ended June 2015, final total £572,571) and communities to put together larger grant application bids.</p> <p>Surface Water Management Plans in Bishop's Cleeve and Woodmancote have identified a range of measures including diversion, storage and property protection. The council is supporting Gloucestershire County Council in flood defence grant fund bids</p>

estimated at £1m in total, with the initial package of works being approved in association with the parish council. These options will be worked up, with detailed design to follow. These are long term plans with an estimated completion date of 2020.


PRIORITY: IMPROVE RECYCLING AND CARE FOR THE ENVIRONMENT

Objective 5. Continued work with partners to provide flood resilience measures

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
44 c) Work with areas prone to flooding to build community resilience.	1. Monitor development of resilience initiatives	Group Manager Environmental Health and Housing Services		<p>The Tewkesbury Flood Project is jointly funded between this council and GRCC for a support worker to assist with improving community resilience. The project has been successful in providing support to a number of local communities to increase resilience to flooding.</p> <p>A major previously reported success was the officer's work in promoting the Repair & Renew grant. Work has started in promoting a forthcoming scheme concentrating on surveys for individual property flood protection.</p> <p>The support worker is planning a further training workshop for parish flood wardens in partnership with the Environment Agency, GCC Civil Protection Team and the National Flood Forum.</p>

PRIORITY: PROVIDE CUSTOMER FOCUSED COMMUNITY SUPPORT

Objective 1. Support and promote joint working arrangements with Gloucestershire County Council's Child and Family Support Services, Gloucestershire Constabulary and other agencies to achieve better outcomes for resident

a) Progress the Families First Programme to deliver a multi-agency response to the issues faced by families in challenging circumstances.	1. Monitor progress of the locality based approach, outcomes generated and target delivery	Group Manager Environmental Health and Housing Services		<p>Families First Plus is now considered to operate as part of the 'normal' service provided by GCC, rather than a distinct project. Target for 2015-2020 is to work with approximately 300 families within the borough. Numbers of families being worked with continue to increase and the widening of criteria has helped bring more families in to the programme and also more agencies that are able to provide support. Key issues coming forward are around mental health and domestic abuse and work is ongoing to get mental health agencies to become part of the programme. Figures have yet to be released in relation to how many families have been worked with so far this year.</p>
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PRIORITY: PROVIDE CUSTOMER FOCUSED COMMUNITY SUPPORT

Objective 1. Support and promote joint working arrangements with Gloucestershire County Council's Child and Family Support Services, Gloucestershire Constabulary and other agencies to achieve better outcomes for residents

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
b) Seek additional partners to increase the number of organisations operating from our public service centre at the council offices	1. Number of additional partners located in the public services centre	Group Manager Finance and Asset Management	☺	No additional partners have been located in the public services centre within quarter two. However it was reported within last quarter a further three partners (Severn Vale Housing, Bromford Housing and Fire & Rescue Service) were integrated into the Public Services Centre in the last 12 months taking the total number to seven organisations operating from this base on a regular basis.
45 c) Work in partnership with Citizens Advice Bureau to provide better outcomes for our residents.	1. Monitor effectiveness of outcomes	Group Manager Development Services	☺	<p>Of the 684 clients seen in the first two quarters of the year, heaviest demand has been from residents in Brockworth (16%), Priors Park (12%), Cleeve St Johns (8%), Cleeve St Michaels (8%) and Northway (7.5%). The five wards represent 50% (340) of clients seen.</p> <p>1,243 enquiries were made over the first two quarters. The highest level of demand over the period has been for advice and support with benefits, debt, employment, relationship breakdowns and housing.</p> <p>Over the period 40% of clients had disabilities and/or suffer from a long term illness with 8% of their clients having a mental health issue.</p> <p>£122,551 financial gains have been made over the first two quarters for clients seen by the CAB. This equates to twice that of the grant given for the whole year.</p>
Objective 2. Simplify and standardise business processes for the benefit of customers				
a) Use our public services centre to adopt a one-stop-shop approach to customer service.	1. Monitor development of the one-stop-shop approach	Group Manager Corporate Services		The public service centre has developed significantly over the last 12 months with an increased number of partner agencies within the building and examples of good partnership work emerging. There is potential to develop this further through the introduction of additional public service partners which would provide the opportunity for more integrated working particularly through improvements to the reception area. Strategic discussions are ongoing to move this forward.

PRIORITY: PROVIDE CUSTOMER FOCUSED COMMUNITY SUPPORT

Objective 2. Simplify and standardise business processes for the benefit of customers

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
b) ICT to provide improved customer focus and improved experience when contacting the council.	1. Monitor delivery of ICT projects	Group Manager Corporate Services	☺	This has been particularly successful with self service activities such as garden waste renewals, reporting missed bins, payments etc. An internal working group has been set up towards developing a strategy for channel shift which will formalise the council's approach. A review of the council's website is also programmed for the second half of the year to ensure it remains customer focused and in particular is compatible with being accessed from mobile devices. A reporting and monitoring system is also being developed for more effective handling of complaints and Freedom of Information requests.

Objective 3. Work with Town and Parish Councils to deliver the localism agenda

46 a) Agree approach and programme of work for Community Infrastructure Levy	1. Monitor work programme	Group Manager Development Services	☺	<p>At the council meeting of 4 December 2012 members resolved to develop a draft Community Infrastructure Levy Charging Schedule and to establish a Member Working Group to oversee the development of the Community Infrastructure Levy (CIL). The group has been established and has been overseeing the first stage of a CIL the Preliminary Draft Charging Schedule (PDCS).</p> <p>The PDCS, which is based on the viability and infrastructure evidence prepared for the Joint Core Strategy, was approved for public consultation at a Council meeting on 14 April 2015. It is likely that further viability work will be required for the JCS. This work will inform the CIL rate we can levy on developments, this is to be ran parallel with the JCS and therefore will have an impact on the CIL timetable.</p> <p>A Viability Round Table Session (RTS) was held on 1 July 2015 to consider the viability appraisal work undertaken to support the JCS and where areas of agreement/ disagreement existed between the JCS authorities and the development industry.</p> <p>Public consultation on the Preliminary Draft Charging Schedule (PDCS) closed on 10 July 2015 and approximately 30 responses were received.</p> <p>The outcomes of the Viability RTS and the representations made in respect of the PDCS will be used to review whether any further viability</p>
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work is required to support this project. This viability work is being undertaken in November/December 2015.

PRIORITY: PROVIDE CUSTOMER FOCUSED COMMUNITY SUPPORT

Objective 3. Work with Town and Parish Councils to deliver the localism agenda

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
b) Develop a place programme of area working across the councils services	1. Monitor delivery of programme.	Group Manager Development Services	☺	The place programme is currently taking place in the East area and will be rolled out to the two other areas in the November 2015. We are also piloting smaller scale parish place approach with individual parishes, where required (in all other areas).
47 c) Provide appropriate support for neighbourhood planning and community led planning.	1. Monitor requests from Town & Parish Councils	Group Manager Development Services	☺	11 neighbourhood plans have been designated across 15 parishes. Neighbourhood Plans also form part of the statutory development framework. Officers are working closely with those parishes with designated neighbourhood plan status to ensure that a joined up approach to the Joint Core Strategy, Tewkesbury Borough Plan and neighbourhood plans occur so as to avoid policy conflict.
d) Enable the effective delivery of community led projects across the borough.	1. Type and diversity of projects delivered	Group Manager Development Services	☺	Three community development officers are continuing to work with a number of parishes. This is to ensure monies secured via S106 agreements are being spent accordingly on projects that have been planned, completed and still required. In addition if there is any S106 underspend, the officer's will help ensure there is evidence of need for use in other projects. Area East: <ul style="list-style-type: none"> • Working with Property and Legal to amend a licence for a Community Orchard at the Grangefield in Bishops Cleeve, to be taken on by Transition Cleeve • Working with Winchcombe Town Council with consultation guidance and info gathering to support funding applications for the Youth Activity Park • Working in partnership with Gloucestershire Constabulary on events for Domestic Violence Week, starting week of 23 November

Area South:

- Instigated a project between Brockworth community project and St. Georges Church to look at closer working/joint events, sharing facilities and redevelopment of grounds to be better accessed by the community
- Working with the armed forces to identify potential joint military/civilian projects to be put forward as bids to the new Armed Forces Community Covenant Fund. One potential project is redevelopment of sports changing facilities at Imjin Station Playing Field to enable expanded community use and potentially to become the home for Churchdown Panthers FC
- Working with University of Gloucestershire on COLA Project which is studying the effect of the transfer of assets from GCC to the community in Brockworth and Churchdown.

Area North West:

- Assisting Vision 21 and members of the Edible Garden Project to extend their license period and to increase the amount of physical space to the project for growing fruit and vegetables in the community of Priors Park.
- Assisting the volunteer based Ashchurch District Rail Promotion Group with developing their plans to enhance the offer at the railway station through a community garden project and through round table forums with the industry providers, planning team and economic development.
- Supporting various local community groups to find alternative accommodation ahead of being displaced from their current venue. The current deadline for the groups has been re-negotiated to buy the groups more time so as to avoid the loss of community services in the run up to the Christmas period.
- Assisting Ashleworth Parish Council and the local community groups within the parish to develop their case for enhanced community infrastructure as a result of recent planning applications.

PRIORITY: PROVIDE CUSTOMER FOCUSED COMMUNITY SUPPORT

Objective 4. Work with partners to reduce the level and perception of crime.

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
a) Support the delivery of projects agreed by the Community Safety Partnership	1. Monitor delivery of projects	Group Manager Environmental and Housing Services	☺	A workshop will be taking place on the 16 th November, to launch to partners a new Community Safety Partnership structure which will include Neighbourhood Groups and neighbourhood watch. This is being led by Tewkesbury Borough Council.
	2. Overall reduction in level of crime		See LPI Table	This is measured through a performance indicator – see attached LPI report (Appendix 2)
b) Work with statutory and voluntary agencies to address the issues of anti-social behaviour and environmental crime in our communities.	1. Monitor outcomes of ASB and environmental crime partnership working	Group Manager Environmental and Housing Services	☺	A Closure Order was obtained by Gloucestershire Constabulary working in partnership with Tewkesbury Borough Council for Vicarage Court due to anti-social behaviour. Two young boys responsible for setting light to hay bales on Tewkesbury Ham attended an awareness course at Skill zone in partnership with Gloucestershire Fire & Rescue.
	2. Reduction in reported anti-social behaviour incidents		See LPI table	This is measured through a performance indicator – see attached LPI report (Appendix 2)
	3. Reduction in reported environmental crime incidents.		See LPI table	This is measured through a performance indicator – see attached LPI report (Appendix 2)

PRIORITY: PROVIDE CUSTOMER FOCUSED COMMUNITY SUPPORT

Objective 5. Help support the health and well-being of our residents

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
<p>a) Work with partners to promote sports and leisure activities</p>	<p>1. Monitor activities being delivered</p>	<p>Group Manager Development Services</p>	<p>☺</p>	<p>The following working procedures, projects and programmes enable the Sports Development Officer (SDO) to promote Sport and Physical Activity throughout the Borough.</p> <ul style="list-style-type: none"> • SDO works on site at Active Gloucestershire, the County Sports Partnership (CSP) once or twice per month. • Advise on health and safety, promotion and equipment in dozens of Borough wide events including fun runs and Junior Football Festivals. • Work closely with the new leisure centre owners to develop use of the facility and increase participation in water based sports. • Keep the website search engine and social media updated with the boroughs sports clubs and activity classes by classification and area. <p>Within this quarter the SDO helped organise the following events:</p> <ul style="list-style-type: none"> • 6 Sept- Tewkesbury 10K run, which had nearly 500 runners take part. • 16 Sept and 17 Sept- around 300 primary school children and 200 senior school children took part in the Tag Rugby festival which was held at Newlands Park, Bishops Cleeve. This was where 8/9 rugby world cup players were involved with coaching and showing demos to the participants. This included Newcastle Falcons forward Nili Latu. • Every Saturday at 9am Tewkesbury parkrun attracts about 100 runners and 20 volunteers per week • 11 Oct- Pink fun run charity event was held at the Wheatpieces, for breast cancer which saw around 150 people.




PRIORITY: PROVIDE CUSTOMER FOCUSED COMMUNITY SUPPORT

Objective 5. Help support the health and well-being of our residents

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
b) Progress the work streams for a new leisure facility.	1. Monitor progress of the leisure facility project	Group Manager Finance and Asset Management	☺	The build of the new leisure centre is ahead of schedule and the new facility is expected to open within June 2016. The building is on target to be water tight during November and making good progress. All internal and external blockwork has been completed and elements of the plant equipment for the pool have been installed. Internal finishes have been agreed and the underfloor heating and tiling has now started.
51 c) Work with partners to deliver year three of the Health and Well-Being Strategy (2013-16).	1. Monitor progress in delivering Year 2 actions	Group Manager Development Services	☺	<p>New community funding officer appointed.</p> <p>New leisure centre on time and on budget. Resident tours held. Will work closely with the new leisure centre operators to develop use of the facility and increase participation.</p> <p>Social prescribing progressing well – 28 people referred through all GP practices in Tewkesbury town. Other clusters progressing well.</p> <p>Tag Rugby festivals at local clubs with World Cup players involved in coaching.</p> <p>Acting as scheme coordinator for all the borough's Walking For Health walking groups</p> <p>Tewkesbury Parkrun attracts over 100 runners and 20 volunteers per week.</p> <p>Encourage businesses to consider the health of their staff by introducing programmes like Workplace Challenge into the workplace.</p>

PRIORITY: DEVELOP HOUSING RELEVANT TO LOCAL HOUSING NEEDS

Objective 1. Develop a core strategy to meet current and future housing needs

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
a) Continue to deliver a Joint Core Strategy in accordance with the key milestones.	1. Monitor progress towards achieving the key milestones	Group Manager Development Services		<p>There has been an extensive programme of events to brief members supported by further progress on a joint evidence base.</p> <p>JCS: A key milestone was reached in November 2014 when the Submission plan was submitted to the Secretary of State. From this point onwards the short term progress of the JCS will be largely determined by the Planning Inspectorate. An independent examiner has commenced a series of hearing sessions to consider the plan and the representations made to it. The hearing sessions have been ongoing since May 2015 and are expected to continue through to Spring 2016.</p> <p>Each of the JCS authorities will consider main modifications to the plan at individual Council meetings prior to a statutory period of public consultation and then adoption later in 2016.</p>
b) Continue to deliver the Tewkesbury Borough Local Plan in accordance with key milestones.	1. Refresh of the plan	Group Manager Development Services		<p>To support the preparation of the Tewkesbury Borough Plan, a series of Member presentations have been held regarding both plan content and also the supporting evidence base.</p> <p>The Draft Tewkesbury Borough Plan was subject to public consultation between 27 February and 13 April 2015.</p> <p>The timetable of the Tewkesbury Borough Plan is inextricably linked to the progress of the strategic, higher level joint Core Strategy, to which the Tewkesbury Borough Plan looks for the overall scale of development and spatial strategy.</p>
c) Ensure policies in the Joint core strategy allow delivery of affordable housing for local needs.	1. Monitor delivery and outcomes of the policies	Group Manager Development Services		<p>The development of the JCS will provide strategic development plan policies which will be used to deliver affordable housing. A set of comprehensive, evidence based policies are contained within the Submission version of the JCS.</p>

PRIORITY: DEVELOP HOUSING RELEVANT TO LOCAL HOUSING NEEDS

Objective 2. Promote initiatives to make quality housing more affordable and accessible


Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
a) Work in partnership with developers and registered providers to deliver a variety of affordable homes in all areas of the borough	1. Number and type of affordable homes delivered.	Group Manager Environmental & Housing Services	See LPI table	This is measured through a performance indicator – see attached LPI report (Appendix 2).
53 b) To deliver a programme of affordable homes in partnership with parish councils, developers and registered providers to meet the needs of clients in rural communities.	1. Monitor development of a programme that meets clients' needs	Group Manager Environmental & Housing Services	☺	Two planning applications are in the system for Minsterworth and Sandhurst rural exception projects to meet local housing need. Further work is being undertaken in Ashleworth, Shurdington, Staverton, Twigworth, Down Hatherley and Norton to bring out new affordable homes in rural areas.

Objective 3. Work with all stakeholders to promote specific housing types to meet defined shortages


a) Identify an interim housing requirement to monitor the five year supply of housing land	1. Monitor progress of identifying the housing requirement	Group Manager Development Services	☺	<p>Housing and land monitoring completed for 2014/15 and the annual monitoring report is now published. This includes a latest five year housing land supply position based on the objectively assessed need set out within the Submission JCS.</p> <p>The weight to be afforded to the approach taken will be subject of further discussions with the Planning Advisory Service and the Planning Inspectorate.</p>
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PRIORITY: DEVELOP HOUSING RELEVANT TO LOCAL HOUSING NEEDS

Objective 3. Work with all stakeholders to promote specific housing types to meet defined shortages

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
54 b) Work with social housing tenants with specific housing needs to move to appropriate accommodation.	1. Number of housing tenants moved to appropriate accommodation	Group Manager Environmental & Housing Services		Work is ongoing with housing benefit to contact all applicants on discretionary housing payments as a result of under occupation in the social housing sector to offer housing options. A data sharing agreement is currently with legal services to enable housing services to access housing benefit records to facilitate this. This agreement will facilitate a more comprehensive and rapid contact of recipients. 38 properties were let through Choice based lettings during quarter two, of which: <ul style="list-style-type: none"> • 5 had no housing needs • 33 properties were let out to households with specific housing needs. 11 of these properties were let to existing social housing tenants. These are broke down as follows: <ul style="list-style-type: none"> • 6 properties were let due to significant overcrowding. • 1 property was let due to significant medical needs. • 3 properties were let due to major overcrowding. • 1 property was let due to urgent medical needs.

Objective 4. Improve the quality of the housing stock

a) Deliver private sector home improvements through the Warm and Well Scheme and through promotion of the governments Green Deal.	1. Promotion of scheme and value of grants delivered	Group Manager Environmental & Housing Services		The Warm & Well scheme is a long established partnership of local authorities in Gloucestershire and South Gloucestershire and managed by Severn Wye Energy Agency (SWEA). The Warm and Well scheme offers free advice on saving energy and can help older people claim a grant towards the cost of insulation, so reducing fuel poverty and health problems. The types of assistance available have recently changed, including removal of the national Green Deal. The Central Heating Fund (CHF) is a government programme designed to support local authorities to deliver first time central heating systems to their fuel poor households. It is an important part of the government's new fuel poverty strategy. A bid from a consortium of Gloucestershire
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				<p>authorities, including Tewkesbury Borough Council, was successful and were awarded £3.2 million.</p> <p>SWEA will be delivering the scheme which should complement the Warm & Well scheme, the priority being to target homes which are currently heated by 'off peak' electric systems, and replace them with gas central heating using modern energy efficient condensing combination boilers.</p> <p>Headline figures for Tewkesbury borough during quarter 2 are:</p> <ul style="list-style-type: none"> • 30 enquiries received by Warm and Well • 2 home visits completed • 5 energy efficiency measures • 5 installed properties improved • 3 events & briefings attended
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PRIORITY: DEVELOP HOUSING RELEVANT TO LOCAL HOUSING NEEDS

Objective 4. Improve the quality of the housing stock

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
b) Work with Public Health to develop new approaches to enablement and adaptations for disabled people.	1. Number & value of grants delivered	Group Manager Environmental & Housing Services	☺	Between 1 July and 30 September 2015, a total of 27 grants have been approved to a value of £111,488.
	2. Monitor development of new approach		☺	<p>The first meeting of the Overview and Scrutiny Committee Disabled Facilities Grant Working Group was on 24th September 2015, the outcome of which was reported to the O&S meeting on 20th October 2015. The next meeting of the group is planned for 30th November 2015. Officers continue to participate in the Gloucestershire Disabled Facilities Grant Forum which is inputting to how the government's new Better Care Fund will be spent locally.</p> <p>Through the council's involvement with the Safe at Home, home improvement agency contract officers are currently involved in discussions regarding the possible shape of any future contract.</p>

Key Performance Indicators 2015-16 Quarter 2 Progress Report

Key:

Traffic light icons:

- ☺ PI on or above target
- ⊖ PI below target but likely to achieve end of year target
- ⊗ PI significantly below target and unlikely to achieve target

■ Data not available or required to report

Direction of Travel - comparing current performance with previous years outturn

KPI no.	KPI description	Outturn 2014-15	Target 2015-16	Outturn Q1 2015-16	Outturn Q2 2015-16	Outturn Q3 2015-16	Outturn Q4 2015-16	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
State of the borough indicators											
56 1	Employment rate 16-64 year olds	78%	■	83.7%	■	■	■	■	■	This is higher than the county rate of 79.2% and national rate of 72.7%. Source ONS (Apr 2014 – March 2015)	Leader Member Economic Development / Julie Wood
2	Claimant unemployment rate	1%	■	1%	1%			■	■	This quarter 1% represents a claimant count of 516, which is a slight rise from Q1 figure of 497 This is lower than the county rate of 1.1% and the UK rate of 1.8%. Source ONS September 2015.	Lead Member Economic Development / Julie Wood

Key Performance Indicators 2015-16

Quarter 2 Progress Report

Appendix 3

KPI no.	KPI description	Outturn 2014-15	Target 2015-16	Outturn Q1 2015-16	Outturn Q2 2015-16	Outturn Q3 2015-16	Outturn Q4 2015-16	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
3	Benefits caseload: a) Housing Benefit b) Council Tax Support	4056 4785		4,092 4,721	4,079 4,705					The number of housing benefit and council tax support claims are falling although the drop is not significant.	Lead Member Finance and Asset Management / Richard Horton
4	Number of anti-social behaviour incidents	2508		621	1287			↑		There were 666 reported incidents in Q2. The total ASB incidents of 1287 compares to 1467 incidents for the same period last year. The 12 month rolling to October confirms a 10.79 decrease overall.	Lead Member Community/ Val Garside
5	Number of overall crime incidents	2673		782	1530			↓		748 overall crime incidents were reported within Q2. The total crime incidents of 1533 compares to 1348 incidents for the same period last year. The 12 month rolling total to October confirms a 8.03 increase overall.	Lead Member Community/ Val Garside
6	Total number of homeless applications presented	124		35	25					Q2 has seen a decrease in the number of homeless applications presented compared to Q1 2015/16 and last year Q2 where it was reported at 32. This is thought to be as a result of the total number of active applications on the housing register increasing (see KPI No. 8).	Lead Member Health and Wellbeing/ Val Garside

Key Performance Indicators 2015-16

Quarter 2 Progress Report

Appendix 3

KPI no.	KPI description	Outturn 2014-15	Target 2015-16	Outturn Q1 2015-16	Outturn Q2 2015-16	Outturn Q3 2015-16	Outturn Q4 2015-16	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
7	Total number of homeless applications accepted	88		17	12					Q2 shows a decrease in the number of homeless applications being accepted against Q1. Along with a significant decrease compared to Q2 last year where 26 applications were reported. It is believed this is due to the increase in numbers applying on the housing register.	Lead Member Health and Wellbeing/ Val Garside
58 8	Total number of active applications on the housing register	1729 928 -1 Bed 569 -2 beds 160 - 3 beds 54 - 4 beds 16 -5 beds 2 - 6 beds		1665 871 - 1 bed 563 - 2 bed 162 - 3 bed 57 - 4 bed 10 - 5 bed 2 - 6 bed	1782 941 - 1 bed 573 - 2 bed 196 - 3 bed 60 - 4 bed 12 - 5 bed -					The overall number of active applications on the housing waiting list has increased since Q1 by 117 applications. With the greatest need continuing to be one and two bed accommodation. The increase may be a contributory factor to the lower numbers of homeless applications and homeless prevention cases.	Lead Member Health and Wellbeing/ Val Garside

Key Performance Indicators 2015-16

Quarter 2 Progress Report

Appendix 3

KPI no.	KPI description	Outturn 2014-15	Target 2015-16	Outturn Q1 2015-16	Outturn Q2 2015-16	Outturn Q3 2015-16	Outturn Q4 2015-16	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
Council Plan Priority: Use resources effectively and efficiently											
9	Percentage of creditor payments paid within 30 days of receipt	93.71%	93.00%	94.54%	93.44%			↓	☺	The percentage has dropped slightly due to key people in other departments being on leave during the Summer; this meant a delay in passing the invoices to Finance for payment. Work is currently being undertaken with these departments to prevent these delays in future.	Lead Member Finance and Asset Management /Simon Dix
59 10	Outstanding sundry debt in excess of 12 months old	£49,735	£50,000	£39,450	£29,605			↑	☺	Work has been undertaken to identify old, uncollectable debts and these have been written off to reflect the true level of debt that the council has confidence in collecting.	Lead Member Finance and Asset Management /Simon Dix
11	Average number of sick days per full time equivalent	8.67	7.00	1.23	2.71			↑	☺	The number of sick days during this quarter is 251.6. Equating to 5.89 days per employee per year. The total number of days lost during Q1 and Q2 equates to 456.5.	Lead Member Organisational Development / Graeme Simpson

Key Performance Indicators 2015-16

Quarter 2 Progress Report

Appendix 3

KPI no.	KPI description	Outturn 2014-15	Target 2015-16	Outturn Q1 2015-16	Outturn Q2 2015-16	Outturn Q3 2015-16	Outturn Q4 2015-16	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
602	Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant	82.05%	80%	75%	65.22%			↓	☹	<p>The outturn is based on a low number of applications. Increased numbers of applications and the constant stream of major housing and commercial applications are having a significant effect on the ability to turn applications around within the target timescales, even with extensions of time agreed with the applicant.</p> <p>Performance is also affected by the ongoing Review of Planning which is taking up officer resource. A desired outcome from the review is to improve turnaround times of applications which will help us to achieve targets.</p> <p>The Development Manager is looking at all options for increasing capacity within the team. Recruitment is proving difficult in both the public and private sector and the consultancy market is being relied upon more and more in the public sector in particular to help meet customer demand.</p>	Lead Member Built Environment/ Julie Wood
13	Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the applicant	90%	90%	70.91%	63.20%			↓	☹	See paragraph above relating to performance and recruitment.	Lead Member Built Environment/ Julie Wood

Key Performance Indicators 2015-16

Quarter 2 Progress Report

Appendix 3

KPI no.	KPI description	Outturn 2014-15	Target 2015-16	Outturn Q1 2015-16	Outturn Q2 2015-16	Outturn Q3 2015-16	Outturn Q4 2015-16	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
14	Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant	90.28%	90%	79.67%	74.17%			↓	☹	See paragraph relating to performance and recruitment in KPI no. 12.	Lead Member Built Environment/ Julie Wood
15	Average number of days to process new benefit claims	18.75	15.00	15.31	13.18			↑	☺	New claims processing has continued to improve. Our best performance so far. Q2 2014/15 it was reported to be 23.97 days.	Lead Member Finance and Asset Management /Richard Horton
16	Average number of days to process change in circumstances	10.51	10.00	7.21	7.02			↑	☺	Changes in circumstances, performance continues to improve, our best performance so far. Q2 2014/15 it was reported to be 14.09 days.	Lead Member Finance and Asset Management / Richard Horton
17	Percentage of council tax collected	98.03%	98.00%	29.43%	57.45%			↑	☺	Currently running above last year's collection rate of 57.28%. Have collected £670k more than we did this time last year.	Lead Member Finance and Asset Management / Richard Horton

Key Performance Indicators 2015-16

Quarter 2 Progress Report

Appendix 3

KPI no.	KPI description	Outturn 2014-15	Target 2015-16	Outturn Q1 2015-16	Outturn Q2 2015-16	Outturn Q3 2015-16	Outturn Q4 2015-16	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager																					
18	Percentage of NNDR collected	98.72%	98.00%	33.34%	49.42%			↓	☹	Collection rate is down on last year due to significant reduction in rateable value. This has resulted in business rates refunds causing an impact on the collection rate.	Lead Member Finance and Asset Management / Richard Horton																					
62 19	Total enquires logged by the Area Information Centres (AIC)	1539		514	876					<p>Enquiries received at the AIC's as follows for Q1 and Q2:</p> <table style="margin-left: 40px;"> <tr> <td></td> <td style="text-align: center;">Q1,</td> <td style="text-align: center;">Q2</td> </tr> <tr> <td>Bishops Cleeve:</td> <td style="text-align: center;">108,</td> <td style="text-align: center;">78</td> </tr> <tr> <td>Brockworth:</td> <td style="text-align: center;">235,</td> <td style="text-align: center;">156</td> </tr> <tr> <td>Churchdown:</td> <td style="text-align: center;">84,</td> <td style="text-align: center;">66</td> </tr> <tr> <td>Winchcombe:</td> <td style="text-align: center;">87,</td> <td style="text-align: center;">62</td> </tr> <tr> <td colspan="3" style="border-top: 1px solid black; padding-top: 5px;">Total:</td> </tr> <tr> <td></td> <td style="text-align: center;">514</td> <td style="text-align: center;">362</td> </tr> </table> <p>Total number of enquiries logged by the AIC are down from Q1 by 152, the summer holiday period being a contributing factor.</p>		Q1,	Q2	Bishops Cleeve:	108,	78	Brockworth:	235,	156	Churchdown:	84,	66	Winchcombe:	87,	62	Total:				514	362	Lead member Customer Focus/ Graeme Simpson
	Q1,	Q2																														
Bishops Cleeve:	108,	78																														
Brockworth:	235,	156																														
Churchdown:	84,	66																														
Winchcombe:	87,	62																														
Total:																																
	514	362																														
Council Plan Priority: Promote economic development																																
20	Number of business births	440 (2013 figure)								The 2014 figures should be released in November 2015.	Lead Member Economic Development /Promotion / Julie Wood																					
21	Number of business deaths	305 (2013 figure)								Source: ONS Business demography	Lead Member Economic Development /Promotion / Julie Wood																					

Key Performance Indicators 2015-16

Quarter 2 Progress Report

Appendix 3

KPI no.	KPI description	Outturn 2014-15	Target 2015-16	Outturn Q1 2015-16	Outturn Q2 2015-16	Outturn Q3 2015-16	Outturn Q4 2015-16	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
22	Number of visitors to Tewkesbury Tourist Information Centre (TIC)	34,077	31,500	9,441	13,272			↓	☹️	<p>Visitor numbers are officially down for the TIC, but due to increased lone working recording all the numbers is not as accurate. New ways are being researched to improve the recording of numbers.</p> <p>For the quarter we are over 700 visitors up on people visiting the Heritage Centre. This is thought to be as a result of the centre being free admission.</p>	Lead Member Economic Development /Promotion / Julie Wood
23	Number of visitors to Winchcombe Tourist Information Centre (TIC)	9,131	11,200	3,758	8,036			↑	☺️	Winchcombe has had a good summer and are on track to have a good year after last year's maintenance work on the Town Hall was being carried out. With an increase of 800 visitors compared to Q2 2014/15.	Lead Member Economic Development /Promotion / Julie Wood
Council Plan Priority: Improve recycling and care for the environment											
24	Percentage of waste recycled or composted	51.08%	52%	51.85%	51.68%			↑	☹️	A small percentage of recycling waste is currently being sent to landfill as a result of syringes being found in the waste. The Joint Waste Team, Ubico, Turning Point, Police and Housing Teams are currently working together to resolve this issue.	Lead Member Clean and Green Environment/ Val Garside
25	Residual household waste collected per property in kgs	428kg	450kg	112kg	223kg			↓	☹️		

Key Performance Indicators 2015-16

Quarter 2 Progress Report

Appendix 3

KPI no.	KPI description	Outturn 2014-15	Target 2015-16	Outturn Q1 2015-16	Outturn Q2 2015-16	Outturn Q3 2015-16	Outturn Q4 2015-16	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
64 26	Number of reported enviro crimes	1012	850	305	641			↓	☹️	<p>336 reported incidents for the Q2 period broken down as;</p> <ul style="list-style-type: none"> • Noise – 73 (69) • Dog fouling – 9 (12) • Fly tipping – 215 (205) • Abandoned vehicles- 39 (19) <p>(Q1 figures in brackets).</p> <p>Environmental health are taking positive steps to combat the issues, including promotion and enforcement, as detailed in the performance tracker.</p> <p>It is noted there were fewer enviro crimes reported this quarter against Q2 last year, 383.</p> <p>The increase in abandoned vehicles is not thought to be a local issue as there has recently been a slump in scrap metal prices due to the international decrease in demand for scrap metals.</p> <p>A recommendation from the enviro crimes working group was to receive quarterly information from town and parish councils on dog fouling complaints. A total of 25 complaints were received in Q2.</p>	Lead Member Clean and Green Environment/ Val Garside

Key Performance Indicators 2015-16

Quarter 2 Progress Report

Appendix 3

KPI no.	KPI description	Outturn 2014-15	Target 2015-16	Outturn Q1 2015-16	Outturn Q2 2015-16	Outturn Q3 2015-16	Outturn Q4 2015-16	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
Council Plan Priority: Provide customer focused community support											
27	65 Total number of people assisted within the borough by Citizens Advice Bureau (CAB)	1457		380	684					<p>Of the 684 clients seen in the first two quarters of the year heaviest demand has again been from residents in Brockworth (16% or 107 clients), Priors Park (12% - 80 clients), Cleeve St Johns 8% (57 clients), Cleeve St Michaels 8% (52clients) and Northway 7½% (44 clients). The 5 wards represent 50% (340) of clients seen.</p> <p>Some headlines:</p> <ul style="list-style-type: none"> • 71% of client's advice was given face to face in this quarter. • 87% of these were of working age • 40% of clients were disabled or suffering from long term illness. With 8% having mental health issues. <p>The five main areas where advice has been given this quarter are as follows:</p> <ul style="list-style-type: none"> • Benefits: 334 • Debt: 295 • Employment: 136 • Relationships: 112 • Housing: 105 	Lead Member Economic Development /Promotion / Julie Wood

Key Performance Indicators 2015-16

Quarter 2 Progress Report

Appendix 3

KPI no.	KPI description	Outturn 2014-15	Target 2015-16	Outturn Q1 2015-16	Outturn Q2 2015-16	Outturn Q3 2015-16	Outturn Q4 2015-16	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
28	Financial gain to clients resulting from CAB advice	£422,869		£59,317	£122,551					During the 6 months clients have benefitted from £122,551 of financial gains, of which £105,367 (86%) represent increases in disposable incomes.	Lead Member Economic Development /Promotion / Julie Wood
29	Food establishments in area broadly compliant with food hygiene regulations (%)	90.44%	94%	91.49%	91.97%			↑	☹️	<p>Although the target has not been achieved this quarter, the outturn continues a trend of improvement in the previous two quarters.</p> <p>During Q2 2015/16 the total number of known food premises has risen from 893 to 902 where the following was found:</p> <ul style="list-style-type: none"> • Broadly Compliant Commercial Premises - 829 • Non-compliant Commercial Premises - 40 • Un-rated Commercial Premises – 33 <p>With the un-rated commercial premises figure remaining the same as Q1, by Q3 this figure should be reduced.</p>	Lead Member Clean and Green Environment/ Val Garside

Key Performance Indicators 2015-16 Quarter 2 Progress Report

Appendix 3

Council Plan Priority: Develop housing relevant to local needs																	
KPI no.	KPI description	Outturn 2014-15	Target 2015-16	Outturn Q1 2015-16	Outturn Q2 2015-16	Outturn Q3 2015-16	Outturn Q4 2015-16	Direction of Travel	Traffic light icon	Comment	Portfolio Lead / Group Manager						
30 67	Number of affordable homes delivered	145	150	46	86			↑	😊	<p>We are currently on target to achieve 150 new build affordable homes this financial year.</p> <p>40 new build affordable homes this quarter have been delivered across the borough, of which:</p> <ul style="list-style-type: none"> • Brockworth (29) • Longford (9) and • Winchcombe (2) <p>Across the tenures as follows:</p> <table border="1"> <tr> <td>Social Rent</td> <td>9</td> </tr> <tr> <td>Affordable Rent</td> <td>23</td> </tr> <tr> <td>Shared Ownership</td> <td>8</td> </tr> </table>	Social Rent	9	Affordable Rent	23	Shared Ownership	8	Lead Member Health and Wellbeing/ Val Garside
Social Rent	9																
Affordable Rent	23																
Shared Ownership	8																
31	Total number of homeless prevention cases	94		44	36					<p>Although there has been a minor slippage on the number of cases since Q1, Q2 is still a positive quarter against this time last year where it was reported as 16 cases.</p> <p>The increase emphasis on the homeless prevention being carried out which is in line with the government guidance.</p>	Lead Member Health and Wellbeing/ Val Garside						

Appendix 4 - Analysis of Budget by Group Manager Unit

	Full Year Budget	Q2 Budget Position	Q2 Actual Position	Budget Under / (over) spend	Budget Variance %	Notes
Chief Executive	0	118,305	116,666	1,639	1	
Employees	233,103	116,399	113,540	2,859	2.5	
Premises	0	0	60	(60)	0.0	
Transport	2,280	1,142	1,177	(35)	(3.0)	
Supplies & Services	1,600	764	1,889	(1,125)	(147.3)	
Payments to Third Parties	0	0	0	0	0.0	
Support Services	(236,983)	0	0	0	0.0	
Income	0	0	0	0	0.0	
Deputy Chief Executive	0	58,213	58,000	213	0	
Employees	109,508	54,777	54,803	(26)	(0.0)	
Premises	0	0	0	0	0.0	
Transport	2,450	1,226	1,183	43	3.5	
Supplies & Services	3,300	2,210	2,014	196	8.9	
Support Services	(115,258)	0	0	0	0.0	
Income	0	0	0	0	0.0	
One Legal	0	559,202	543,720	15,482	3	
Employees	1,088,669	545,199	555,294	(10,095)	(1.9)	1
Premises	0	0	0	0	0.0	
Transport	26,280	12,400	5,709	6,691	54.0	
Supplies & Services	95,088	47,283	108,938	(61,655)	(130.4)	2
Payments to Third Parties	10,160	5,230	3,201	2,029	38.8	
Support Services	(270,279)	0	0	0	0.0	
Income	(949,918)	(50,910)	(129,422)	78,512	(154.2)	3
<p>1) The overspend on employee's is due to continuing to have unfilled vacancies in the section and therefore using locums to cover these vacancies.</p> <p>2) £50,163k overspend on Supplies and Services is related to disbursements, which is additional work that One Legal have undertaken in the first 6 months of the year. All of these additional costs are being recovered through Income, as costs are recharged back to the various clients. These leaves an overspend mainly on books and publications of £6k making up the remained, although it is expected that the budget for books will not overspend on the full year budget.</p> <p>3) After taking account of the additional income on disbursements, the additional income relates to additional work that One legal has done for UBICO and Cheltenham Leisure Trust</p>						
Democratic Services	1,686,891	432,712	415,363	17,349	4	
Employees	224,000	134,746	144,194	(9,448)	(7.0)	
Premises	0	5,107	5,107	0	0.0	
Transport	18,610	9,310	9,713	(403)	(4.3)	
Supplies & Services	549,519	266,064	247,082	18,982	7.1	4
Payments to Third Parties	30,106	19,444	14,101	5,344	27.5	
Support Services	862,297	0	0	0	0.0	
Depreciation	2,609	0	0	0	0.0	
Income	(250)	(1,959)	(4,834)	2,874	(146.7)	

4) The recent Borough elections alongside the Parliamentary election has meant that some costs have been shared with Central Government and so in year savings have been made.

Whilst individual lines continue to show variances, there is still some work to do to recode expenditure to show it against the correct heading and reduce the underspend on supplies and services.

Corporate Services	494,834	617,748	558,454	59,294	10	
Employees	844,510	422,239	375,190	47,049	11.1	5
Premises	0	0	0	0	0.0	
Transport	8,610	4,314	2,791	1,523	35.3	
Supplies & Services	389,343	169,537	169,100	437	0.3	
Payments to Third Parties	47,700	23,458	14,929	8,529	36.4	
Support Services	(836,598)	0	0	0	0.0	
Depreciation	45,769	0	0	0	0.0	
Income	(4,500)	(1,800)	(3,556)	1,756	(97.6)	

5) Corporate services is the reorganised Group from Business Transformation and Policy and Performance. Savings in staff costs have been recognised as the budget was set assuming that there would be two group managers in 2015/16. Also other staff vacancies have contributed to a saving. As posts in the new structure are being appointed, the total savings in staff costs over the remainder of the year is expected to reduce.

Environmental and Housing	3,876,850	1,665,308	1,618,891	46,417	3	
Employees	937,190	468,783	458,397	10,386	2.2	6
Premises	3,595	1,321	74	1,247	94.4	
Transport	37,100	18,560	17,141	1,419	7.6	
Supplies & Services	139,126	64,800	60,177	4,623	7.1	
Payments to Third Parties	3,737,739	2,157,141	2,163,821	(6,680)	(0.3)	
Support Services	591,530	0	0	0	0.0	
Depreciation	72,410	0	0	0	0.0	
Income	(1,641,840)	(1,045,297)	(1,080,719)	35,422	(3.4)	7

6) Underspend on employees relates to savings from staff on maternity leave and holding vacancies on staff posts. Some of the savings have been used to pay contractors to cover the vacancies, but the overall position continues to show a surplus.

7) Income is up on garden waste, private hire licensing and also incentive grants for recycling from Gloucestershire CC. Small positive positions in all these areas of income against budget is helping contribute to a reasonable surplus at the end of Q2.

Finance and Asset	1,077,093	851,482	856,802	(5,321)	(1)	
Employees	2,519,754	1,170,598	1,154,518	16,080	1.4	8
Premises	623,213	354,956	327,363	27,593	7.8	9
Transport	10,580	5,300	5,637	(337)	(6.4)	
Supplies & Services	646,148	269,224	249,571	19,653	7.3	10
Payments to Third Parties	161,450	73,043	85,632	(12,589)	(17.2)	11
Support Services	(780,172)	0	0	0	0.0	
Depreciation	273,946	0	0	0	0.0	
Income	(2,188,991)	(927,222)	(888,205)	(39,017)	4.2	12
Treasury Mg Activity	(188,835)	(94,418)	(77,715)	(16,703)	17.7	13

8) Staff savings have been achieved principally at Cascades, where staff levels are matched to demand. Reduced demand at the swimming pool has resulted in reduced staffing levels required and consequently this is offset against a reduced amount of income received. (see point 13)

9) Savings have been made on responses maintenance requirements on a number of assets, as well as savings on utility costs in the first 6 months against budget

10) Small underspends across a variety of expenditure types such as equipment, goods for resale and postages have resulted in an overall saving to date.

11) Additional expenditure on Burial services has been incurred, but also offset against income. Additional expenditure was also incurred on receiving specialist advice from consultants on undertaking out bank tender.

12) as noted in 8 above income is down on cascades to reflect less demand from users, which has been offset against staff costs, to ensure that overall there is no impact on budget overall for this service. Whilst the council is receiving surplus from car parking and cemeteries (also linked to 11 above), there is a deficit on budget income targets from property investments.

13) Treasury Mgt activity is showing a negative position against the budget. The main reason for this is the reduced investment income from treasury activities as anticipated following £10.7m refund to Virgin Media. An equalisation reserve has been established to balance the budget.

Revenues and Benefits	829,395	1,189,579	1,279,058	(89,479)	(8)	
Employees	794,528	397,424	385,788	11,636	2.9	14
Transport	11,610	5,808	5,244	564	9.7	
Supplies & Services	135,092	83,378	74,661	8,717	10.5	
Payments to Third Parties	26,750	4,996	5,083	(87)	(1.7)	
Transfer Payments - Benefits Service	19,665,790	10,501,532	10,628,075	(126,543)	(1.2)	15
Support Services	426,099	0	0	0	0.0	
Depreciation	9,247	0	0	0	0.0	
Income	(20,239,721)	(9,803,560)	(9,819,795)	16,235	(0.2)	16

14) Savings have been made on employee costs through the first 6 months of the year as there are currently 2 vacant posts in the group.

15) The Council has produced a mid year estimate of what the full cost of Housing Benefits will be. We have updated the report to take account of the projected loss above the budget of this service. Currently the projection is that the service will have an additional shortfall of £126,543 as expenditure increases and the amount we are able to reclaim in subsidy is reduced due to level of overpayments being recorded.

16) The Council has received 2 additional grants, under the new burdens scheme from central government which has meant that we are receiving an additional £16,235 above what was budgeted.

Development Services	1,295,617	327,568	80,195	247,373	76	
Employees	1,336,035	661,878	634,000	27,878	2.7	17
Premises	41,586	7,374	8,108	(734)	(8.9)	
Transport	48,870	23,169	19,515	3,653	16.7	
Supplies & Services	369,507	148,379	149,274	(895)	(6.4)	
Payments to Third Parties	215,410	25,100	14,175	10,925	10.9	18
Support Services	359,364	0	0	0	0.0	
Depreciation	39,897	0	0	0	0.0	
Income	(1,115,052)	(538,332)	(744,878)	206,546	(0.6)	19

17) Employee Costs are showing an underspend due to staff turnover and changes in employment patterns in the quarter.

18) Savings are due to a temporary underspend in the building regulation joint service with Cheltenham Borough Council, due to staff vacancies, however, changes to the allocation of staff costs have been agreed, which will be reflected in Q3.

19) Planning income from both standard applications and also from pre-planning advice is significantly above the budgeted income. Demand is higher than expected and also include several high value applications in terms of fee charged.

Appendix 5 - Analysis of Capital Budget

	Profile Budget to Q2	Expenditure to Q2	(Over) / Under spend to Q2	% Slippage	Comments
Council Land & Buildings	2,220,798	2,218,227	2,571	0	- Leisure centre £50k over spend - ahead of schedule on project and expecting this to continue, so payment profile will be earlier than profile. Project is still projected to meet final budget spend. - Roses theatre - Budget was increased to £250k and expenditure projected to meet this. Current spend is £158k which is in line with the higher budget. - Riverside and town regenerations £60k under budget - no spend as yet as plans are still being developed on how best to utilise this allocated funding.
Equipment	90,000	80,871	9,129	10	
Capital Investment Fund	0	0	0	0	
Community Grants	289,284	147,877	141,407	49	There has been slippage in individual schemes starting projects which has resulted in the amount currently invoiced behind profiled budget.
Housing & Business Grants	374,500	618,645	(244,145)	(65)	Additional expenditure is a result of the Flood Repairs grant (£258k) and Deerhurst Flood grant (£11k). These schemes are grant funded so no budget for it. However currently there has been no spend on Decent Homes which has a budget of £16k to date
	2,974,582	3,065,620	(91,038)	-3	

Appendix 6 - Revenue Reserves for 15/16

Reserve	Balance 31st March 2015	Spent on Reserve Quarter 2	Reserve Remaining	Note
Asset Management Reserve	£296,128	£21,504	£274,624	
Borough Regeneration Reserve	£54,000	£7,108	£46,892	
Business Rates Reserve	£5,433,063	£0	£5,433,063	
Business Support Reserve	£105,554	£5,325	£100,229	
Business Transformation Reserve	£339,822	£91,461	£248,361	6
Community Safety Reserve	£2,532	£284	£2,248	
Community Support Reserve	£15,000	£0	£15,000	
Elections Reserve	£9,892	£0	£9,892	
Flood Support and Protection Reserve	£409,230	£111,400	£297,830	1
Health & Leisure Development Reserve	£19,757	£1,000	£18,757	
Housing & Homeless Reserve	£41,260	£4,974	£36,286	
Interest Equalisation Reserve	£150,000	£0	£150,000	
MTFS Equalisation Reserve	£68,178	£0	£68,178	
Organisational Development Reserve	£38,868	£14,235	£24,633	
Development Management Reserve	£243,210	£85,735	£157,475	2
Development Policy Reserve	£470,330	£62,917	£407,413	3
Risk Management Reserve	£47,442	£27,402	£20,040	
Transport Initiatives Reserves	£193,800	£178,800	£15,000	4
Waste & Recycling development Reserve	£125,000	£59,626	£65,374	5
Uncommitted contingency reserve	£0	£0	£0	
Horsford Reserve	£30,462	-£8,396	£38,858	
Mayors Charity Reserve	£12,436	£12,105	£331	
Planning Obligations Reserve	£2,011,850	£45,482	£1,966,368	
General Fund Working Balance	£450,000	£0	£450,000	
Totals	£10,567,814	£720,964	£9,846,850	

Notes to Reserves

- 1 Expenditure of external funding to support recovery following floods in Winter 2014
- 2 Costs resulting from planning appeals
- 3 Costs relating to Borough Plan and CIL development
- 4 External funding for transport studies passed to Gloucestershire County Council
- 5 One off costs associated with joining Ubico Ltd
- 6 Spend on various projects which have the aim of transforming service delivery

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	13 January 2016
Subject:	Grant to Alderton Parish Council
Report of:	Simon Dix, Finance and Asset Management Group Manager
Corporate Lead:	Rachel North, Deputy Chief Executive
Lead Member:	Councillor D J Waters
Number of Appendices:	One

Executive Summary:

The Council has set aside grant sums totalling £35,000 for the development of a sports pavilion in Alderton since late 2000. Having reviewed the progress of this project over a number of years, the Community Grants Working Group felt the continued support for this grant offer should be referred back to Executive Committee for a decision.

Recommendation:

The Committee is asked to APPROVE:

- a) the extension of the grant offer to Alderton Parish Council until 31 August 2016 to allow the project to be delivered.
- b) The transfer of the £35,000 capital balance to the Community Grants Working Group for redistribution should the current grant offer be withdrawn after 31 August 2016

Reasons for Recommendation:

Given the financial resources now available, the impetus from the focus group and the need for the facility within the village, it is recommended that the Council continue to support this project in the short term.

Resource Implications:

The sum of £35,000 has been set aside within the Council's capital programme for the last 11 years. There are therefore no new resource implications arising from this report.

Legal Implications:

None at present as the grant monies have not been released to the Parish Council.

Risk Management Implications:

None.

Performance Management Follow-up:

The progress of the project will be monitored by the Community Grants Working Group at its quarterly meetings.

Environmental Implications:

None.

1.0 INTRODUCTION/BACKGROUND

- 1.1** In November 2000 the Executive Committee awarded a grant to Alderton Parish Council of £20,250 for the development of a sports pavilion. The site for the pavilion would be on the playing fields at Beckford Road following its acquisition from the County Council some years earlier. It was envisaged that the pavilion would provide toilet and changing facilities for local teams and would be complemented by the construction of a driveway, parking area and roller board area. It was estimated that the full cost of the project would be in the region of £150,000.
- 1.2** In November 2004, a further grant of £14,750 was made available by the Strategy and Resources Committee towards the project. This gave total grant funding of £35,000 from the Borough Council towards the project. Following the award, the Parish Council hoped to secure additional funding from other providers and to commence the works in early 2005.
- 1.3** The Parish Council established Alderton Community Trust to take the project forward and to secure additional funding. They were successful in being awarded £10,000 from Entrust towards the project but struggled to attract the additional financing required.
- 1.4** In December 2009, the Executive Committee formed a Grants Working Group to administer the grants process on behalf of the Council. Part of the remit of the Working Group is to review the progress of grants awarded and, if necessary, withdraw the grant offer if progress is not being made.

2.0 CURRENT POSITION

- 2.1** The Grants Working Group considered the latest position of the sports pavilion at its meeting in September 2015. Whilst support for the overall project aim remained from Members, it was felt that holding the grant available for nearly 11 years, and nearly 15 in the case of the original grant, was more than sufficient to allow the project to be delivered. The Working Group felt that the current grant offer should be withdrawn and Alderton Parish Council be encouraged to reapply to the Community Grants Scheme when they were in a position for the project to be delivered.
- 2.2** Whilst the Working Group has authority within its terms and conditions to withdraw grants that it has awarded this does not extend to grants that were awarded prior to its commencement. Clearly the Alderton grant pre-dates the existence of the Working Group and therefore the matter was referred to the Executive Committee, having originally approved the grant, for a decision on the matter.
- 2.3** Further information on the project has been sought from the Parish Council so as to provide the Committee with a comprehensive picture of the current position of the project. A supporting document is contained at Appendix A for Members' information.

2.4 The availability of s106 funding to support this project has greatly changed the likelihood of the project being delivered. Over £50,000 of s106 is now available following the recent developments within the village. It should be noted that £22,829 from CALA homes has yet to be received by the Council but it is expected that the obligation will be triggered in the new year following occupation of the first property. The sum is also subject to index linking which will increase the overall funding available. In addition, the Borough Council now employs a Grants Officer who can assist in sourcing the funding required for the landscaping and pathway elements of the project.

2.5 There now appears to be impetus behind the focus group formed to deliver this project which would, when delivered, provide a much needed recreational facility within the village. Given this latest position, it is proposed that the grant offer is extended until 31 August 2016 to allow the works to commence. If the works haven't commenced by this date, it is suggested the grant be withdrawn automatically and the funds set aside for distribution by the Community Grants Working Group.

3.0 OTHER OPTIONS CONSIDERED

3.1 The Committee could withdraw the grant offer and require Alderton Parish Council to resubmit an application to the Community Grants Working Group. If the offer is withdrawn, it is suggested that the £35,000 is set aside for further distribution towards community benefit.

3.2 Alternatively, Members may wish to withdraw the monies from a community use and set aside to support the Council's development ambition given the dwindling capital resources available.

4.0 CONSULTATION

4.1 Alderton Parish Council and the Community Grants Working Group have been consulted on this report.

5.0 RELEVANT COUNCIL POLICIES/STRATEGIES

5.1 Community Grants guidelines approved in September 2015 by Executive Committee.

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 The development of the sports pavilion could provide an important recreational amenity within the village.

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

9.1 None.

10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

10.1 Executive Committee – 21st November 2000.

Strategy & Resources Committee – 3rd November 2004.

Background Papers: None.

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Tel: 01684 272005 Email: simon.dix@teWKesbury.gov.uk

Appendices: A – Project Plan from Alderton.

ALDERTON PARISH COUNCIL

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www.aldertonvillage.co.uk

Alderton Village Pavilion Proposal

Alderton

Alderton Village and Alderton Parish is located in the Borough of Tewkesbury in north Gloucestershire and is located about 12 miles (18 km) north of Cheltenham, 6 miles (10 km) east of Tewkesbury, 8.5 miles (13 km) south west of Evesham, 14 miles (22 km) west of Stow-on-the-Wold and 4.5 miles (7 km) from Winchcombe.

The Parish has a population of 747 living in 308 households (2011 Census) with the majority living in the rural village of Alderton.

Alderton Village will soon see these numbers increase with the development of 74 houses on two new housing estates.

Current Situation

Alderton Playing Field currently provides the only outdoor community leisure facility in the parish. The area has a football field, a play area and a small wooded area ("Millennium Copse").

In 2012, the playing field was awarded QEII status, which effectively guarantees that the use of this area remains a community leisure asset in perpetuity; therefore any investment made will be longstanding.

Local clubs including the long established football team, the Alderton Acorns Pre-School/Toddler group and the village Primary School (Oak Hill) have all provided letters of support for the construction of the Pavilion. All of these groups struggle to use the current facilities as they have to ferry materials and equipment to and from the field or must rely on the goodwill of local residents and other businesses in the community to provide such amenities as toilets (pub), changing facilities/showers (village hall – located on the other side of the village) and electric (generator borrowed from local resident). There is currently no storage available at the site.

The football field is the only one of its kind in Alderton and the surrounding villages and serves other communities in the borough such as: Teddington, Toddington, Gretton, Greet, Alderton Fields, Dixon, Alstone, Stanway, Stanton and Dumbleton. This is illustrated in the members of the Alderton Football team (AFC) traditionally coming through all of these villages as well as Alderton itself. The next nearest field with changing/toilet/shower facilities would be Winchcombe.

The pitch is used almost year round by Alderton Football Club (AFC). During the season it is used on average once a fortnight for weekend matches and is also used for midweek pre-season and late season training when longer/lighter days allow.

The team play in the Evesham Sunday League and it is a requirement to be able to provide changing, toilet and shower facilities. At the moment the team use the ones at the village hall which is on the other side of the village, some ½ mile way. In the past the team have been threatened with expulsion from the league due the lack of facilities within view of the pitch.

In recent years a weekly ladies fitness session has used the field during the spring/summer months.

The local pre-school organises a 5K run in September but this relies entirely on the generosity of the local pub in letting runners use their toilets. Hiring temporary toilets for the event would not be financially viable. This event is vital for the group as it raises a high percentage of the revenue required to keep it open each year. It would be impossible to expand the event without onsite facilities.

In the past other local clubs, including junior teams, have used the pitch but any long term or regular commitment has been not been forthcoming due the lack of facilities on site.

The Alderton Primary School (Oak Hill) have used the playing field (as well as their own field which sits alongside) but, again, have cited lack of facilities as a reason for not using it more regularly. It would be easier for the school to accommodate school team activities and even host events with the use of changing and toilet facilities next to the playing field.

The number of other events, such as larger fundraises, that take place at the field are limited due to the lack of facilities such as toilet, showers and changing rooms. Alderton has a village hall which can stage events but the playing field could, potentially, offer a good alternative for outdoor or larger occasions. Any fundraising events held at the field struggle to make money due to the expense of hiring such things as portable toilets.

In late 2014 the Gloucestershire Playing Fields Association (GPFA) conducted an assessment of the playing fields and playground. A rating of 60 is considered by the GPFA to be below average. Here are some of the highlighted points that came out of this assessment:

1. The playing field scored a rating of 54 points (out of 100)
2. It was noted that there are currently no changing facilities
3. No evidence of vandalism
4. Overall appearance – Average

A survey of the entire parish in 2015 confirmed the desire of the local populous (of all ages) to utilize the QEII park, especially if the facilities improved. This was taken as a strong show of support by the Parish Council in order to pursue improvements to both the playing field (including the provision of a Pavilion) and playground.

Whilst the Parish Council realises the importance of this community asset and has acted to sort the immediate safety needs of a new fence and tree maintenance, the report and survey remain valid in every other aspect due to lack of funds.

This report will focus on the Pavilion as the playground (whilst being improved at the same time) is the focus of a separate group. There will be a discussion between these two groups in order to ensure the most harmonious design features.

Project Costs

As there is a long term commitment to preserve the playing field as a community leisure area it is proposed that a quality brick built, or timber framed building, would be more appropriate than a temporary structure.

Appendix 1 shows a fairly simple timber framed structured building containing 2 changing rooms with separate showers, small communal area, men's and women's/disabled toilets and a storage area. It is considered that this would best serve a wide variety of purposes, clubs and events.

A local builder with experience of such projects has estimated costs for this type of structure would be c£90,000.00 (inc VAT)

We would then estimate an amount of c£15,000.00 for landscaping, building pathway from entrance to the Pavilion and any contingency costs.

Why we need the Tewksbury Borough Council Money

Alongside the Tewksbury Borough Council Grant of £35,000.00 Alderton Parish Council can offer a grant of £5000.00, which has given a total of c£40,000.00, leaving it well short of the target amount. Attempts at raising funds through other grants (e.g Lottery) have not been possible as any amounts offered would not have been sufficient to meet the costs of the conditions set out by these bodies within the timescales allowed.

However, in the last year two developers have been allowed planning permission to build housing estates in the village and this has meant S106 money coming available, therefore taking us closer to our target and making the scheme much more viable and realistic.

Available Funds:

Tewkesbury Borough Council Grant:	£35,000.00
Alderton Parish Council Grant:	£5000.00
Charles Church S106:	£29,483.76
CALA Homes S106:	<u>£22,829.00</u>
Total:	£92,312.76

Without the money from Tewkesbury Borough Council the village would be back to needing to raise the difference themselves. Even if grants from elsewhere made up some of this amount it is likely to leave a figure large enough to take several years to raise, during which time the cost of actually constructing the building would have got higher and the S016 money could be allocated elsewhere, effectively making the task of raising the funds unattainable.

Timeline

Once Tewkesbury Borough Council has confirmed support for the project and availability of the funds we would anticipate this timeline:

December 2015 – Alderton Parish Council to request planning permission for proposed construction in lieu of decision of TBC to allocate the money

13th January 2016 – Tewkesbury Borough Council confirm support for project and funds available

January/February 2016 – Alderton Parish Council put the contract out to tender

February 2016 – Planning Permission granted

Late February/Early March – Appoint preferred bid

May/June – Work starts

July/August – Work completed

The aim will be to have the Pavilion completed before the start of the 2016/17 football season and school term.

How the project will be managed

A focus group has been formed and they, along with help from Alderton Parish Council, will take responsibility for taking the project forward and managing the processes through to completion. This group includes the following people:

Rupert Kinder – Alderton Resident and first point of contact – Tel: 01242 620126

Dennis Rayton – Alderton Resident and Architect

Keith Page – Alderton Resident and Chair of Alderton Parish Council

Rob Smith-Graham – Alderton Resident and Alderton Community Trust member

Matt Greaves – Alderton Resident and member of Alderton Football Club

Gareth Reid – Member of Alderton Football Club

Once the Pavilion has been completed this group, assisted by Alderton Parish Council, will take responsibility for maintenance and upkeep. These would be met via income generated through the hiring of the facility (e.g. by the football team) and fund raising activities.

Tewkesbury Borough Council Plan 2012 – 2016

The Tewkesbury Borough Council Plan 2012-2016 states that one of their top 5 priorities is to:

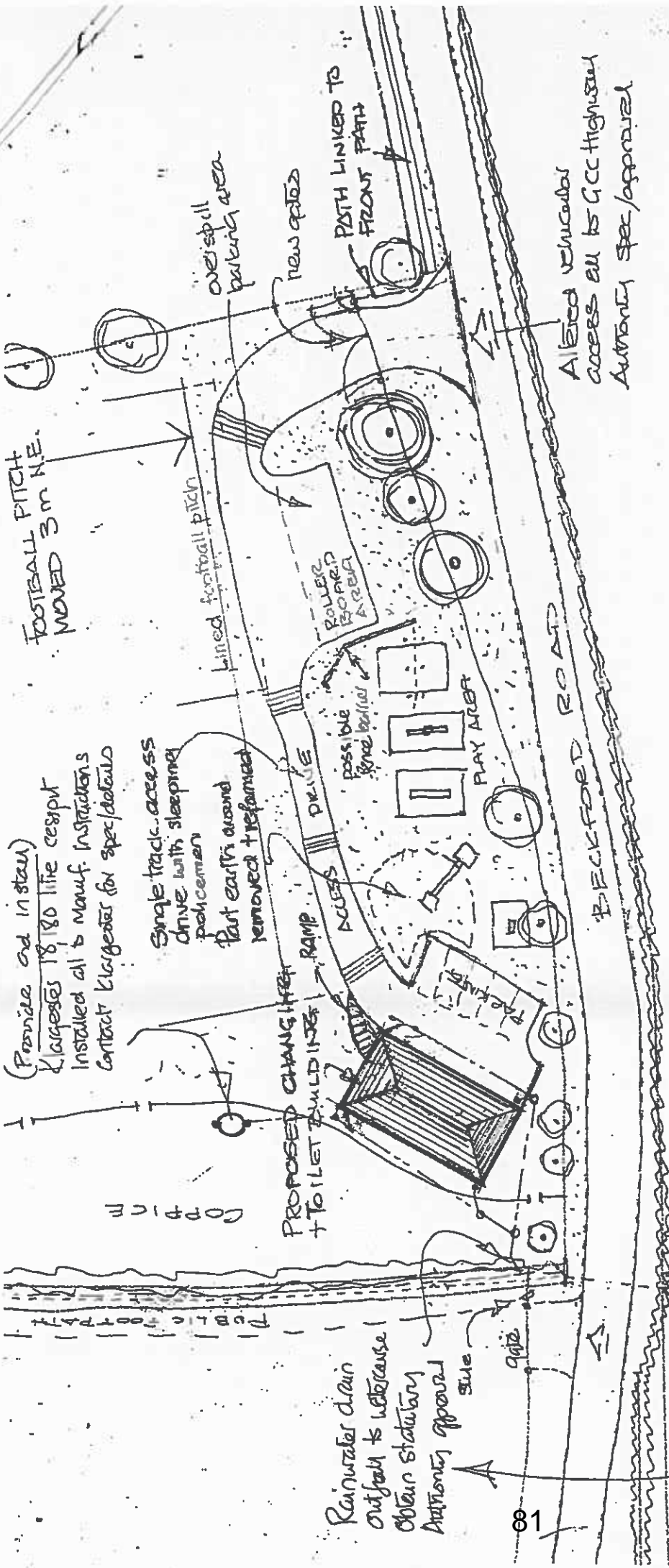
“provide customer focused community support” and to “support the health and well being of residents”.

It further states that the Council will look to:

- Work with partners to promote sports and leisure facilities
- Progress work streams for a new leisure facility

This construction of a Pavilion, encouraging increased use of a playing field in an area lacking in sports and leisure facilities, fits comfortably into this manifesto and in assisting the Council in achieving these objectives.

Alderton Parish Council
December 2015



FOOTBALL PITCH MOVED 3m N.E.

(Provide and install) 18,180 litre cesspit installed all to manuf. instructions contact Kiergestor for spec/details

Single track access drive with sleeping policemen Part earth around removed + reformed

PROPOSED CHANGING HUT + TOILET BUILDINGS

Rainwater drain outfall to watercourse Observe statutory Authorities approval

ALTERED VEHICULAR ACCESS ALL TO GC HIGHWAY AUTHORITY SPEC/APPROVAL

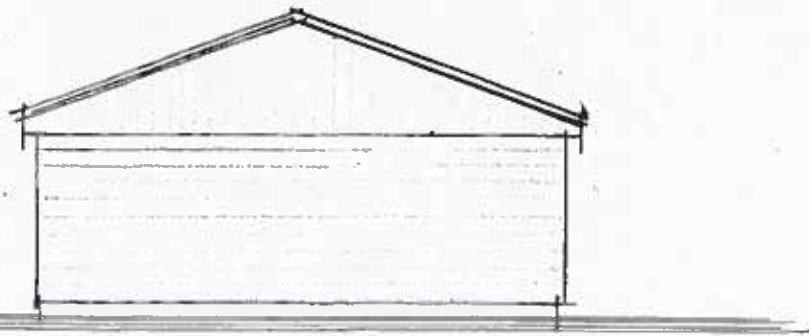
Note: if outfall to watercourse is not permitted - allow for storm drains + soakaways (210) each 4cm

ALDERTON PARISH COUNCIL PLAYING FIELD. SITE PLAN AS PROPOSED.

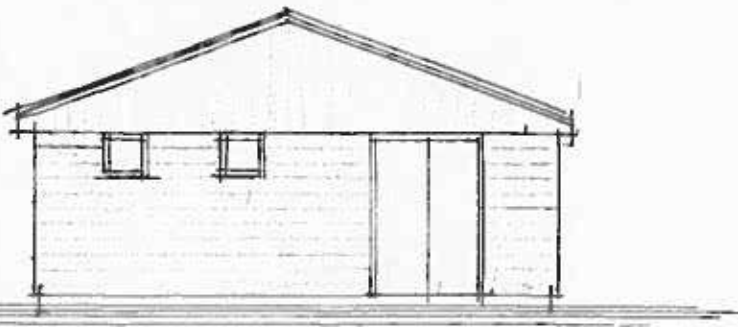
+ DRAINAGE LAYOUT

1:500 FEBRUARY 2007

02:1306:12.



S.W. ELEVATION.



N. E. ELEVATION.

GROSS AREA (EXTERNAL)
NET AREA (INTERNAL)

63.36 m² (682.00 ft²)
58.59 m² (630.66 ft²)

Roofs: Coated profile sheeting
Slate grey

Walls: Pretreated timber horiz.
boarding. natural finish.
Coated profile sheeting
Slate grey to gables

Rainwater: Gutters + downpipes
PVC.

Windows: Timber casements

Doors/frames Timber framed + glazed
doors + frame
Timber vertical boarded
+ frame.

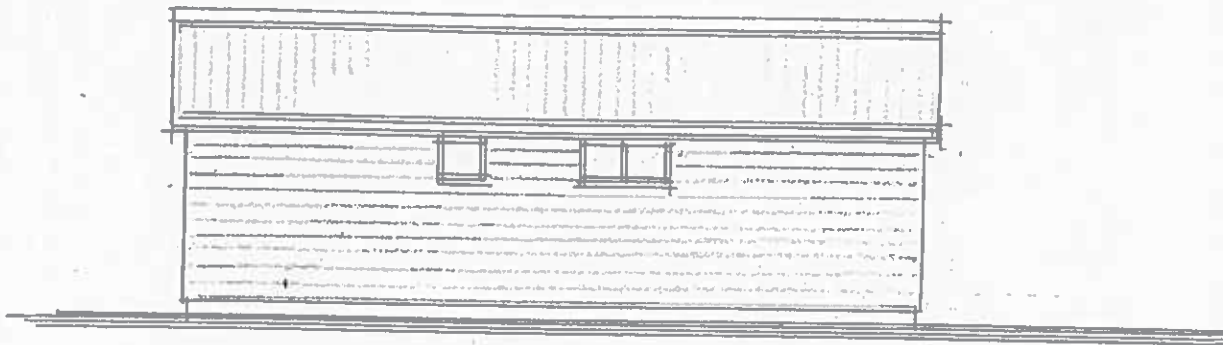
ALDERTON. PARISH COUNCIL.
PLAYING FIELD.

PROPOSED CHANGING / TOILETS
BUILDING.

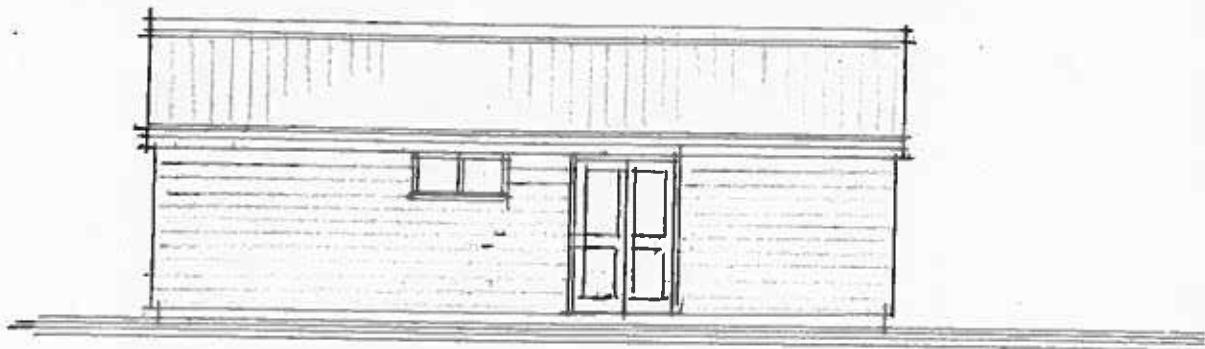
1:100 NOVEMBER 2015

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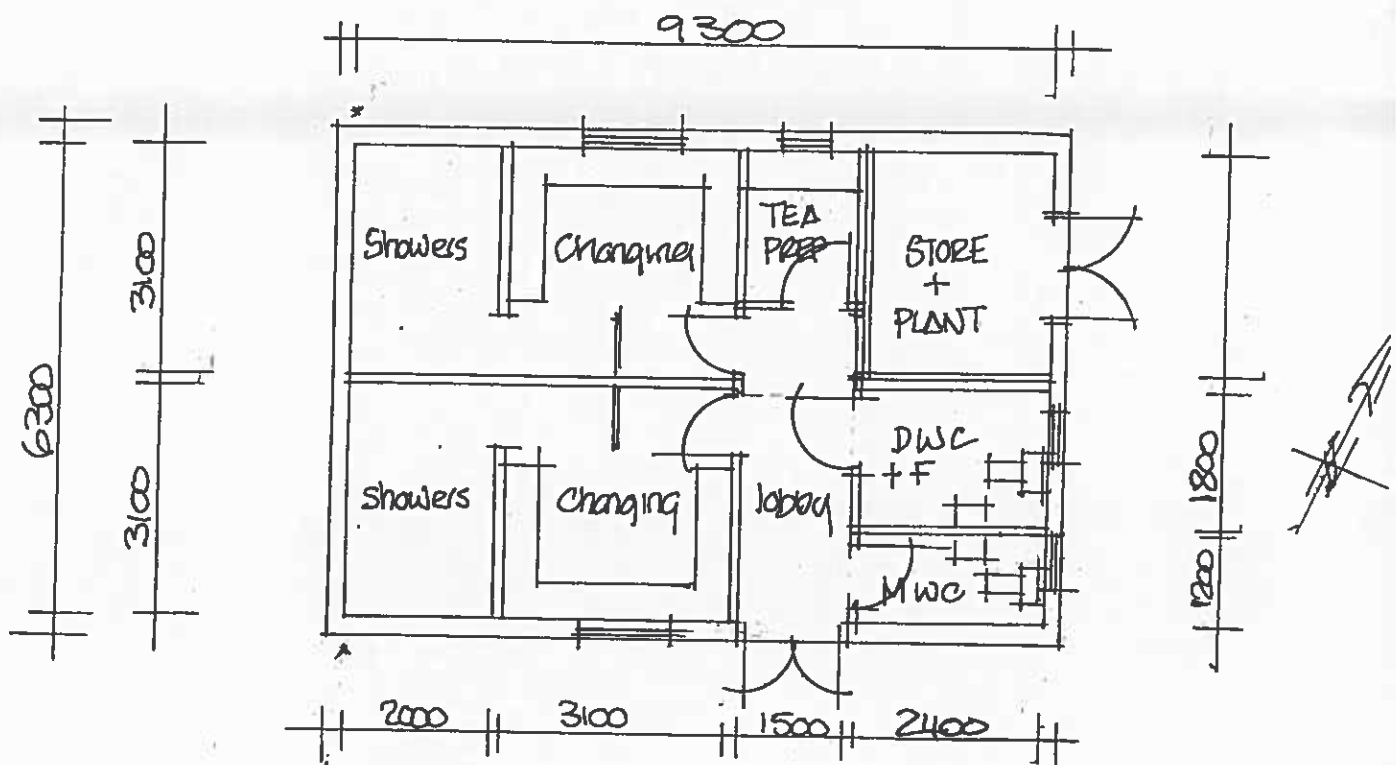
Denise L Rayton Tel 01212 620818



N.W. ELEVATION.



S. E. ELEVATION.



PLAN.

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	13 January 2016
Subject:	Procurement of Energy
Report of:	Simon Dix, Finance and Asset Management Group Manager
Corporate Lead:	Rachel North, Deputy Chief Executive
Lead Member:	Councillor D J Waters
Number of Appendices:	None

Executive Summary:

The Council's current contract for gas and energy supplies comes to an end in March 2016. Officers have reviewed the options available to the Council and recommend that a new contract with West Mercia Energy is entered into to deliver the gas and energy needs of the Council over the next five years.

The Council's approved Contract Procedure Rules requires that all contract awards over the European Union threshold are approved by Executive Committee.

Recommendation:

That the Committee AGREES:

- 1. to enter into a new three year contract for energy supplies with the option to extend for a further two years with West Mercia Energy.**
- 2. that Tewkesbury Borough Council becomes the lead authority within the partnership arrangement with Gloucester City Council.**

Reasons for Recommendation:

West Mercia energy (WME) offer a product that enables the authority to purchase gas and electric on the wholesale market with the ability to purchase and sell energy throughout the contract term ensuring best value for the purchase price of the energy.

Resource Implications:

The contract is within the current budgets. The Council, excluding Cascades, currently spends £15,850 on gas per annum and £77,002 on electricity per annum. This gives an expected cost over five years of £464,260.

Legal Implications:

The Council's Contract Procedure Rules require any contract with a value in excess of OJEU limits (£164,176) be approved by Executive Committee. The Council has accessed West Mercia Energy through a framework agreement in accordance with the Contract Procedure Rules.

The Council will enter into a new partnership agreement with Gloucester City Council, which will include this Council as the lead authority for the purposes of the contractual arrangement with West Mercia Energy for the supply of energy to both Councils.

Risk Management Implications:

The product offers a 10% maximum risk exposure to the authority through the trading opportunities but significantly reduces the risk of purchasing energy at high cost due to the timing of the tender exercise and the prevailing market conditions.

Performance Management Follow-up:

The Asset Manager, and representatives from Gloucester City Council, will meet with WME on an annual basis to agree the capped price for the forth coming year to establish the relevant budgets. Trading gains that are realised throughout the year will be credited via monthly invoices. Performance is monitored against the average annual wholesale price of the energy compared to the actual average price paid to WME for the energy.

Environmental Implications:

None.

1.0 INTRODUCTION

- 1.1** Tewkesbury Borough Council currently has a contract with West Mercia Energy (WME) for the purchase of both gas and electricity. This commenced on 1 November 2010 and is due to expire 31 March 2016.
- 1.2** WME is a Local Purchasing Organisation established under Section 101 of the Local Government Act 1972 and comprises four constituent authorities. They are on a framework agreement and have OEJU notices for the contracts they have with the energy companies.
- 1.3** In order to access the framework agreement, a purchaser has to have a certain size of energy requirements. Tewkesbury Borough Council on its own does not have the necessary energy requirements and so a partnership arrangement with Gloucester City Council, Forest of Dean District Council and Cotswold District Council was entered into.
- 1.4** The particular benefit of using WME for energy supplies is with regards to trading energy. Whilst a capped price is agreed at the beginning of each financial year giving budget stability, the model operates in a flexible way so as to be able to respond to both increases and decreases in the market price of energy. The WME model allows for pre bought energy to be sold if the market price starts to fall meaning that energy can be rebought at a lower price. Similarly, if the market price starts to rise, the model allows the purchase of additional energy to insulate the authority from the full extent of the increase. This flexibility gives the authority additional benefit over a traditional fixed price purchase particularly if the Council purchases its energy needs at the wrong time of the market activity whereby the Council is locked into paying a high price.

1.5 Tewkesbury Borough Council has benefited from the use of this framework for the past five years and the service and financial benefits have been excellent. Table 1 illustrates how the framework has performed in the last few years against:

- Baseline (price available when first started trading).
- Market average (the average from when started trading up until the review point).
- Review point (position when we set the annual capped price).

Table 1 – WME performance data

	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>TOTAL</u>
<u>GAS</u>					
Final price vs					
Baseline	10.0%	6.8%	21.2%	36.5%	17.2%
Market average	3.2%	-2.8%	7.5%	21.9%	6.4%
Review point	3.8%	1.3%	3.1%	6.9%	3.6%
<u>BASELOAD ELECTRICITY</u>					
Final price vs					
Baseline	14.7%	17.5%	34.2%	49.8%	28.9%
Market average	5.6%	2.0%	10.8%	25.5%	10.6%
Review point	0.5%	1.9%	3.5%	5.1%	2.7%
<u>COMBINED</u>					
Final price vs					
Baseline	12.7%	13.3%	29.6%	45.2%	24.5%
Market average	4.6%	0.1%	9.6%	24.2%	9.0%
Review point	1.8%	1.7%	3.3%	5.7%	3.0%

Green coloured where final price is better and red where it is not.

2.0 NEW CONTRACT

2.1 The current contract with WME comes to an end in March 2016 and a new contract for the supply of energy must be entered into. Forest of Dean District Council and Cotswold District Council have opted to leave the consortium and follow other opportunities with fellow Vision 2020 members. The size of the energy demand from Tewkesbury and Gloucester City Council is still sufficient to gain access to the framework.

- 2.2** It is suggested that a three year contract, with the possible extension of a further two years, is entered into with WME. In addition, given this Council's expertise with energy contracts and this particular framework, it is suggested that Tewkesbury becomes the lead authority for the consortium. This simply means that Tewkesbury is the specific point of contact for the framework operators on behalf of the consortium. There is no additional financial liability placed on Tewkesbury as a result of being designated lead authority.
- 2.3** Whilst there is some risk associated with trading within the energy market, the risk is capped and is outweighed by the potential benefits. WME has been very successful in procuring its energy supplies over the period that Tewkesbury has been a member and the controlled risk model operated by WME is in line with the more commercial culture that the Borough Council is developing.
- 3.0 OTHER OPTIONS CONSIDERED**
- 3.1** Alternative suppliers, on other framework agreements, were sought and a company called Laser Energy presented their products to officers. However, Laser Energy does not currently have a flexible purchasing model that enables the authority to benefit from trading gains.
- 3.2** A conventional procurement option, purchasing at a fixed point for the duration of the contract, was considered but discounted as it ties the purchaser to the price of the market at the time of tender and does not allow for any flexibility in purchasing.
- 4.0 CONSULTATION**
- 4.1** Other potential partners have been consulted with a view to joining the purchasing group but had little appetite to accept any risk despite the potential benefits.
- 5.0 RELEVANT COUNCIL POLICIES/STRATEGIES**
- 5.1** None.
- 6.0 RELEVANT GOVERNMENT POLICIES**
- 6.1** None.
- 7.0 RESOURCE IMPLICATIONS (Human/Property)**
- 7.1** Using a framework limits the resources required to manage the complex energy market whilst maximising the benefits to the authority.
- 8.0 SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)**
- 8.1** No adverse impact.
- 9.0 IMPACT UPON (Value For Money/Equalities/E-Government/Human Rights/Health And Safety)**
- 9.1** Value for money as detailed within the report.

10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

10.1 None.

Background Papers: None.

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Email: andy.noble@teWKesbury.gov.uk

Appendices: None.

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	13 January 2016
Subject:	Contract Procedure Rules
Report of:	Simon Dix, Finance and Asset Management Group Manager
Corporate Lead:	Rachel North, Deputy Chief Executive
Lead Member:	Councillor D J Waters
Number of Appendices:	One

Executive Summary:

The Contract Procedure Rules (CPRs) were last fully updated in December 2006. Although delegated authority was given to the Borough Solicitor to approve minor amendments, the CPRs are now nearly ten years old and in need of revision to reflect the latest EU Directive and Public Contracts Regulations 2015 as well as the increased value of purchases.

Recommendation:

That it be RECOMMENDED TO COUNCIL that the updated Contract Procedure Rules as appended to this report be APPROVED.

Reasons for Recommendation:

The CPRs are important in ensuring Officers with delegated powers to purchase goods, services and works enter into contracts within a framework which promotes probity and transparency. The updated CPRs reflect this requirement and modern procurement practices.

Resource Implications:

None directly arising from the report.

Legal Implications:

The Council is required to adopt contract rules in order to comply with s135 of the Local Government Act 1972 which requires all local authorities to make standing orders with respect to the making of contracts by them or their behalf. The coming into force of the new Public Contracts Regulations in February 2015 gives the Council a good opportunity to update the current CPRs.

Risk Management Implications:

None.

Performance Management Follow-up:

Ensuring compliance with the CPRs is the duty of senior managers. The Procurement Working Group oversees procurement practice throughout the organisation and offers support to services to ensure value for money is obtained within the contractual and procurement activities of the Council. The Contracts Register of the Council is subject to transparency requirements and is published on a quarterly basis.

Environmental Implications:

None.

1.0 INTRODUCTION/BACKGROUND

- 1.1** The Council is required to approve Contract Procedure Rules to govern the way Officers manage the procurement activities of the Council and the relationship with and appointment of contractors. The CPRs form an integral part of the Constitution of the Council.
- 1.2** The current CPRs being used by Officers of the Council were last fully approved by Members in December 2006. Although some minor revisions have taken place, the current CPRs are essentially those approved nearly ten years ago.
- 1.3** The recently reformed Procurement Working Group undertook to review the current CPRs with the intention of revising them to meet updated legal requirements. This is part of the work activity of the group in order to ensure the Procurement Strategy action plan is being discharged and that the procurement activities of the Council are robust and transparent and deliver value for money.
- 1.4** It has been decided to bring forward the updated CPRs in advance of the Constitution being updated as the current CPRs do not comply with new legislation.

2.0 REVISED CONTRACT PROCEDURE RULES

- 2.1** The revised CPRs are contained at Appendix A. In establishing the revised CPRs, best practice has been sought in order to inform their development. The new CPRs also reflect the latest procurement legislation. The main changes recommended against the current CPRs include:
- Increased thresholds for low, intermediate and high value procurement.
 - A legal requirement for any contract with a value in excess of £25,000 to be advertised on the government's Contract Finder website.
 - Requirement to keep contracts register of all contracts over £5,000 in line with the Local Authorities Transparency Code 2015.
 - Legal requirement for electronic tendering.
 - An open tender process must be used for all procurements under the EU threshold (£164,176.00 from 1 January 2016).
- 2.2** If the revised CPRs are approved by Council on January 26 2016, it is the intention that they become active for all procurement activities with effect from 1 February 2016. A revised procurement toolkit will be issued to Officers and training will also be provided.

3.0 OTHER OPTIONS CONSIDERED

3.1 None.

4.0 CONSULTATION

4.1 The Procurement Working Group, chaired by the s151 officer, was consulted during the drafting of the revised Rules. The Borough Solicitor was also consulted.

5.0 RELEVANT COUNCIL POLICIES/STRATEGIES

5.1 Financial Procedure Rules last approved by Council in November 2011.

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 None.

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

9.1 The Contract Procedure Rules help the council to demonstrate value for money in its procurement activities.

10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

10.1 Approval of Contract Procedure Rules – Council on 19 December 2006.

Background Papers: None.

Contact Officer: Simon Dix, Finance and Asset Management Group Manager
Tel: 01684 272005 Email: simon.dix@teWKesbury.gov.uk

Appendices: A – Contract Procedure Rules.

Appendix A
Version 30.12.15

Tewkesbury Borough Council

Contract Rules

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 - 2. Scope
- Section 2 – Common Requirements
 - 3. Calculation of Contract Values
 - 4. Authorised Officers and their responsibilities
 - 5. Contract Values
 - 6. Waivers
- Section 3 – Tendering Process
 - 7. Advertising
 - 8. Suitability assessment and Pre-Qualification
 - 9. Electronic Tendering
 - 10. Dividing into Lots
 - 11. Invitation to Tender
 - 12. Submission and Opening of Tenders and Quotes
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 - 16. Debrief
- Section 4 – Contract Formalities
 - 17. Execution of contracts
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- Section 6 – Amendments and Contract Management
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 - 27. Contract Management
- Definitions

CONTRACT RULES

SECTION 1: GENERAL COMPLIANCE AND SCOPE

1. COMPLIANCE

1.1 Every contract entered into by the Authority shall be entered into pursuant to or in connection with the Authority's functions and shall comply with:

- 1.1.1 all relevant statutory provisions including codes and statutory guidance e.g. transparency code;
- 1.1.2 the relevant European procurement rules when applicable (i.e. the EC Treaty, the general principles of EC law and the EC public procurement directives implemented by the UK Regulations);
- 1.1.3 the Authority's Constitution including these Contract Rules, the Authority's Financial Rules and Scheme of Delegation; and
- 1.1.4 the Authority's strategic objectives, Procurement Strategy, Procurement Code (which includes template documentation) and relevant policies.

1.2. The policy of the Authority, and the objective of these Contract Rules, is to ensure that all works, goods and services:

- 1.2.1 are obtained with probity and propriety to ensure the proper expenditure of public funds;
- 1.2.2 are appropriate for the purpose for which they are obtained; and
- 1.2.3 ensure Best Value for Money.

2. SCOPE

2.1 These Contract Rules apply to any arrangement made by, or on behalf of, the Authority for the carrying out of works or for the supply of goods or services.

2.2. These Contract Rules do not apply to

- 2.2.1 contracts of employment which make an individual a direct employee of the Authority;
- 2.2.2 the acquisition, disposal, or transfer of land (which must be carried out by the Head of Property Services) except where services or works are required by the Authority as part of the land transaction e.g. regeneration projects;
- 2.2.3 contracts relating to the placement of deposits or raising of loans under the Treasury Management Strategy;

2.2.4 purchases made at public auction; and

2.2.5 the giving of grants.

SECTION 2: COMMON REQUIREMENTS

3. CALCULATION OF CONTRACT VALUES

3.1 Unless otherwise stated, the calculation of the estimated value of a procurement shall be based on the total amount payable in pounds sterling, net of VAT, as estimated by the Authority over the entire contract period, including any proposed extension to the initial contract period.

3.2 The estimated value is to be calculated as at the date the contract is first advertised or the candidates are contacted, whichever occurs first. Contracts should be for a fixed term, but where this is not possible (e.g. hire agreements) the contract value should be calculated by multiplying the monthly value by 48.

3.3 Contracts must not be artificially under or over-estimated or divided into two or more separate contracts where the effect is to avoid the application of the Contract Rules.

4. AUTHORISED OFFICERS AND THEIR RESPONSIBILITIES

4.1 Authorised Officers are persons responsible for carrying out the procurement in question and who have received corporate training on these Contract Rules, and the Procurement Code.

4.2 The Authorised Officer must proceed with the procurement in a manner commensurate with its complexity and value by:

4.2.1 appraising the need for the expenditure and its priority;

4.2.2 defining the objectives of the procurement;

4.2.3 assessing the risks associated with the procurement and how to manage them;

4.2.4 considering what procurement method is most likely to achieve the purchasing objectives, including internal or external sourcing, partnering, packaging strategy and collaborative procurement arrangements with another local authority, government department, statutory undertaker or public service purchasing consortium and frameworks;

4.2.5 consulting users as appropriate about the proposed procurement method, contract standards and performance and user satisfaction monitoring;

- 4.2.6 checking to see if a corporate contract already exists e.g. stationery contract;
- 4.2.7 where the procurement involves a potential change to services provided by the Authority the Authorised Officer ensuring compliance with:
- the Authority's duty to consult under Section 3 Local Government Act 1999.
 - the Authority's duties under the Equalities Act 2012.
 - the Public Social Value Act 2012 for contracts for services over the EU threshold to ensure how the procurement might improve the economic, social and environmental well-being of the geographical area the Authority serves;
- 4.2.8 ensuring the Budget Holder has sufficient budget to sustain the contract for the life of the contract;
- 4.2.9 for quotes and tenders below £10,000.00 attaching the relevant standard terms and conditions to the purchase order or otherwise draw the attention of the supplier to these standard terms and conditions;
- 4.2.10 for quotes and tenders above £10,000.00, instructing the Council's Solicitor in writing to draft or approve the formal written contract terms and conditions that are to apply to the proposed contract; and
- 4.2.11 ensuring that a purchase order is raised for the contract.
- 4.3 Where any procurement may result in any employee either of the Authority or of a service provider being affected by any transfer arrangements, Authorised Officers must ensure that the application of the Transfer of Undertaking (Protection of Employment) Regulations 2006 (TUPE) is considered and obtain legal advice before proceeding with inviting tenders or quotes.
- 4.4 Any procurement that is:
- over EU threshold and TUPE applies; or
 - is over budget
- shall be referred to the relevant Committee or Council for decision, unless otherwise stated elsewhere in the Authority's Constitution.

5. CONTRACT VALUES

5.1 Where the total value for a purchase is within the values in the first column below, the award procedure in the second column must be followed:

Estimated Total Contract Value	Contract Letting Requirements & Forms of Contract
Up to £10,000	<p>The budget holder can purchase from the source that offers the Best Value for Money to the Authority.</p> <p>This could be demonstrated by the obtaining of 2 written Quotes, where this is possible.</p> <p>Contracts shall be by purchase order with standard terms and conditions attached.</p>
From £10,001 to £50,000	<p>Shall be advertised on the website of the Authority (and/or other public advertisement as determined by the Authorised Officer) unless, in consultation with the S151 Officer, and the Council's Solicitor, it is agreed to approach suppliers on an adhoc basis (in which case 3 written quotes shall be sort).</p> <p>Any procurement opportunity over £25,000.00 that is advertised shall also be advertised on Contract Finder using the Authority's e-procurement system within 24 hours of any other adverts appearing together with unrestricted and full direct internet access to relevant contract documents.</p> <p>Procurement opportunities advertised on Contract Finder shall be procured using the Open Procedure.</p> <p>A formal written contract approved by the Council's Solicitor must be utilised.</p>
From £50,001 to EU Threshold	<p>Shall be advertised on the website of the Authority and on Contract Finder using the Authority's e-procurement system (within 24 hours of any other adverts appearing) (and/or other public advertisement as determined by the Authorised Officer) together with unrestricted and full direct internet access to relevant contract documents</p> <p>An open procedure shall be followed for goods and services.</p> <p>Pre-Qualification Questionnaires (PQQ's) can be used in the procurement of works contracts where the value of the works exceeds the EU</p>

	<p>threshold for goods and services. A formal written contract prepared/approved by the Council's Solicitor must be utilised.</p>
EU Threshold and Above	<p>Shall be advertised in the Official Journal of the European Journal (OJEU), on the website of the Authority and on Contract Finder using the Authority's e-procurement system (within 3 days of the receipt of OJEU notice at publications office or within 24 hours of the OJEU notice being published) (and/or other public advertisement as determined by the Authorised Officer)</p> <p>Pre-Qualification Questionnaires (PQQ's) can be used in the procurement of works contracts where the value of the works exceeds the EU threshold for goods and services.</p> <p>The Procurement Adviser, in consultation with the Council's Solicitor, shall advise on the most appropriate EU procurement procedure to be used for the relevant goods, services and/or works to be procured. The two most common procedures are:</p> <ul style="list-style-type: none"> • Open Procedure – anyone can submit a tender. • Restricted Procedure – following receipt of expressions of interest a pre-qualification questionnaire (PQQ) is used to shortlist Candidates who are then invited to submit a tender. <p>The following procedures can only be used in certain circumstances following advice from the Council's Solicitor:</p> <ul style="list-style-type: none"> • Innovation Partnership; This may be used when the Authority is seeking innovative ideas where solutions are not already available on the market and there is also an intention to include both the development of the outcome and its subsequent purchase (subject to meeting agreed performance levels and maximum costs) in the procurement. A structured partnership will be established for the development of an innovative product, service or works and the subsequent purchase of the resulting supplies, services or works, provided that they correspond to the agreed performance levels and costs.

	<ul style="list-style-type: none"> • Competitive dialogue This can be used where either of the following apply: <ul style="list-style-type: none"> (i) the need of the Authority cannot be met without adaptation of readily available solutions; or (ii) they include design or innovative solutions; or (iii) specific circumstances related to the nature, the complexity or the legal and financial makeup or because of risks attaching to them; or (iv) the technical specifications cannot be established with sufficient precision with reference to a standard, European Technical Assessment, common technical specification or technical reference; or (v) where, in response to an open or a restricted procedure, only irregular or unacceptable tenders were submitted, provided that the Authority includes in the procedure all of, and only, the tenderers that meet certain criteria and submitted tenders in accordance with the formal requirements of the failed procedure • Competitive Procedure with negotiation. This procedure can be used for the same reasons as competitive dialogue. With this procedure the Authority can negotiate with candidates who have submitted tenders to seek improved offers. A formal written contract prepared/approved by the Council's Solicitor must be utilised.

Light Touch Regime	<p>Contracts involving the following goods and services are subject to a 'light touch' regime if the value of the contract is below the prescribed threshold contained in the EU Regulations:</p> <ul style="list-style-type: none"> • health, social and related services; • administrative social, educational, healthcare and cultural services; • compulsory social security services; • benefit services; • other community, social and personal services including services furnished by trade unions, political organisations, youth associations and other membership organisation services; • legal services; • other administrative services and government services; • provision of services to the community; • prison related services, public security and rescue services; • investigation and security services; • international services; • postal services; and • miscellaneous services listed in schedule 3 of the Public Contract Regulation 2015. <p>Advice must be sought from the Procurement Adviser before undertaking a light touch regime procurement. A formal written contract prepared/approved by the Council's Solicitor must be utilised.</p>
Concessions	<p>A concession contract is an agreement where suppliers are given the right to exploit works or services provided for their own gain. Suppliers can either receive payment for their services solely through third party sources or partly through consideration from the contracting authority along with income received from third parties e.g. a service concession is where a supplier has a contract to manage an Authority's catering services for its staff. The Authority doesn't pay the supplier to run the services and its income is solely through the staff using the facilities. The risk in the concession making a profit is with the supplier and not the Authority.</p>

Disposal of assets (other than land)	Where the Authority is selling or disposing of assets without the provision of services then the Authority's obligation is to achieve the best value for the items. This could be achieved by obtaining quotes or conducting a full tender depending upon the items being disposed of. Any disposal must be in accordance with the Authority's Finance Rules. Where the Authority is disposing of land and there is an element of services or works required by the Authority as part of the disposal these Contract Rules apply e.g. regeneration projects.
Disposal of Land	These contract rules apply where the Authority is disposing of or acquiring land and there is an element of services or works required by the Authority as part of the transfer (e.g. regeneration projects).

6. WAIVERS

6.1 Subject to the written approvals referred to in Contract Rule 6.2 below, waivers of any of these Contract Rules shall only be given in the following exceptional circumstances:-

- 6.1.1 Where the goods, materials, works or services are of a unique or specialised nature or are identical or similar to or compatible with an existing provision so as to render only one or two sources of supply appropriate, including:
- an upgrade; or
 - where the contract concerns, wholly or mainly, repairs to or the supply of parts for existing proprietary machinery, plant or equipment and the repairs to or the supply of parts cannot be carried out practicably by alternative Contractors; or
- 6.1.2 the goods or materials to be purchased are proprietary articles or are sold only at fixed prices; or
- 6.1.3 the price of services, goods or materials to be purchased is controlled by trade organisations, or if for other reasons there would be no genuine competition; or
- 6.1.4 where in the opinion of the Authorised Officer, in consultation with the s151 Officer and the Council's Solicitor, considers that the services to be provided or the work to be executed or the goods or materials to be purchased are urgent (subject to the action being reported to the next Executive Committee Meeting); or

- 6.1.5 specialist consultants, solicitor, barrister, agents, artist or professional advisers are required and:
- there is no satisfactory alternative; or
 - evidence indicates that there is likely to be no genuine competition; or
 - it is, in the opinion of the Authorised Officer, in the Authority's best interest to engage a particular consultant, solicitor, barrister, agent, artist or adviser; or
- 6.1.6 the goods or materials to be purchased are within a bulk purchasing agreement made between the Authority and a consortium or other organisation approved by the Authority; or
- 6.1.7 the works to be executed or the goods or materials to be purchased can only be carried out or supplied by a statutory body.
- 6.2 These Contract Rules cannot be waived for the procurements above the relevant EU Threshold. Where it is possible to waive these Contract Rules, any such waiver must be agreed by:
- 6.2.1 Executive Committee for contracts above £100,000.00 or the Head of Paid Service, in consultation with the Leader of the Authority, if the matter requires an urgent decision and a meeting of the Executive Committee cannot be called; or
- 6.2.2 the budget holder, in consultation with the Section 151 Officer and the Council's Solicitor, if the contract is £100,000.00 or less.
- 6.3 A record of the decision and the reasons for it shall be kept and the waiver itself shall be kept by the Council's Solicitor.

SECTION 3: TENDERING AND QUOTATION PROCESS

7. ADVERTISING (above £10,000.00)

- 7.1 Adverts shall include as a minimum:
- date and time response to be received by the Authority;
 - how and to whom the Supplier must respond; and
 - any requirements for participating in the procurement.
- 7.2 Where adverts are placed on Contract Finder unrestricted and full direct internet access to relevant contract documents shall be available on the Authority's website and the Authority's e-procurement system free of charge when the advert is placed.
- 7.3 Opportunities with a value over the relevant EU Threshold must also be advertised in the Official Journal of the European Union (OJEU) by submitting a Contract Notice using the Authority's e-procurement system.

- 8. SUITABILITY ASSESSMENT (under EU threshold) AND PRE-QUALIFICATION (above EU threshold only)**
- 8.1 Authorised Officers are responsible for ensuring that all candidates for a contract are suitably assessed.
- 8.2 **Under EU Threshold**
As part of the tender or quotation process Authorised Officer shall establish that the potential candidates meet minimum requirements or minimum standards of:
- suitability;
 - capability;
 - legal status; and
 - financial standing.
- 8.3 The assessment questions must be:
- relevant to the subject matter of the procurement; and
 - proportionate.
- 8.4 For works contracts above the EU threshold (supply and services level) a Pre-Qualification Questionnaire (PQQ) stage is permitted. Officers must use form PAS91 or such other required PQQ template.
- 8.5 **Above EU Threshold**
Procurements above the EU threshold can use a Pre-Qualification Questionnaire (PQQ) stage. Officers must use the PQQ form issued by the Government or for works contract form PAS91 or such other required PQQ template. As any deviations the standard form must be reported to the Cabinet Office changes to the form are not permitted without the consent of the Procurement Adviser, S151 Officer and the Council's Solicitor.
- 8.6 Any candidate eliminated from a procurement where a PQQ has been undertaken must be notified following the evaluation of that stage in the process.
- 8.7 Financial and due diligence checks must be undertaken for all contracts where the value of the contract is above £10,000.00.
- 8.8 Any procurement subject to the EU Regulations shall comply with the appropriate EU Regulations.

9. ELECTRONIC TENDERING

- 9.1 Until electronic tendering becomes compulsory, the Authorised Officer, following consultation with the Procurement Adviser or Council's Solicitor, may authorise:
- 9.1.1 the transmission of quotes and tenders by electronic means;
 - 9.1.2 the carrying out of an electronic auction where satisfied that it is in the interests of the Authority to do so; and
 - 9.1.3 the carrying out of the whole tendering process and the award of the contract by electronic means, using the Authority's e-procurement system, where satisfied that it is in the interests of the Authority to do so.

10. DIVIDING TENDERS INTO LOTS

- 10.1 Authorised Officers may decide to award a contract in the form of separate lots and may determine the size and subject-matter of such lots.
- 10.2 For an above EU threshold procurement, if the contract is not split into lots the main reasons for this decision shall be included in the procurement documents and the Authority's report under Regulation 84 of the Public Contracts Regulations 2015.
- 10.3 Authorised Officers shall include in the notice and or tender documents:
- 10.3.1 if tenders can be submitted for one, for several or for all of the lots; and
 - 10.3.2 if there is a limit on the numbers of lots that can be tendered for.
- 10.4 Where more than one lot may be awarded to the same tenderer, Awarding Officers may award contracts combining several or all lots where they have specified in the contract notice or in the invitation to tender that they reserve the possibility of doing so and indicate the lots or groups of lots that may be combined.

11. INVITATION TO TENDER

- 11.1 The Invitation To Tender shall state that no Tender will be considered unless it is received by the date and time stipulated in the Invitation To Tender. Subject to Contract Procedure Rule 11.3 below, no Tender delivered in contravention of this Contract Procedure Rule shall be considered.
- 11.2 All Invitations To Tender shall be in accordance with these Contract Rules, codes and policies.

- 11.3 No Tenders received after the specified date and time for receipt of Tenders shall be accepted or considered by the Authority unless the Authorised Officer, after consulting the Procurement Adviser, s151 Officer and the Council's Solicitor, is satisfied that there is sufficient evidence for the Tender having been despatched in sufficient time for it to have arrived before the closing date and time.

12. SUBMISSION AND OPENING OF TENDERS AND QUOTES

- 12.1 Tenders and quotes shall be submitted in accordance with requirements set out in the Invitation to Tender or quote as appropriate.

Tenders (over £50,000.00)

- 12.2 All Tenders received shall be addressed to the Procurement Adviser in a plain sealed envelope endorsed with the words "Tender – Do Not Open" followed by the subject matter to which it relates (but no other name or mark indicating the sender). Tenders shall be kept in a safe place by the Procurement Adviser and remain unopened until the time and date specified for their opening.

Where tenders are submitted electronically via the Authority's e-procurement system, Authorised Officers shall ensure that they are kept secure and unopened until the specified date and time.

- 12.3 Tenders shall be opened by at least one officer nominated by the budget holder and the Procurement Adviser or their nominated officer. An immediate record shall be made of the Tenders received including names, amount of tender and the date and time of opening.

12.4 Quotes (over £10,000.00)

All quotes received shall be addressed to the Authorised Officer in a plain sealed envelope endorsed with the words "Quote – Do Not Open" followed by the subject matter to which it relates (but no other name or mark indicating the sender). Quotes shall be kept in a safe place by the Authorised Officer and remain unopened until the time and date specified for their opening.

- 12.5 Quotes shall be opened by the Authorised Officer who shall keep a note on file of the names, amount of tender and the date and time of opening.

- 12.6 If the submission of quotes is electronically under Contract Rule 9.1, the Authorised Officer shall ensure that the quotes are not opened until the time and date specified for their opening.

- 12.7 No Tenders or quotes received after the specified date and time for receipt shall be accepted or considered by the Authority unless the Authorised Officer, after consulting the s151 Officer and the Council's Solicitor, is satisfied that there is sufficient evidence for the tender or quote having been despatched in sufficient time for it to have arrived before the closing date and time.

13. ARITHMETICAL ERRORS, POST TENDER CLARIFICATION AND ABNORMALLY LOW TENDERS

- 13.1 Candidates can only alter their tenders or quotes after the date specified for their receipt but before the formal acceptance of the tender or quote, where examination by officers of the tender or quote reveals arithmetical errors or discrepancies which affect the tender or quote figure. The candidate shall be given details in writing of such errors or discrepancies and afforded an opportunity of confirming, amending or withdrawing their offer in writing.
- 13.2 In an EU Procurement the Authority must require tenderers to explain the price of costs proposed in the tender where the tender appears to be abnormally low in relation to the works, supplies or services.
- 13.3 All other post-tender clarifications shall:
- 13.3.1 only be undertaken following consultation with the Procurement Adviser and the Council's Solicitor; and
 - 13.3.2 not disclose commercially sensitive information supplied by other candidates for the contract
- 13.4 The Authority does not accept qualified or conditional quotes/tenders. Where a candidate has submitted a qualified or conditional quotation/tender Authorised Officers, in consultation with the Procurement Adviser, must give candidates the opportunity to withdraw the qualification or condition without amendment to the bid submitted.

14. TENDER EVALUATION

- 14.1 Tenders shall be evaluated in accordance with the relevant regulations and the award criteria set out in the Invitation to Tender.
- 14.2 All contracts shall be awarded on the basis of the offer which represents the most economically advantageous, taking into account price and/or quality, to the Authority.
- 14.3 The award criteria shall be predetermined and listed in the Invitation to Tender documentation. In addition, the criteria shall be strictly observed at all times throughout the contract award procedure by any officer involved in the tender evaluation.
- 14.4 For all contracts, regardless of value, no person with a personal or financial interest in any of the Contractors submitting a proposal should be involved in any way in influencing the decision as to which contractor is to be awarded the contract. A declaration of interest form must be completed by each officer involved in the evaluation process and held on file by the Authorised Officer.

14.5 Where Authorised Officers intend to carry out site visits, presentations or interviews as part of the evaluation process, this must be made clear in the Invitation to Tender and include whether this will be scored separately to the tender submission or used to moderate scores. If scored separately, candidates must be informed of the evaluation criteria and weighting in the tender documents.

15. AWARDING CONTRACTS

15.1 The Authority shall only accept a tender and award a contract to the candidate submitting the most economically advantageous tender/quote

15.2 Depending on what is being procured, and whether or not it is an EU procurement, the most economically advantageous tender/quote can be assessed as follows;

- Price (i.e. the lowest bid).
- Cost (where the assessment is based on cost-effectiveness basis such as an asset life-cycle assessment (cost of the asset, maintenance costs, end of life costs).
- Best Price/Quality Ratio. (the award criteria can include quality, including technical merit, aesthetic and functional characteristics, delivery date, delivery process, after-sales service and technical assistance as well as environmental and/or social matters and any other matters relevant to what is being procured).

The award criteria and the scoring methods must be disclosed in the Invitation to Tender/Quote.

15.3 A contract may only be awarded by an Awarding Officer with the requisite delegated authority to award contracts. Prior to award, the Authorised Officer should ensure that the budget holder responsible for the contract has sufficient funds in place to sustain the contract.

15.4 Where the contract award opportunity was advertised, a contract award notice containing the name of the contractor, the date the contract was entered into and the value of the contract must be published on Contract Finder no later than 90 days after contract award. If below EU Threshold include whether or not Contractor is a Small and Medium-sized Enterprise (SME) or voluntary, community and social enterprise (VCSE).

15.5 A Contract Award Notice must be published in OJEU where there has been an above EU Threshold Procurement and the relevant standstill period observed. The contract shall not be completed or purchase order issued unless the standstill period passes with no challenges. The Authorised Officer shall notify the Procurement Adviser and the Council Solicitor immediately following receipt of a challenge.

15.6 For contracts over £10,000.00 the purchase order shall not be issued until the formal written contract has been completed.

16. DEBRIEFING

- 16.1 The Authorised Officer shall provide a written debriefing to unsuccessful Tenderers as required by the law.

SECTION 4: CONTRACT FORMALITIES

17. EXECUTION OF CONTRACTS

- 17.1 All contracts not exceeding £10,000.00 shall be signed by the relevant budget holder, unless the Council's Solicitor requires that the contract be sealed.
- 17.2 All contracts exceeding £10,000.00 but not exceeding £50,000.00 shall be signed by the Council's Solicitor or other authorised officer as set out in the Authority's Constitution unless the Council's Solicitor requires that the contract be sealed.
- 17.3 All contracts exceeding £50,000.00 shall be executed as a deed by the Council's Solicitor or other authorised officer as set out in the Authority's Constitution and the common seal affixed to the contract.

18. RECORDS OF TENDERS AND CONTRACTS

- 18.1 The Procurement Adviser shall maintain a list of all tenders received.
- 18.2 A Contracts Register of all contracts awarded over £5,000.00 shall be maintained by the the Section 151 Officer.
- 18.3 All contracts over £10,000.00 shall be kept by the Council's Solicitor.

19. BONDS AND PARENT COMPANY GUARANTEES

- 19.1 Bonds or Parent Company Guarantee will be required on all works contracts above £1,000,000.00 or for a contract of a lesser value if considered appropriate by the Section 151 Officer following consultation with the Council's Solicitor.
- 19.2 Bonds or Parent Company Guarantee may be required for any contract if considered appropriate by Section 151 Officer following consultation with the Council's Solicitor.
- 19.3 Bonds shall be a minimum of 10% of the contract value.

20. EMBEDDED LEASES & EMBEDDED DERIVATIVES

- 20.1 Prior to the award of a contract the Authorised Officer must notify the S151 officer where under the contract:
- 20.1.1 the Authority will have use or control of or will be paying for the use of a specific asset or group of assets; or

- 20.1.2 contains a clause that caps the price the Authority has to pay for supplies or services or there is floor price on the price the Authority has to pay for supplies or services; or
- 20.1.3 the prices the Authority has to pay under the contract, increase by more than 2 times RPI; or
- 20.1.4 the prices the Authority has to pay, increase by some other form of Indices or commodity price.

SECTION 5: SPECIFIC TYPES OF TENDERING

21. FRAMEWORK AGREEMENTS

FRAMEWORK AGREEMENTS SET UP BY OTHER CONTRACTING AUTHORITIES

- 21.1 External Framework Agreements, where the Authority is named or identified as part of a class of permitted users, can be used where the Authority wishes to contract for the sourcing of supplies, services or works without conducting a new procurement exercise.
- 21.2 The Framework Agreement may include within its terms a requirement for a mini competitive exercise between some or all of those suppliers who are parties to the Framework Agreements and can provide the goods/services being tendered. Other Framework Agreements may allow for a direct award or the choice of either direct award or mini completion. Any call-off from a Framework Agreement shall be tendered in accordance with the procedure set out in the Framework Agreement.
- 21.3 The approval of the Procurement Adviser or Council's Solicitor shall be sought before signing up to a new Framework Agreement.
- 21.4 A call-off contract, as set out in the Framework Agreement, will need to be entered into. If no pre-agreed contract is provided for a contract approved by the Council's Solicitor shall be entered into.

FRAMEWORK AGREEMENTS SET UP BY THE AUTHORITY

- 21.5 The Authority may carry out procurement exercises to set up Framework Agreements to allow it to choose contractors or suppliers who meet its pre-qualification requirements. The Authority can then call-off suppliers from the Framework Agreement without having to carry out a further procurement exercise. This could be useful where the Authority has need to call on contracts urgently or often. The Authority could also set up a Framework Agreement for itself and other local authorities to use in order to make efficiency savings.
- 21.6 Once a Framework Agreement is established, quotes and tenders for contracts may be invited from suppliers included on Framework Agreement up to the limit stated in the Framework.

- 21.7 The Authority will need to carry out a procurement exercise to select the suppliers to include on the Framework. This procurement will need to be advertised in accordance with these Contract Rules. The contract value is to be determined by the anticipated level of spend per Framework Agreement.
- 21.8 A Contract Award Notice must be published in OJEU where there has been an above-EU threshold procurement and the relevant standstill period observed with no challenge.

PUBLISHING THE AWARD OF CALL-OFF CONTRACTS UNDER ALL FRAMEWORK AGREEMENTS

- 21.9 The call-off of a contract under a Framework with a value of £25,000.00 or over shall be published on Contract Finder.

22. DRAW DOWN AGREEMENTS

- 22.1 Authorised Officers may award Draw Down Agreements to individual suppliers where services, supplies or works are required on an adhoc basis e.g. JCT measured terms agreements. More than one Draw Down Agreement may be awarded to different suppliers for the same services supplies or works.
- 22.2 Authorised Officers shall carry a procurement process for the award of the Draw Down Agreement in accordance with these Contract Rules.

23. COLLABORATIONS AND JOINT PROCUREMENT

- 23.1 The Authorised Officer may participate in any collaborative or joint procurement arrangements with other Local Authorities or public bodies including membership or use of a purchasing consortia subject to the prior approval of the relevant Director and the Procurement Adviser.

24. PROCUREMENT BY CONSULTANTS

- 24.1 Any consultants used by the Authority shall be appointed in accordance with these Contract Rules. The Authorised Officer shall ensure that the consultant's performance is monitored.
- 24.2 Where the Authority uses consultants to act on its behalf in relation to any procurement, then the Authorised Officer shall ensure that the consultant carries out any procurement in accordance with these Contract Rules.
- 24.3 Consultants may advice the Authorised Officer as to the most suitable candidate. The Authorised Officer can use the advice given by the consultant to make their recommendation to the Awarding Officer.
- 24.4 No consultant shall make any decision on whether to award a contract or who a contract should be awarded to. This decisions rests with the Awarding Officer who should sign the Tender Acceptance Form.

25. NOMINATED AND NAMED SUB-CONTRACTORS

- 25.1 Tenders for sub-contracts to be performed or goods and materials to be supplied by nominated suppliers shall be dealt with in accordance with the provisions of these Contract Procedure Rules.

SECTION 6

AMENDMENTS TO CONTRACTS DURING THEIR TERM AND CONTRACT MANAGEMENT

26. AMENDMENTS TO CONTRACTS

- 26.1 A contract may be changed in any of the following circumstances:
- a) the contract contains a clear review or option clause which specifies the conditions as to when an amendment can be made. The scope and the nature of the change and the overall nature of the contract must not change.
 - b) additional works, services or goods that have become necessary and a change of supplier would not be practicable for economic or technical reasons or would involve substantial inconvenience/duplicate cost (limited to 50% of original contract price).
 - c) the need for change could not have been foreseen by a diligent contracting authority; and
 - the changes do not affect the overall nature of the contract; and
 - any increase in price does not exceed 50% of the price of the original contract.
 - d) where a new contractor replaces the one to which the contracting authority had initially awarded the contract as a consequence of:
 - (i) an unequivocal review clause or option in conformity with Rule 26(1) (a), or
 - (ii) universal or partial succession into the position of the initial contractor, following corporate restructuring, including takeover, merger, acquisition or insolvency, of another economic operator that fulfils the criteria for qualitative selection initially established, provided that this does not involve other substantial changes to the contract and is not aimed at circumventing the application of the EU Regulations.
 - e) The changes, irrespective of their value, are not substantial (see the 'Definitions' section for the definition of substantial).

- f) It is a change that does not affect the overall nature of the contract or Framework Agreement and the value of the change does not exceed:
- the relevant EU Threshold; or
 - 10% (goods and/or services) 15% (works) of the initial value of the contract.

26.2 Where successive changes are made, the value shall be the net value of the successive changes.

26.3 Where changes to a contract have been made under Contract Rule 26.1 b) or c) above and the initial contract value exceeded the EU Threshold, a modification of contract notice shall be published in the OJEU.

27. CONTRACT MANAGEMENT

27.1 Authorised Officers need to actively monitor and manage the contractor's performance throughout the contract life to ensure milestones, KPI's, deliverables and outcomes are achieved and risks and, where appropriate, business continuity is managed as detailed in the tender and contract documentation. Management data needs to be published in accordance with the Government's Transparency Code.

27.2 Plans should be made well in advance to re-procure the contract (if applicable) and an exit strategy included in the tender and procurement documentation and the contract.

DEFINITIONS

Authorised Officer	An officer who is authorised to undertake the procurement in question and who has received corporate training on these Contract Rules.
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Awarding Officer	The officer with the delegated authority to award the contract
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Best Value for Money	The best solution for the Authority taking into account price, quality and deliverability.
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Bond	An insurance policy: if the Contractor does not do what it has promised under a contract with the Authority, the Authority can claim from the insurer the sum, of money specified in the bond (often 10% of the contract value). A bond is intended to protect the Authority against a level of cost arising from the Contractor's failure.
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Budget holder	The officer responsible for the budget for the relevant procurement
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Candidate	Any person who asks or is invited to submit a Quote or Tender.
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Call-Off Contract	A contract awarded to a supplier under a Framework Agreement
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Concessions	An agreement where Suppliers are given the right to exploit works or services provided for their own gain.
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Consultant	Someone appointed (but not under a contract of employment) for a specific length of time to work to a defined project brief with clear outcomes to be delivered, who brings specialist skills or knowledge to the role.
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Contracting Authorities	Bodies which are subject to the EU Regulations.
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Contractor	Any person, company or supplier who has been awarded a contract in accordance with these contract rules.
Council's Solicitor	The senior legal Adviser for the Authority
Director	The chief officers for the Authority, director or the Council's Solicitor
Draw down contract	A contract with a single supplier where goods, services or works are requested on an ad hoc basis
EU Regulations	The UK regulations implementing the EC public procurement directives.
EU Threshold	The values set by the European Commission which determine whether a procurement has to be carried out in accordance with the EU Regulations.
Framework Agreement	An agreement between one or more contracting authorities and one or more economic operators, the purpose of which is to establish the terms governing contracts to be awarded during a given period, in particular with regard to price and, where appropriate, the quantity envisaged.
Head of Paid Service	The officer designated as head of paid for the Authority under section 4 of the Local Government and Housing Act 1989
Invitation to Tender (ITT)	Invitation to tender documents in the form required by these Contract Rules.
Most Economically Advantageous Tender	The most economically advantageous tender will be evaluated on the basis of either <ul style="list-style-type: none"> • Price (i.e. the lowest price) • Cost (on the basis of a cost-effectiveness approach e.g. life-cycle costing) • Best price/quality ratio

OJEU	Official Journal of the European Union – where notices for all above EU Threshold procurements opportunities and contract awards must be placed.
Parent Company Guarantee	A contract which binds the parent of a subsidiary company as follows: if the subsidiary company fails to do what it has promised under a contract with the Authority, the Authority can require the company to do so instead.
Procurement Adviser	The procurement officer for the Authority
Quote	A quotation of price and any other relevant matter (without the formal issue of an Invitation to Tender).
Regulation 84 Report	The report about the procurement required to be compiled under Regulation 84 of the Public Contracts Regulations 2015
Section 151 Officer	The officer designated responsibility for the proper administration of the Authority's financial affairs under section 151 of the Local Government Act 1972

Substantial	<p>In relation to a change to an existing contract of framework agreement means where one of the following conditions is met:-</p> <ul style="list-style-type: none"> (a) the change renders the contract or the framework agreement materially different in character from the one initially concluded; . (b) the modification introduces conditions which, had they been part of the initial procurement procedure, would have— . <ul style="list-style-type: none"> (i) allowed for the admission of other candidates than those initially selected, . (ii) allowed for the acceptance of a tender other than that originally accepted, or . (iii) attracted additional participants in the procurement procedure; . (c) the modification changes the economic balance of the contract or the framework agreement in favour of the contractor in a manner which was not provided for in the initial contract or framework agreement; . (d) the modification extends the scope of the contract or framework agreement considerably; . (e) a new contractor replaces the one to which the contracting authority had initially awarded the contract in cases other than those provided for in Rule 28(1)(d).
Supplier	A person or body of persons providing, or seeking to provide, supplies, services or works to the Authority.
Tender	A Candidate’s proposal submitted in response to an Invitation to Tender.

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	13 January 2016
Subject:	Materials Recovery Facilities (MRF) Contract Variation
Report of:	Val Garside, Environmental and Housing Services Group Manager
Corporate Lead:	Rachel North, Deputy Chief Executive
Lead Member:	Councillor J R Mason
Number of Appendices:	None

Executive Summary:

Tewkesbury Borough Council ("The Council") is currently reviewing its waste service specification aligned to the need to procure a new vehicle fleet for April 2017 and the situation regarding the Material Recovery Facility (MRF) is an essential part of that review. As such a new long-term solution to the need for processing, sorting and selling recyclate will be in place for April 2017.

In April 2014 the Council entered into a new 3 year contract with Grundon Waste Management Ltd ("Grundons") to process, sort and sell comingled dry recycling material.

Whilst in general the contract has been progressing well, over the last year there has been incidents of contamination within the recyclate material, which is resulting in increased risks to staff and significant impacts upon the sorting process. This level of contamination in the recyclate stream has some clear consequences for both the operator and the Council which need to be actively addressed.

In order for Grundons to continue to accept the material, and provide the service to the Council until the end of the current contract in April 2017, work has been done collectively with the operator to find an effective solution. Grundons has reviewed its processes to enable this material to continue to be accepted and sorted in a safer manner. This will result in all the Council's recycling being accepted and processed in line with a variation of the contract specifications.

The variation however does increase the cost of the processes and will result in a one off additional cost to the contract for 2016/17.

Recommendation:

To approve the use of £222,500 of earmarked reserves to cover the increased cost for 2016/17.

Reasons for Recommendation:

In order for our operator to continue to accept the Council's recycling material and provide a continual service in light of the increased contamination, Grundons has reviewed its processes to enable this material to continue to be accepted and sorted in a safer manner. This additional work required by the operator to address the contamination will require additional costs for the contract year 2016-2017 which are additional to the agreed budget. The Executive Committee need to approve use of earmarked reserves for this.

Resource Implications:

The overall value of the MRF contract is £2,230,000.

The additional cost required is identified as £222,500 earmarked reserves for the contract year 2016-2017.

Not addressing the contamination issue will result in recyclate loads being rejected by the operator, causing increased costs to the Council with loads going to landfill and reduced income from recycling credits.

Legal Implications:

The Council will need to ensure that it complies with the variation requirements in line with the current contract dated 11 April 2014 between Tewkesbury Borough Council and Grundon Waste Management Limited. The Council also needs to ensure that the variation complies with existing contract law and regulations.

Risk Management Implications:

There are some key risks to the Council if collected recycling material cannot be effectively processed. There is a risk of challenge by the Environment Agency or third parties regarding compliance with waste regulations.

The Council ultimately bears the risk in arranging for the effective disposal of recyclate material despite the existence of a contract with Grundons.

A review of the waste service is underway, along with the re-procurement of the necessary vehicles, which will take place over the next 12 months. The current MRF contract will be re-tendered alongside this work to ensure a new service specification, fleet and MRF arrangements are in place by April 2017.

The materials commodity market has recently been affected by two significant events which have impacted on the value of at least two material streams and with a knock on effect on the others.

The drop in the price of oil has lessened the value of recyclable plastics and in certain circumstances it has been more economical to make packaging from virgin material. The closure of Aylesford Newsprint has also impacted the news and pams commodity market, with more export occurring and the commodity value dropping for this material stream.

Consequently the basket value of the materials that the Council is sending to Grundons has dropped. The Council has safeguarded its budget with a floor price gate fee of £7.50p per tonne.

The contract was in place for the first 9 months without issue. In January 2015 contaminated loads were identified. Grundons temporarily banned these loads from entering the MRF due to health and safety risks associated with needle stick injuries. The contractor as a result of the health and safety risk may be unwilling to continue with the contract leaving the Council without recycling waste facilities.

Performance Management Follow-up:

The Joint Waste Team currently monitors the Grundons contract on behalf of the Council. Updates are provided to the Overview and Scrutiny Committee on a six monthly basis as part of the Ubico contract.

Environmental Implications:

Biodegradable waste such as paper and cardboard etc. contain elements that will biodegrade and produce methane gas, which in turn will have an impact upon climate change.

By sending 'good' resources to landfill means that wasted materials will have to be replaced with new materials rather than re-used.

1.0 INTRODUCTION/BACKGROUND**1.1 Current Status**

- 1.1.1** In April 2014 the Council entered into a three year contract with Grundons to process, sort and sell comingled dry recycling material.
- 1.1.2** Overall the contract is working well despite significant reductions in the global value of recyclate which is already a volatile market. However, since January 2015 there have been problems with contamination in the recyclate stream. Over this period there have been more than 30 incidents of needles being found within the material, resulting in increased risks to staff and impacts upon the sorting process. Grundons is responsible for the health and safety of its operatives and despite attempts to manage the situation have had to reject material from specific waste rounds.
- 1.1.3** The needles and paraphernalia found are associated with diabetes and illegal drug use.
- 1.1.4** As a result, 9 full loads and part loads of recyclate material have been rejected by Grundons resulting in recyclate being diverted to landfill.
- 1.1.5** With regard to the management of the ongoing issue of needle hazards within the contaminated material, the main focus has to be on processing the material safely to ensure the risks to employees and third party recipients of recovered material are eliminated or at least minimised.
- 1.1.6** The composition of material which Grundons receive and process appears to have changed. Prior to January 2015 there were no known concerns about needle contamination. No negative comments relating to contaminants, or the quality of the material, were made by the previous contractor who processed this material.
- 1.1.7** Despite work carried out by officers with local drug treatment charities, registered providers, pharmacies and GP Surgeries it is not clear what is causing the difference in the recyclate.
- 1.1.8** The proposed variation will modify the service requirements to effectively manage the contaminated waste. The responsibility to present safe material to the MRF operator rests with the Council and the impact of a volume of recyclate being rejected, and thus diverted to landfill, is significant both in costs and in reputational damage caused by residents being less enthusiastic about recycling overall.
- 1.1.9** Currently the operator slows down the process to allow more time for contamination to be removed and dealt with safely.

- 1.1.10** In addition, collaborative work to target areas where particular issues with needles appear prevalent, to include engagement with local communities, promotions and information and education campaigns, will be stepped up to attempt to reduce the level of contamination overall.
- 1.1.11** When the contamination was first identified, it appeared that the needles were coming from Perry Hill, Tewkesbury. However, subsequent loads were found with needles across Winchcombe, Brockworth, Churchdown and Woodmancote.
- 1.1.12** The contract ends in April 2017 and the procurement of new MRF capabilities is directly linked to the current service review and vehicle procurement programme. This report enables the current contract to continue with a proactive response to contamination accepting the additional costs incurred by the operator in dealing with the issues, for the final year.

1.2 Current Process

- 1.2.1** The current contract requires the Council to present recyclate in a prescribed state and significant contamination allows the operator to refuse to accept material. While a collaborative approach to the issue is attempted and solutions presented, the risk around contamination is currently one borne by the Council.
- 1.2.2** In practice, where a refuse vehicle carrying needles can be identified, a charge has been levied to the Council for additional costs and disruption and the relevant load has been sent to landfill. Where a vehicle carrying needles cannot be identified, the full cost cannot be recovered or the round highlighted, resulting in the risk of all recyclate material being rejected from the plant.
- 1.2.3** Currently when needles are found in a load that has not previously been identified as contaminated with needles, the plant is stopped and the hazards are removed from the line. The whole plant is then emptied of material and this is sent for disposal. This generates a cost in downtime due to the stoppage and the disposal of material. There is also a loss of potential revenue which would have been gained if this material (and any material in the load sent straight to landfill) was processed and sold for recovery.
- 1.2.4** Items found are regularly photographed and details sent through to the Joint Waste Team and the Council.
- 1.2.5** In addition, a great deal of management time is spent:
- monitoring the history of the finds and communicating high risk days to site staff and contractors; and
 - managing the separate tipping and processing of the material with a history of:
 - containing needles;
 - attending to and dealing with needle finds;
 - documenting and reporting needle finds; and
 - attending any action group meeting.

2.0 PROPOSED SOLUTION

- 2.1** In order for the operator to continue to meet the current contract, accept the material and provide the service to the Council, Grundons has reviewed its processes to enable this material to continue to be accepted and process the loads contaminated with needles.

- 2.2** The focus needs to be on trying to locate the hazard within the material so that it can be removed safely. With most mixed recyclable deliveries, a visual inspection of tipped loads would be enough to ensure those containing waste outside the permitted categories, or those heavily contaminated, can be assessed and made subject to normal rejection /contamination procedures. However, determining the presence of needles using a visual inspection is not adequate even with the extra time spent.
- 2.3** By way of an example, on 21 May 2015 material from just 100 properties was delivered and tipped separately at Lower Lode Lane (old depot), a manual search then took place which took over 4 hours and utilised 8 people to search and locate the needles. Whilst efforts have been made to eradicate the needles they are still being found in the material on a regular basis and a manual search is obviously not a practical solution, therefore changes to the mechanical processes have been assessed.
- 2.4** In order to continue processing material, the operation would need to be altered. The trommel can be used to split the material by size, twice. The first run would drop bottles, cans, glass etc. and anything under 120mm in size, this is to reduce the density of the material going onto the picking line to allow the pickers an enhanced opportunity to identify the presence of needles. If the material going through the picking station is layered too deeply there is the risk of needles sitting under material which the picker may move but this risks contact with the needle and subsequent injury. The material that is dropped out on the first pass would then be run with the trommel screens blocked to 50mm size which allows a better level of material through the plant and another look for needles can take place. In addition, the plant processing speed would need to be significantly reduced to give the pickers more time to identify the needles. Operating in this way is time consuming with material having to pass through the process twice; this slows down available throughput and increases costs, but would significantly reduce the risk of injury.
- 2.5** The changes are required in order for Grundons to continue to accept the receipt of the contaminated material. If the changes are not effected this would put staff at an unacceptable risk to needle stick injury and potential infection.
- 2.6** The Council and Grundons have carried out an assessment of the additional costs which would be incurred as a result of amending the operation and service scope, for example the extra inspections, the double screening of material and the significant reduction in processing speed, all of which reduce efficiency and increase variable costs.
- 2.7** This one off additional cost has been estimated at £222,500. The contract is due to expire in April 2017, therefore a tendering and procurement process will follow to address these issues and potential costs for the future.
- 2.8** A review of the waste service is currently taking place which will include vehicle replacement and the consideration for retendering for a MRF facility in 2016 for commencement in 2017.

3.0 OTHER OPTIONS CONSIDERED

- 3.1** The current contract was agreed at an advantageous price from the operator. Since this time there have been significant fluctuations in the commodity markets and the global economy which have impacted on the price of recycled materials. While the contamination issue sits outside of this bigger picture it is clear that in any revisiting of the market place for MRF facilities, the Council will need to consider potential increased costs in future.

- 3.2** Retendering for a new contract; the current contract with Grundons ends in April 2017, therefore, the proposed variation will only be for one year. As Grundons are based in Bishops Cleeve there are currently no haulage costs associated with the waste going into Grundons, nor is a tipping facility required. The nearest MRF facilities to Tewkesbury with capacity for this waste would be in Worcester or Stratford. It is understood that the price for these services would be in excess of the agreed variation. By agreeing to the variation, the Council avoids the cost of a retendering process for the year April 2016-April 2017.
- 3.3** In February 2016, it is anticipated that a report will be submitted to the Executive Committee for a decision on the waste review and vehicle procurement. Subject to agreement by the Executive Committee, a tendering exercise will need to start immediately in order to be in place by April 2017.
- 4.0 RELEVANT GOVERNMENT POLICIES**
- 4.1** None directly.
- 5.0 RESOURCE IMPLICATIONS (Human/Property)**
- 5.1** None directly.
- 6.0 SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)**
- 6.1** None directly.
- 7.0 IMPACT UPON (Value For Money/Equalities/E-Government/Human Rights/Health And Safety)**
- 7.1** As contained within the report.
- 8.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS**
- 8.1** None directly.

Background Papers: None.

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Appendices: None.

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	13 January 2016
Subject:	Place Programme
Report of:	Rachel North, Deputy Chief Executive
Corporate Lead:	Rachel North, Deputy Chief Executive
Lead Member:	Councillor Mrs K J Berry Councillor R J E Vines
Number of Appendices:	One

Executive Summary:

The Place Programme is an internal ‘cultural change’ project to support officers across the Council’s services to better appreciate and respond to the different ‘places’ within the Borough and to support Elected Members in their community leadership roles. A pilot has been completed in the east area and, following an evaluation, it is proposed that the programme be rolled out across the Council. The Executive Committee is asked to endorse the approach and its implementation across the whole Borough.

Recommendation:

That Members ENDORSE the full implementation of the Place Programme across the Borough.

Reasons for Recommendation:

Given the significant challenges facing local government as a whole, and Tewkesbury Borough Council in particular, it is essential that all of the available skills and information within our workforce and from the Council’s Elected Members are effectively used to maximise positive outcomes for the community. Creating and supporting additional resilience and capacity within the varied and diverse communities within Tewkesbury Borough is an essential role of the local authority as public services are reduced and communities need to be prepared to accept more responsibility. In modern local government it is increasingly important that professional and specialist officers are supported to recognise the crucial role of ‘place’ within their everyday work. Shifting cultural attitudes and supporting officers to better instil the variety of place within Tewkesbury Borough can be difficult but clear Elected Member support is an essential ingredient to achieving this outcome.

Resource Implications:

This work is being undertaken by existing staff and as such there are no additional resource requirements. As new roles are developed across the Council clear responsibilities to participate in the programme will be built into job descriptions and person specifications.

It is anticipated that the approach will save time by avoiding duplication and staff and Members working more closely and efficiently.

Legal Implications:

None directly relating to this report other than to mention that the Place Programme is aligned to the principles of the Localism Act 2011 which gives the public a number of rights and freedoms to enable them to make a difference within their local communities.

Risk Management Implications:

Not actively engaging with 'places' creates potential risks that any Council solutions developed for local issues are not properly tailored and thus more likely to fail.

Performance Management Follow-up:

Performance Management monitoring will include 'area' based data to enable Members to track progress against the plethora of Council objectives aligned to the three geographic areas.

Environmental Implications:

None directly.

1.0 INTRODUCTION/BACKGROUND

- 1.1** Given the impact of financial austerity and reductions in funding across the public services it is imperative that more priority is given by public agencies to supporting individuals and communities to help themselves.
- 1.2** Tewkesbury Borough Council is well placed to deliver against this objective as the Borough is home to a range of strong, active and dynamic local community organisations and Parish and Town Councils that already take responsibility for finding their own solutions to local issues. In addition, the Council has 38 active Ward Councillors who work hard to engage with their communities and act as invaluable champions for their local neighbourhoods.
- 1.3** Different communities experience different issues and it is important that the Council actively recognises these differences and is well placed to respond to them effectively. Many of these will be geographically related, e.g. the villages along the River Severn and flood risk, while others will impact across the Borough e.g. development pressure. However in all cases the best most sustainable decisions will be taken when they are founded on good quality local intelligence.

- 1.4** The Borough Council, along with other partners within the public service family, recognises both the spread and creativity within communities across the Borough and that the quality of locally developed and owned solutions often far exceeds any public service response delivered from the 'top down'. However it is incumbent on the public agencies to take a direct responsibility to facilitate and assist this local community action, utilising the various tools we hold as the Council, for Tewkesbury Borough as a whole.
- 1.5** In this positive position it is imperative that the Borough Council works with the grain of this local capacity and ensures it is nurtured and supported for the future.
- 1.6** The Place Programme is an internal 'transformation' programme to ensure the Council's workforce is suitably informed and arranged to make the best use of this local intelligence and support community activity in its widest form.
- 1.7** **Current Operational Arrangements**
- 1.7.1** Despite significant reductions in funding over the last five years the Council has maintained a dedicated Community Development Team that works to support and facilitate community action. Arranged across three geographic areas (Appendix 1), a single Community Development Officer takes responsibility for enabling and assisting local initiatives within their patch. These Officers work remotely from locations within their area, usually in Parish or Town Council offices or other locations, to maximise their engagement with local communities and build partnerships with other parts of the public sector and voluntary and community sector. The feedback from Parishes has been very positive and they welcome the opportunity to build up relationships with specific Officers.
- 1.7.2** This area split is pragmatic and reflects an attempt to chunk down from the whole Borough into more local areas and to mirror the ways other public agencies reflect the different parts of our territory. However of course within these areas are many different and distinctive villages, hamlets and neighbourhoods.
- 1.7.3** During this period the Council has also maintained a Community Grants Scheme and recently employed a Funding Officer to work with local groups to access external funding to enable community projects and initiatives.
- 1.7.4** The Community Development Team has been successful in building extremely positive working relationships with the Parish and Town Councils in their patch along with many local community groups/agencies and have developed a deeper understanding of the issues affecting the different geographical areas of the Borough. This broader appreciation of local issues has been invaluable to ensuring an effective 'can do' approach to supporting local community action.
- 1.7.5** It is important to be clear that the focus of this work is not concerned with 'doing to' our communities but very much about offering the skills, information and access to resources we have, to stand side by side with our community in this endeavour. The Council by virtue of its legal position has lots of valuable and useful information and skills to support communities to help themselves and it is important that we make these available as widely as possible to build this essential social capacity.
- 1.8** **Place Programme**
- 1.8.1** In order to strengthen and deepen the reach of this work it is important that involvement and awareness is shared more widely across the various service teams of the authority.

1.8.2 Traditional service specialisms have developed over many years and, in common with every other part of the public service, Tewkesbury Borough Council has professional teams which work within functional silos. The Council is fortunate that with its size and open plan working practice information flows between teams is relatively good but there is always room to improve. This is not to suggest that Officers do not value the different areas in which their specialist work impacts but it is relatively difficult for an Officer responsible for ‘delivering x number of planning decisions / housing benefit applications’ to always spot the specific context in a local neighbourhood.

1.8.3 The following table provides a flavour of the kind of support the Council can give to enable community action.

Coordination	Between areas of the public services e.g. Highnam pilot – Gloucestershire County Council / Tewkesbury Borough Council / Highnam Parish Council coordination of street cleanings / grounds maintenance activity
Communication	Provide consistent messages / tools e.g. helping a community group set up a facebook page, providing information on relevant funding grants, or setting up forums/marketplace events.
Facilitation	Providing help to groups to make things happen e.g. Tewkesbury Nature Reserve – transfer of land from developer to community group.
Provide Support	Navigate complexity e.g. bringing in Fastershire for explanation of rollout of broadband, understanding planning process.
Share Info / Data	Intelligence can be shared e.g. providing MAIDeN statistics for an area, or Citizen Advice Bureau figures.
Connect People	Make introductions and build relationships e.g. Cleeve Big Picnic bringing local organisations and general public together.
Share Good Ideas	Provide the platform to make this easier e.g. Town and Parish Council events, Clerk’s events.

Small Amounts of Funding	Matched amounts to get projects started (small grants) e.g. youth activity grants in areas that have taken on provision from the Borough Council. Other examples through the new community grant scheme include Winchcombe Skate Park, extension to Woodmancote Village Hall, and edible garden in Prior's Park.
Act as Advocates /Champions	Utilise position to lobby for change e.g. Financial Inclusion Partnership or Flooding issues.

- 1.8.4** The Place Programme is a corporate approach to recognising and valuing the distinctive places within the Borough and a coordinated way to ensure we support the building of self-reliance communities within our borders.
- 1.8.5** It is not a structural reorganisation but it is a cultural reorganisation. As such Officers in existing service teams will not be physically moved to work in different teams but there will be a virtual structure established to facilitate information sharing and coordination around our different places which will require a shift in thinking and or mind-set.
- 1.9 East Area Pilot**
- 1.9.1** In order to 'test' the approach the Place Programme has been trailed in the east area. The Community Development Officer for this area, supported by members of the Group Manager cohort, has created a framework for Officers from within all the key services of the Council to share intelligence and has facilitated Ward Councillor meetings to address key issues of specific interest to this geographic location.
- 1.9.2** In this area there is a Gloucestershire County Councillor who is not also a Tewkesbury Borough Councillor and he also attends the Member meetings.
- 1.9.3** The Councillor meetings are largely informal and range across issues that directly affect the Borough Council and those more broadly relevant within the public service family. Feedback from local Councillors who have been part of the pilot has been very positive and participation has been high.
- 1.9.4** During the pilot, quarterly meetings have taken place in the east area since March 2015, including three Officer meetings and three Member meetings. A number of key focus areas have been addressed in relation to their impact on this geography e.g. funding, broadband voucher scheme, Fastershire, planning, improving / creating cycle networks, Ubico, housing enabling, the new policing model, choice based lettings, creating a clean and green environment for residents in the east area. A log has been developed to capture community activities taking place within the area to ensure effective communication. The Members meeting is very much an opportunity for local Ward Councillors to raise issues of local importance and to gain additional information on behalf of their localities.

1.10 Operational Implications

- 1.10.1** As outlined above, the Programme is focused on creating new internal arrangements to maximise the profile of 'place' within the authority overall. Using the three geographic areas within Tewkesbury Borough, the east, the north west the south, Officers from different services meet quarterly to share area specific information.
- 1.10.2** To date only the Community Development Team have actively utilised these areas to arrange their work. It is proposed that the whole authority will embrace these local areas in relation to capturing data, illustrating information and understanding communities. Over time performance management information will be presented to reflect the area profiles.
- 1.10.3** The purpose of these Officer meetings will be to create a log of key projects, initiatives and actions taking place within these communities to be shared between Officers to aid understanding and develop greater coordination of support. This log will then be enhanced with information gathered from the Member meetings.
- 1.10.4** The quarterly Member meeting will complement the above Officer arrangement to bring together the Elected Councillors within an area to share the key issues as part of a two way dialogue. It is expected that this greater level of understanding, and the analysis of key local data, will naturally develop into more area focussed priorities and a 'plan' to drive action.
- 1.10.5** The east area is already in operation and meetings scheduled for Councillors and agendas developed. The remaining two areas will be scheduled for early 2016 and Members notified accordingly. The Member meetings will usually be arranged within the patch at a convenient location.
- 1.10.6** The Place Programme is dynamic and will evolve as it becomes 'custom and practice' within the Council. There is strong interest in this approach from our partners within the Public Service Centre as all sectors within public service recognise the need to better understand local difference and enable greater community capacity.
- 1.10.7** Staff that already have an area focus from Gloucestershire Care Services are attending the internal Officer meetings and working closely with the Community Development Officers from each area in coordinating customer services. Severn Vale Housing Trust and Gloucestershire Police are also keen to engage positively and it is hoped that over time the programme will encompass the whole public service 'system' within the Borough.

2.0 CONCLUSION

- 2.1** Building self-reliance across society is a necessity as funding for publicly organised services diminishes and working differently is a feature of the Council's transformational agenda. Research work carried out by INGLOV for the University of Birmingham on the '21st Century Public Servant' highlights the need for new skills in the future public service workforce. Rather than specific technical skills in one area staff will need to be expert in negotiating, identifying multiple sources of funding, navigating complexity and designing new solutions across whole systems. Central to this will be the need to be clearly rooted in the 'place' and the locality to effectively reflect the nature of the different communities served.

2.2 To meet this emerging agenda the Place Programme aims to provide active support to Officers from across the functional services to better understand and respond to local place difference and is a key part of the Council's transformational need for cultural change. By recognising the wealth of local intelligence and knowledge held by Elected Councillors, and arranging the organisation to capture and respond in a more locally effective manner, the Council and its partners should be in a much better position to support greater community capacity and enable our communities to build resilience for the future.

3.0 OTHER OPTIONS CONSIDERED

3.1 None.

4.0 CONSULTATION

4.1 Staff have been engaged through Group Managers, wider Management Team presentations, Staff Briefings and attendance at team meetings. The Programme has been amended in response to these consultations.

4.2 In addition, the Programme has been presented to the partners within the Public Service Centre and key organisations directly engaged to participate.

5.0 RELEVANT COUNCIL POLICIES/STRATEGIES

- 5.1**
- Council Plan - Priority: to provide customer focused community support.
 - Enabling Active Communities Policy – Gloucestershire Health and Well-Being Board.

6.0 RELEVANT GOVERNMENT POLICIES

6.1 Localism Act 2011.

7.0 RESOURCE IMPLICATIONS (Human/Property)

7.1 There are no additional resources required, however, expectations to participate within the Programme will form an essential element within all new Job Descriptions as the workforce develops.

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

8.1 The Place Programme will impact positively on the community, economy and environment through better co-ordination and focus on the community's needs.

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

9.1 None at this stage, although projects arising through the Place Programme may impact positively on equalities and ensuring all parts of the community are listened to.

10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

10.1 None.

Background Papers: None.

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Appendices: 1. Area Maps.

Agenda Item 14

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Agenda Item 15

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