

23 November 2015

Committee	Overview and Scrutiny
Date	Tuesday, 1 December 2015
Time of Meeting	4:30 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 - 12
<p>To approve the Minutes of the meeting held on 20 October 2015.</p>	
5. CONSIDERATION OF THE EXECUTIVE COMMITTEE FORWARD PLAN	13 - 15
<p>To determine whether there are any questions for the relevant Lead Members and what support the Overview and Scrutiny Committee can give to work contained within the Plan.</p>	
6. OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2015/16	16 - 17
<p>To consider the forthcoming work of the Overview and Scrutiny Committee.</p>	
7. GLOUCESTERSHIRE HEALTH AND CARE OVERVIEW AND SCRUTINY COMMITTEE UPDATE	
<p>To receive feedback from the last meeting of the Gloucestershire Health and Care Overview and Scrutiny Committee.</p>	
8. GLOUCESTERSHIRE POLICE AND CRIME PANEL UPDATE	
<p>To receive feedback from the last meeting of the Gloucestershire Police and Crime Panel.</p>	
9. PERFORMANCE MANAGEMENT - QUARTER 2 2015/16	18 - 71
<p>To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.</p>	
10. PEER CHALLENGE ACTION PLAN MONITORING REPORT	72 - 101
<p>To consider the progress made in delivering the recommendations within the Peer Challenge Action Plan.</p>	
11. HOUSING, RENEWAL AND HOMELESSNESS STRATEGY REVIEW MONITORING REPORT	102 - 128
<p>To consider the achievements made to date in respect of the outcomes identified in the Housing, Renewal and Homelessness Strategy 2012-16 Action Plan.</p>	

12. **UPDATE ON ECONOMIC DEVELOPMENT AND TOURISM STRATEGY REVIEW** 129 - 135

To consider the progress of the Economic Development and Tourism Strategy Review.

DATE OF NEXT MEETING

TUESDAY, 19 JANUARY 2016

COUNCILLORS CONSTITUTING COMMITTEE

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

Substitution Arrangements

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

Recording of Meetings

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 Overview and Scrutiny Committee held at the Council Offices, Gloucester Road, Tewkesbury on Tuesday, 20 October 2015 commencing at 4:30 pm

Present:

Chairman
Vice Chairman

Councillor P W Awford
Councillor Mrs G F Blackwell

and Councillors:

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

OS.38 ANNOUNCEMENTS

- 38.1 The evacuation procedure, as noted on the Agenda, was taken as read.
- 38.2 The Chairman welcomed the Families First Plus Programme Manager, Eugene O’Kane, and the Gloucestershire Families First Plus Team Manager, Emma Trigwell, to the meeting and indicated that they would be giving a presentation in relation to Agenda Item 10 – Gloucestershire Families First Update.
- 38.3 The Chairman indicated that the Committee had established an Economic Development and Tourism Strategy Review Working Group at its meeting in June and the first meeting was due to be held the following day. Councillor M G Sztymiak had been nominated as one of the Members of the Working Group but now found himself unable to attend the meetings due to other commitments. As there was no provision for substitutions on Working Groups, Councillor Sztymiak had asked whether Councillor P N Workman could take his place and the Committee was asked to consider whether this would be acceptable. It was subsequently

RESOLVED That Councillor P N Workman replace Councillor M G Sztymiak on the Economic Development and Tourism Strategy Review Working Group.

OS.39 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

- 39.1 Apologies for absence had been received from Councillor Mrs P E Stokes. There were no substitutions for the meeting.

OS.40 DECLARATIONS OF INTEREST

- 40.1 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.
- 40.2 There were no declarations made on this occasion.

OS.41 MINUTES

- 41.1 The Minutes of the meeting held on 8 September, copies of which had been circulated, were approved as a correct record and signed by the Chairman.

OS.42 CONSIDERATION OF THE EXECUTIVE COMMITTEE FORWARD PLAN

- 42.1 Attention was drawn to the Executive Committee Forward Plan, circulated at Pages No. 10-13. Members were asked to determine whether there were any questions for the relevant Lead Members and what support the Overview and Scrutiny Committee could give to the work contained within the Plan.
- 42.2 The Chairman reminded Members that part of the Overview and Scrutiny Committee's role was to challenge the Executive Committee and this had been emphasised at the Scrutiny training held in September. It was very important from a public perspective to demonstrate that decisions or actions being taken by the Council were properly scrutinised and he urged Members to track the Executive Committee papers and not be afraid to ask challenging questions.
- 42.3 A Member queried why the Climate Change Strategy and Waste Management Strategy had been removed from the Executive Committee Agenda for the meeting on 25 November 2015. The Environmental and Housing Services Group Manager advised that the Waste Management Strategy had been moved to the Agenda for 12 January 2016 in order to align with the review being carried out by Gloucestershire County Council and the Joint Waste Committee and to ensure that realistic information was brought to Members for consideration. With regard to the Climate Change Strategy, unfortunately, the Officer who had previously been responsible for this area had transferred to Ubico and there were currently no other members of staff who could carry out this work. A Member indicated that he found this very concerning given that climate change was such an important national issue. The Chief Executive undertook to look into the situation following the meeting and ensure that a written response was circulated to the Committee.
- 42.4 It was
RESOLVED That the Executive Committee Forward Plan be **NOTED**.

OS.43 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2015/16

- 43.1 Attention was drawn to the Overview and Scrutiny Committee Work Programme 2015/16, circulated at Pages No. 14-15, which Members were asked to consider.
- 43.2 It was
RESOLVED That the Overview and Scrutiny Committee Work Programme 2015/16 be **NOTED**.

OS.44 GLOUCESTERSHIRE HEALTH AND CARE OVERVIEW AND SCRUTINY COMMITTEE UPDATE

- 44.1 Members received an update from Councillor Mrs J E Day, the Council's representative on the Gloucestershire Health and Care Overview and Scrutiny Committee, on matters discussed at the last meeting of the Panel held on 15 September 2015.

- 44.2 Councillor Day advised that the community hospitals in the country were recognised as valuable and vital community assets and, going forward, the Gloucestershire Clinical Commissioning Group and Gloucestershire Care Services Trust wanted to ensure that they were being used effectively to best support local communities. The Gloucestershire Clinical Commissioning Group had established a Transforming Community Hospitals Group in order to take this matter forward. The Gloucestershire Clinical Commissioning Group had recently commissioned a review of community services in the Forest of Dean. This was about developing a plan for high quality and affordable community and social services in the Forest of Dean locality. The Gloucestershire Health and Care Overview and Scrutiny Committee would have a statutory role in any consultation on proposals relating to substantial or significant variations to services. The Committee was very aware that Gloucester and Cheltenham did not have any community hospitals and it would be important to understand how community services could be effectively provided in those areas.
- 44.3 The Committee had received the Adult Social Care and Public Health Performance Report for quarter 1 of 2015/16 and had been disappointed to see that performance of direct payments, reassessments, drug and alcohol performance and health checks were still of concern. The Director of Adult Services had explained the activity that was in place to address those matters and the Committee would be able to follow this up at the Adult Social Care and Public Health workshop on 16 November 2015.
- 44.4 The Committee continued to be concerned with ambulance response times, however, it would be receiving a 'spotlight' item on South Western Ambulance NHS Foundation Trust performance at its meeting on 3 November. It had been noted that there were challenges around performance against the stroke targets; this had been identified earlier in the year and four Members of the Committee had subsequently visited the Stroke Pathway at Gloucestershire Royal Hospital to better understand the issues. The Committee had also received patient and public feedback in respect of Healthwatch Gloucestershire and had felt that the work which it undertook was extremely valuable.
- 44.5 It had been pleasing to note the awards which had been won by NHS providers in the county, in particular the awards won by the Hospitals Trust at the Gloucestershire Apprenticeships Awards 2015 where their Lifelong Learning Team had won Employer of the Year and one of their apprentices had won two awards including Apprentice of the Year.
- 44.6 The Chairman understood that Healthwatch Gloucestershire was keen to get involved with communities and he suggested that it might be beneficial for the Overview and Scrutiny Committee to receive a presentation in early 2016 which would provide Members with information to disseminate within their Wards. A Member explained that he had received a number of emails and comments from members of the public raising concern in relation to the apparent merging of GP surgeries. He questioned whether this was related to the proposals for the new 'super surgery' and whether the right messages were being adequately conveyed to the public. It was noted that this was the responsibility of the Gloucestershire Clinical Commissioning Group, however, the Corporate Services Group Manager undertook to speak to the Member outside of the meeting to get an idea of the specific problem.

44.7 The Chairman thanked the Council's representative for her presentation and indicated that the update would be circulated to Members via email following the meeting. It was

RESOLVED

1. That the feedback from the Gloucestershire Health and Care Overview and Scrutiny Committee be **NOTED**.
2. That Healthwatch Gloucestershire be invited to give a presentation at an Overview and Scrutiny Committee meeting in early 2016 and that the Work Programme be updated accordingly.

OS.45 UPDATE ON UNIVERSAL CREDIT

45.1 The Chairman welcomed the Revenues and Benefits Group Manager to the meeting and indicated that he would be giving an update on Universal Credit.

45.2 The Revenues and Benefits Group Manager explained that Universal Credit was part of the Government's welfare reform programme which promoted the ethos that it 'paid to work' and encouraged people to get back into work whilst providing protection for the most vulnerable. The Government was committed to saving £12.5 billion from its welfare bill and Universal Credit was intended to put public spending on a more sustainable footing. It would merge six benefits into one: Housing Benefit, Jobseeker's Allowance; Working Tax Credit; Child Tax Credit; Employment and Support Allowance; and Income Support. These were all significant benefits in their own ways and there was a long timescale for implementation with the process only just starting in Tewkesbury Borough Council.

45.3 Universal Credit would apply to anyone of working age and was initially for sole claimants, i.e. not couples or families, which represented a very small number of claims. Since it had gone live in May 2015, Tewkesbury Borough Council had only received approximately 30 claims. Universal Credit would be administered by the Department for Work and Pensions which would have service centres across the country. The longer term plan was for a fully automated service whereby clients claimed online, although it was understood that there would be provision for those who could not access the internet. There was no firm timetable for implementation and it was noted that Tewkesbury was currently in the second tranche. Couples and families would be included in future; it was anticipated that they would be introduced sometime from June 2016 onwards. It was thought that full roll out would not take place until 2020, although this was largely dependent on how quickly the Government could get the digital arrangements in place to support its administration. It was intended that housing benefits forms would stop being sent out by 2017 and those residents claiming housing benefit would be moved across to Universal Credit. In terms of case load, there were approximately 4,200 claims with a 50/50 split between pensioners and people of working age.

45.4 With regard to its role in the future, the Council would be very much engaged with personal budgeting and support and would need to work closely with the Citizens' Advice Bureau to provide assistance to people who would be receiving a monthly payment and would have responsibility for paying their own rent directly to their landlord. It would also be necessary to work with Job Centre Plus regarding the digital inclusion aspect in order to provide more help for those who wanted to submit claims and look for jobs online etc. Council Tax reduction would remain

within the Council's remit and it would continue to administer housing benefit for pensioners, and residual housing benefit for people of working age, until such time as the Government took away that requirement. Where people struggled to meet their rent responsibilities, the Council had an obligation to help them to meet the shortfall and could issue discretionary housing payments.

- 45.5 A Member sought clarification as to when the Council might decide not to issue a discretionary housing payment given that it would be the claimant's responsibility to manage their own money. The Revenues and Benefits Group Manager confirmed that the Council was obliged to look at the individual circumstances and to help where possible, however, where an account had been severely mismanaged, e.g. if the claimant had used the money to maintain a particular lifestyle, it was unlikely that assistance would be provided. The budget for discretionary payments was limited so careful consideration would need to be given to how it was spent. The payments were only intended to be for a short time to help people through difficult periods, enable them to resolve those issues and become self-sufficient. A Member raised concern that there would always be some people who were not able to manage their own money and the Revenues and Benefits Group Manager advised that this had been recognised by the Department of Work and Pensions and there were provisions for people who did get into financial difficulty whereby the housing benefit element of Universal Credit could be taken away and paid directly to the landlord.
- 45.6 A Member questioned whether claimants would be allocated a particular person to offer help and advice and was informed that a 'Job Coach' would be provided via Job Centre Plus to offer assistance on how to get back into work, for example, writing CVs, training courses etc. Local authorities would initially be responsible for helping with the personal budgeting and digital inclusion aspects but, as the process advanced, it was intended to take a more joined-up approach and look towards having a single point of contact.
- 45.7 The Chairman thanked the Revenues and Benefits Group Manager for his informative presentation and it was

RESOLVED That the update on Universal Credit be **NOTED**.

OS.46 REVIEW OF UBICO

- 46.1 Attention was drawn to the report of the Environmental and Housing Services Group Manager, circulated at Pages No. 16-22, which provided a six month update on the transfer of Waste Services to Ubico. Members were asked to consider the report.
- 46.2 Members were advised that the Council's Waste Services had been transferred to Ubico on 1 April 2015. A decision had been taken at the time not to hold a big launch event as there would be no change to the service provided to residents who would have their refuse collected on the same day and by the same crew etc. The Environmental and Housing Services Group Manager indicated that the initial few months had been very difficult as the amount of contact from residents and Parish Councils had been underestimated and issues had taken time to resolve. The Council's IT team had played a significant role in developing an online system, 'Achieve', whereby customers could self-serve which was now working well. The information provided in the report had been exchanged at the first Environmental Services Partnership Board meeting on 27 August 2015.

- 46.3 Attention was drawn to Page No. 18, Paragraph 2.1, which set out the various performance monitoring procedures included within the contract. The Environmental and Housing Services Group Manager explained that there was a weekly Customer Service Liaison Meeting which had been used to resolve any issues, for example, when the Achieve system had first been implemented, Customer Services and Ubico could each only view different sections. As the initial teething problems had been ironed out the meetings were now held on a fortnightly basis. A monthly Performance Monitoring Review was carried out by the Joint Waste Team on behalf of the Council and a full report was provided to Officers. The Environmental Services Partnership Board was attended by the Deputy Chief Executive, as a Director of Ubico, and the Lead Member for Clean and Green Environment, as well as Officers from Ubico. The figures provided demonstrated that there had been no fundamental change in the services provided to residents as a result of moving to Ubico. There had been no significant health and safety incidents during quarter 1 and no incidents had been reportable under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR). The report also provided information regarding the residual household waste per household and the household waste reused, recycled and composted which had previously been National Indicators. There was little difference in the figures for residual waste compared to the previous year, however, recycling was down nationally and there had been a huge drop in the sale of recyclates. The Joint Waste Team was looking at initiatives to encourage residents to recycle more and there was currently a campaign around food waste caddies. Refuse and recycling calendars would be sent out shortly and contained information on the materials which could be recycled. In terms of future work, collection methods would need to be reviewed as a result of legislative changes and a report would be taken to the Executive Committee and Council in due course. In addition, the current vehicle lease was due to expire in 2017 and consideration would need to be given to how waste would be collected in the future and the type of vehicles which would be required.
- 46.4 Whilst he recognised that little had changed in terms of the delivery of waste services to residents, a Member indicated that the one thing which had changed was the ability to speak directly with staff to resolve problems. The Environmental and Housing Services Group Manager clarified that the staff previously employed by the Council had been transferred to Ubico and were now employed by that company. As the Council had a contract with Ubico, it was necessary to monitor the requests being made and everyone was being encouraged to use the Achieve system to report any issues. The system could be accessed from a Parish Council and public point of view and anyone reporting an incident would receive an acknowledgement notification and a further notification when the matter had been resolved. If an issue was not being resolved then she encouraged Members to contact either herself, or Customer Services. A Member indicated that he had reported an issue using the Achieve system but he had not had any feedback as to whether it was progressing and the Environmental and Housing Services Group Manager undertook to speak to the Member following the meeting.
- 46.5 In terms of the recycling figures, a Member recognised that it was a problem nationally and he noted the point about the reduction in recyclate sales, however, this did not explain why people in the Borough were recycling less. The Council had previously been aspiring to the 'Sights on 60' campaign to increase recycling rates to 60% and yet the recycling rate was now closer to 50% and he queried what was being done to address this. The Environmental and Housing Services Group Manager indicated that it was largely as a result of residents becoming lazy as it was easier to put all refuse into a single bin as opposed to separating it out. The refuse and recycling calendars would help to raise awareness that people should be recycling more and there would be more initiatives to encourage residents to recycle as much as they could. A Member pointed out that there had

been a change in attitude amongst supermarkets, with a drive towards reducing packaging, which meant that there was less recyclable material in circulation. A Member questioned if anything could be done to make it easier for people to identify what materials could be recycled as she found the symbols very confusing. In response, the Environmental and Housing Services Group Manager explained that this information could all be found on the Council's website but she accepted that people may not realise it was available and she indicated that she would see what could be done to address this.

46.6 A Member queried whether anything was being done to discourage people from parking their cars in places which made it difficult for refuse vehicles to pass. The Environmental and Housing Services Group Manager confirmed that windscreen stickers were used on vehicles to indicate that they were causing an obstruction.

46.7 Members were advised that a further report would be provided in six months time and it was

RESOLVED That the six monthly update following the transfer of waste services to Ubico be **NOTED**.

OS.47 GLOUCESTERSHIRE FAMILIES FIRST UPDATE

47.1 Attention was drawn to the report of the Environmental and Housing Services Group Manager, circulated at Pages No. 23-27, which provided Members with an update on the Gloucestershire Families First Programme. Members were asked to consider the progress made in delivering the programme.

47.2 The Committee received a presentation from the Council's Community Development Officer, Adrian Goode, the Families First Plus Programme Manager, Eugene O'Kane, and the Gloucestershire Families First Plus Team Manager, Emma Trigwell, during which the following key points were raised:

- Recap – Families First was the local name for the national Troubled Families Programme; a three year programme (2012-2015) aimed at turning around the lives of an estimated 120,000 troubled families in the country; overseen by the Department of Communities and Local Government; agreed that Gloucestershire would work with 900 families over the three years (90 for Tewkesbury Borough).
- Original Criteria – An adult on out of work benefit, children not attending school, and/or family members involved in crime and anti-social behaviour; high costs to the public purse.
- Aim of the Programme – To get children back into school, reduce youth crime and anti-social behaviour, put adults on a path back to work and bring down the amount spent on them by public services; over time, to change the way services were delivered – re-designing them for the longer term i.e. a key single worker identified to work with a particular family and make links to other agencies rather than several different agencies being involved.
- Progress to Date – As of February 2015, over 900 families were engaged by intensive key workers, commissioned services or existing agencies; 100% of families had achieved outcomes: 825 had achieved the crime/education result, 75 had achieved the employment result and 59 had achieved the progress to work result; as a high performing area Gloucestershire had entered into the expanded programme early.

- Evaluation: Family Situation on Exit – Educating, employment and training: improvements in school exclusions, school behavioural problems, attendance at alternative provision (when not in mainstream education) and adults in employment; Crime and Anti-Social Behaviour: improvements in youth offending, Police call-outs, families involved in domestic abuse incidents; Health: improvements in adult mental health and young people using alcohol/drugs; 85% of families said that they had made progress since being involved in Families First.
- Expanded Troubled Families Programme – Five year programme from 2015/16 – funding for first year; additional 3,000 families in Gloucestershire (approximately 10% in Tewkesbury Borough); getting to a much wider group of families with multiple problems; greater flexibility to decide which families to work with but must prioritise highest need; payment by results based on ‘sustained and significant progress’; local authorities to produce a ‘Troubled Families Outcomes Plan’ against which to measure progress.
- Criteria for the Expanded Programme – Parents and children involved in crime and anti-social behaviour; children not attending school; children who need help; adults out of work or at risk of financial exclusion and young people at risk of worklessness; families affected by domestic violence and abuse; and parents and children with a range of health problems.
- What is Early Help? – “Providing early help is more effective in promoting the welfare of children than reacting later. Early help means providing support as soon as a problem emerges, at any point in a child’s life, from the foundation years through to the teenage years” – Working Together to Safeguard Children, DfE, March 2015.
- Working in Tewkesbury – Locality Managers Group: health, education, Police, probation, Council services, housing, mental health, domestic abuse, substance misuse, Department of Work and Pensions, voluntary and community sector representation; Early Help Hub Allocations – Advice Information Support and Targeted Support (family support, community support).
- Tewkesbury Families First Plus Team – Team Manager, Emma Trigwell; Assistant Team Manager, Rachel Shore-Nye; Community Social Worker, Isobel Neason; Early Help Coordinators, Theresa Brown and Karen James; Family Support Workers, Hannah Oakshott, Lucy Holford, Susan Hatch and Kevan Constantine; Social Work Student, Stephanie Hunt; Administrator Support, Susan Pope.
- The Role of Families First Plus Teams – Support the coordination and development of local partnerships; coordinate all requests for additional support on behalf of the partnership; provide advice, guidance and support through Community Social Workers and Early Help Coordinators; provide targeted support – a range of family support interventions including whole family intensive work, parenting groups, specific interventions linked to an assessment of need.

- 47.3 The Gloucestershire Families First Plus Team Manager explained that, in Tewkesbury Borough, the co-location of various services had enabled good relationships to be formed during the Families First Programme which had resulted in a new approach being taken to requests for assistance. Whereas requests had previously been made directly to the various teams, they now came in via the Early Help Hub and the core management group met on a fortnightly basis to assess the requests and match families with the right type of service to meet their need. This had removed the bureaucracy and prevented delays for the families as there was only one set of paperwork and one assessment form to complete. The Gloucestershire Families First Plus Programme Manager advised that this approach was now being rolled out around Gloucestershire.
- 47.4 A Member queried whether the 90 families who had participated in the initial Families First Programme had been located in one particular area or whether they had been spread across the Borough. The Gloucestershire Families First Plus Team Manager indicated that the Team did spend a lot of time in certain areas but the families were widespread across the Borough and those in rural areas had very different needs to those in urban areas. There were spikes in particular problems, for instance, work was currently being done with a number of adults with very entrenched mental health issues and a lot of time was being spent supporting parents around domestic abuse as the next generation entered into violent relationships. It was noted that Gloucestershire Homeseeker enabled residents to choose where they wanted to live rather than properties being allocated to certain individuals based on certain criteria. The Team often worked with several properties in one street as people tended to speak to their neighbours about the support they were getting which encouraged them to make requests for assistance.
- 47.5 In response to a query regarding youth authorities, the Gloucestershire Families First Plus Programme Manager advised that the Team did work with organisations such as Young Gloucestershire, however, by that stage the child would already have been identified as being at risk and the role of Families First Plus was to work with them before they got to that stage. A Member questioned whether there were enough people in the Team to be able to work with the amount of families required for the second phase of the programme, which had increased substantially since the first phase. The Gloucestershire Families First Plus Programme Manager indicated that it would not be possible to do that within the Team which was why the Government was keen to point out that this should not be thought of as a separate project but rather as embedding different ways of working in order to intervene at an earlier stage.
- 47.6 A Member was very impressed with the programme and he was particularly pleased to see how the processes had been streamlined in order to produce results more quickly. The Chairman echoed these sentiments and felt that incorporating the changes into 'business as usual' was the most sensible way forward, particularly when it was not clear how funding would be provided in future. He thanked the team for their presentation and asked that congratulations be passed on to everyone involved in the programme on behalf of the Committee. It was subsequently

RESOLVED That the progress made in delivering the Gloucestershire Families First Plus Programme be **NOTED**.

OS.48 FLOOD RISK MANAGEMENT GROUP MONITORING REPORT

- 48.1 The report of the Environmental and Housing Services Group Manager, circulated at Pages No. 28-40, provided an update on the progress of the Flood Risk Management Group Action Plan. Members were asked to consider the progress which had been made.
- 48.2 Members were advised that the Flood Risk Management Group Action Plan, attached at Appendix 1 to the report, was monitored by the Overview and Scrutiny Committee on a quarterly basis and this update was based on the Flood Risk Management Group meeting held on 28 September 2015. Table 7, set out at Pages No. 37-38, had been of particular interest to the Group as it provided information on the capital improvement to properties within Tewkesbury Borough, in particular the Repair and Renew Grant which had been offered by the Government following the 2014 flooding and had helped to deliver up to £5,000 of property flood resilience improvements to each flooded property which applied. The table also included information about the Gloucestershire Community Fund which had been administered at the same time to people locally. Overall, almost £600,000 of capital improvements had been made to households and businesses which represented a really good uptake. Tables 8, 9, 10 and 11, set out at Pages No. 39-40, provided an update on the flood alleviation work in Tirley which was part of the original Flood Response Action Plan (FRAP) arising from the 2007 floods. Work had now commenced, with a number of different measures being employed, and it was hoped that the scheme would finally be completed by the end of the year.
- 48.3 As a local Member for Tirley, the Chairman welcomed the progress which was being made and indicated that the FRAP could be signed off once the work was complete. The Environmental Health Manager confirmed that this would bring the FRAP to a close, however, he clarified that the Flood Risk Management Group would continue to meet in order to deliver the Flood Risk Management Action Plan which was a 'living' document to which funding and partnership opportunities were added as and when they arose. The Chief Executive indicated that one of the 'asks' within the Gloucestershire devolution bid was around funding for a flood alleviation programme for the county and he felt that it would be a significant benefit to secure a longer term funding arrangement with the Government.
- 48.4 It was
- RESOLVED** That the progress against the Flood Risk Management Plan be **NOTED**.

OS.49 REVIEW OF COMPLAINTS

- 49.1 The report of the Corporate Services Group Manager, circulated at Pages No. 41-49, provided a six monthly update on the Tewkesbury Borough Council complaints recorded and managed through corporate feedback management procedures and the Local Government Ombudsman complaints received about the Borough Council. Members were asked to consider the information provided and determine whether any further action was required.
- 49.2 The Corporate Services Group Manager drew attention to Table 1, set out at Page No. 43, which set out the formal complaints resolved within target times between January and June 2015. A further breakdown of the complaints by type, remedy, Parish and channel was attached at Appendix 1 to the report. The report also included a summary of complaints received by the Local Government Ombudsman, set out at Page No. 44, Paragraph 3.0. It was noted that only 11 complaints had been received by the Ombudsman relating to Tewkesbury Borough during 2014/15 and none of those had been of detriment to the Council. The Ombudsman's letter was attached in full at Appendix 2 to the report and referenced a workbook for

Councillors, produced with the Local Government Association, which explained how Councillors could support local people with their complaints. The Corporate Services Group Manager distributed copies of the workbook around the table for information and undertook to circulate the document to Members via email following the meeting. He felt that it was a very positive report overall and he reminded Members that the complaints framework was shortly due to be reviewed in order to ensure that arrangements were robust.

49.3 Whilst he realised that it was not realistic to expect there to be no complaints, a Member felt that the complaints did highlight things which were not being done as well as they could be and that they were worth investigating to see if any improvements could be made. He noted that 14 formal complaints had been received during the period January to June 2015 and, although they had all been resolved, he questioned why four of them had been resolved outside of target. He went on to query how complaints which were received online were dealt with and whether they translated into formal complaints. In response, the Corporate Services Group Manager advised that the formal complaints were dealt with within individual service areas and should be resolved within 10 working days, unless an extension had been agreed with the complainant. Whilst some complaints could be more complex than others, this was something which needed to be looked into as part of the review. Complaints which were received online tended to be about operational issues e.g. missed bin collections, although they did have the potential to escalate into formal complaints. The website would be looked at as part of the review to ensure that people were being clearly signposted as to how to report issues and make complaints.

49.4 It was

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

OS.50 UPDATE ON DISABLED FACILITIES GRANTS REVIEW

50.1 At its meeting on 21 July 2015, the Overview and Scrutiny Committee had established a Working Group to undertake a review of Disabled Facilities Grants. The first meeting of the Working Group had been held on 24 September 2015 and its Chairman, Councillor T A Spencer, had been asked to provide an update to the Committee as to the progress which had been made.

50.2 The Chairman of the Working Group explained that he had a particular interest in the review as it was something which he was affected by in his personal life. The Council had a responsibility to look after the people within the Borough and Disabled Facilities Grants (DFGs) were an essential way to help vulnerable people to remain in their homes. The Working Group had been given a very good introduction to the programme, and the way DFGs were currently handled, at its meeting on 24 September and they had been advised that 132 DFGs had been completed in 2014/15, at a cost of £772,049, which was not an insignificant amount. The main aim of the review was to streamline procedures and remove some of the bureaucracy in order to speed up the process. For instance, the majority of clients were living in properties owned by Severn Vale Housing Society and one of the ways that aim could be achieved was by working more closely with housing associations to re-use properties for people with similar requirements, rather than removing the adaptations. The next meeting of the Working Group would be in November and it was noted that the review report was due to be presented to the Committee at its meeting in February 2016.

50.3 The Chairman of the Overview and Scrutiny Committee thanked Councillor Spencer for his update and it was

RESOLVED That the update on the Disabled Facilities Grants Review be
NOTED.

OS.51 TIMING OF FUTURE MEETINGS

51.1 The Chairman indicated that, following the Borough Council elections in May, there had been a number of changes to the membership of the Committee and he felt that it was an opportune time to review whether the timing of the meetings was still appropriate. It was noted that Overview and Scrutiny Committee meetings were currently held on Tuesdays at 4:30pm.

51.2 Several Members indicated that they were happy to continue to have the meetings at 4:30pm. One Member suggested that it would be helpful if any training sessions could also be arranged for a similar time and the Corporate Services Group Manager undertook to take this into account when making arrangements for training in future. It was subsequently

RESOLVED That meetings of the Overview and Scrutiny Committee continue to be held at 4:30pm.

The meeting closed at 6:10 pm

EXECUTIVE COMMITTEE FORWARD PLAN

NOVEMBER 2015 TO APRIL 2016 (No Meeting in December or March)

REGULAR ITEM:

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

Addition to 25 November 2015

- Transfer of public open space off Starling Road to Wheatpieces Parish Council.
- Joint Core Strategy Update.

Deletion from 25 November 2015

- Housing Benefit and Council Tax Benefit Take-Up Strategy - Issue of take up has effectively changed so there is a need to move consideration of this to June 2016.
- Review of Safeguarding Children Policy – New guidance means the County procedures are being reviewed so the revised Policy is delayed.

Committee Date: 12 January 2016

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Budget 2015/16.	To recommend a budget for 2015/16 to Council.	Simon Dix, Finance and Asset Management Group Manager.	No.
Performance Management Report – Quarter Two 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.
Cemetery Provision in Tewkesbury.	To review the options for the provision of cemetery facilities within Tewkesbury.	Simon Dix, Finance and Asset Management Group Manager.	No.
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 October meeting to allow for the completion of the review of Customer Services.

13

Agenda Item 5

Committee Date: 12 January 2016			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
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.	No.
Revisions to the Redundancy and Redeployment Policy.	To approve amendments to the Redundancy and Redeployment Policy.	Graeme Simpson, Corporate Services Group Manager.	No.

Committee Date: 17 February 2016			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Treasury Management Strategy (Annual).	To consider the Treasury Management Policy.	Simon Dix, Finance and Asset Management 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 2015/16 (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.

Overview and Scrutiny Committee

Work Programme 2015/16

Regular Agenda Items –

- Consideration of the Overview and Scrutiny Committee Work Programme
- Consideration of the Executive Committee Forward Plan

Task Description	Lead Officer
19 January 2016	
• Joint Waste Partnership Action Plan (<i>annually</i>).	Val Garside
• Flood Risk Management Group Monitoring Report (<i>quarterly</i>).	Val Garside
• Enviro-Crimes Review Monitoring Report (<i>six monthly</i>).	Val Garside
• Health and Wellbeing Strategy Monitoring Report (<i>six monthly</i>).	Julie Wood
• Disabled Facilities Grants Review Update.	David Steels
23 February 2016	
• Citizens' Advice Bureau Presentation – to ensure that the work carried out within the Borough provides value for money (<i>annually</i>).	Julie Wood
• Performance Management – Quarter 3 2015/16 – To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.	Graeme Simpson
• Climate Change Report	Val Garside
• Review of the Effectiveness of the Overview and Scrutiny Committee.	Graeme Simpson
• Annual review of the effectiveness of the Council's involvement in the Gloucestershire Health, Community and Care Overview and Scrutiny Committee in order to authorise payment of the Council's contribution to the running costs for the forthcoming year.	Graeme Simpson
12 April 2016	
• Revenues and Benefits Improvement Project (<i>12 month update</i>).	Richard Horton
• Scrutiny of the Community Safety Partnership (<i>six monthly</i>).	Val Garside
• Overview and Scrutiny Committee Work Programme 2016/17.	Graeme Simpson
• Annual Overview and Scrutiny Report 2015/16.	Graeme Simpson
• Gloucestershire Families First Update (<i>six monthly</i>).	Val Garside
• Review of Ubico (<i>12 month update</i>).	Val Garside
• Flood Risk Management Group Monitoring Report (<i>quarterly</i>).	Val Garside

Task Description	Lead Officer
12 April 2016 continued.../	
<ul style="list-style-type: none"> <li data-bbox="97 264 576 297">Complaints Report (<i>six monthly</i>). 	Graeme Simpson
PENDING ITEMS	
<ul style="list-style-type: none"> <li data-bbox="97 439 1166 501">Healthwise Gloucestershire Presentation – arising from Glos. Health and Care Overview and Scrutiny Committee Update on 20 October 2015. 	

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	1 December 2015
Subject:	Performance Management – Quarter 2 2015-16
Report of:	Graeme Simpson, Corporate Services Group Manager
Corporate Lead:	Mike Dawson, Chief Executive
Lead Members:	Cllrs Mrs E J MacTiernan and D J Waters
Number of Appendices:	5

Executive Summary:

Members are asked to consider the Council Plan Performance Tracker (Appendix 1), the Key Performance Indicator set (Appendix 2), the Revenue Budget Summary Statement (Appendix 3), the Capital Monitoring Statement (Appendix 4) and Reserves Position Summary (Appendix 5). These items form the core of the Council's performance management framework.

Recommendation:

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

Reasons for Recommendation:

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

Resource Implications:

None directly associated with this report.

Legal Implications:

None directly associated with this report.

Risk Management Implications:

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

Performance Management Follow-up:

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

Environmental Implications:

None directly associated with this report 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 (LPIs). The tracker and LPIs are reported on a quarterly basis to Overview and Scrutiny Committee. The outcomes of the review, including any concerns or issues raised, are then reported to Executive Committee.
- 1.2** Members are asked to review and scrutinise the following; Council Plan Performance Tracker (Appendix 1), the Key Performance Indicator set (Appendix 2), the Revenue Budget Summary Statement (Appendix 3), the Capital Monitoring Statement (Appendix 4) and the Reserves Position Summary (Appendix 5). 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 including local performance indicators is of a financial and statistical type nature so represents the position as at the end of September 2015 (Quarter 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 Q1 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 O&S 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 is being arranged for late November.
- We now have 183 volunteer litter pickers and the annual litter picker event will take 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 launched in mid-November.

Due to the complex nature of the actions being delivered then 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 review 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 JCS
Support the delivery of projects agreed by the Community Safety Partnership	☹ - refresh of the CSP
Delivery of JCS 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 2 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 Q2 (September 2015)

3.2 Of the 17 indicators with targets, their status as at the end of Q1 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 and 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 Q2 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 Q2 shows a £20,236 saving (AP4 shows a £109,849 saving) against the profiled budget. Overleaf is a summary of the expenditure position for the Council split out between the main expenditure types.

4.2

	Full Year Budget	Q2 Budget Position	Q2 Actual Position	Savings / (Deficit)	Budget Variance %
Group budget Summary					
Employees	8,087,297	3,972,043	3,875,724	96,319	2.4
Premises	668,394	368,758	340,712	28,046	7.6
Transport	166,390	81,229	68,111	13,118	16.1
Supplies & Services	2,328,723	1,051,639	1,062,708	(11,068)	(1.1)
Payments to Third Parties	4,229,315	2,308,412	2,300,943	7,469	0.3
Transfer Payments - Benefits Service	19,665,790	10,501,532	10,628,075	(126,543)	(1.2)
Income	(26,140,272)	(12,369,080)	(12,671,409)	302,329	(2.4)
Support Services	0	0	0	0	0.0
Capital Charges	443,878	0	0	0	0.0
Treasury Mg Activity	(188,835)	(94,418)	(77,715)	(16,703)	0.0
	9,260,680	5,820,116	5,527,149	292,967	5.03
Corporate budgets					
Salary & Procurement savings	(203,379)	(101,731)	0	(101,731)	100.0
New Homes Bonus	109,606	0	0	0	0.0
Retained Business Rates income	(250,000)	(250,000)	(79,000)	(171,000)	68.4
	8,916,907	5,468,385	5,448,149	20,236	0.37

Please note

- for budget and actuals figures in (Brackets) represent income, all other figures are expenditure.
- for the savings/deficit figures in (Brackets) represents overspends against budget.

4.3 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 Q2.
- 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 reason 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.

4.4 Attached at Appendix 1 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.

4.5 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.

4.6 Also detailed under corporate budgets is the retained income from the Business Rates Scheme. This is showing a deficit of £171k as at Q2 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.

4.7 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 2 shows the capital budget position as at Q2. 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 Q3.

- 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.
- 5.4** 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 5 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 14 April 2015

Background Papers: None

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

Appendices: Appendix 1 - Council Plan Performance Tracker Qtr 2 2015/16
Appendix 2 - Local Performance Indicator Set Qtr 2 2015/16
Appendix 3 - Financial Budget Summary Statement Qtr 2 2015/16
Appendix 4 - Capital Monitoring Statement Qtr 2 2015/16
Appendix 5 - Reserves Position Summary Qtr 2 2015/16

Appendix 1 - Council Plan Performance Tracker 2015-16 Progress Report (November 2015)

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>

				reduce to normal levels in the second half of the year. The annual target for both, procurement savings and salary savings have been delivered within the first two quarters in the full year.
--	--	--	--	---

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

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

6a) 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

a) 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 1 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
<p>a) Work with the LEP to initiate projects identified in the Strategic Economic Plan (SEP) and the Structural and Investment Fund Strategy.</p>	<p>1. Implementation of projects.</p>	<p>Group Manager Development Services</p>	<p>☺</p>	<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>
<p>b) Work with partners, including Cotswold Tourism, to promote the borough to visitors</p>	<p>1. Monitor delivery of promotional campaigns and projects.</p>	<p>Group Manager Development Services</p>	<p>☺</p>	<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>

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.
--	--	--	--	---

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>
--	--	---	---	---

	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
37 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

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.
--	--	---	---	--

	2. Reduction in the number of enviro crimes		See LPI Table	This is measured through a performance indicator – see attached LPI report (Appendix 2).
--	---	--	---------------	--

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.
36) 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
a) 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>
40 b) Advise and signpost local communities when applying for external funding for flood resilience measures.	1. Monitor number advised and funding gained.	Group Manager Environmental Health and Housing Services	☺	<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
41 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>
---	--	---	---	--

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.
42 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

43 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>
--	---------------------------	------------------------------------	---	--

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).
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
a) Work with partners to promote sports and leisure activities	1. Monitor activities being delivered	Group Manager Development Services		<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.
48 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
<p>49</p> <p>a) Continue to deliver a Joint Core Strategy in accordance with the key milestones.</p>	<p>1. Monitor progress towards achieving the key milestones</p>	<p>Group Manager Development Services</p>	<p>☹</p>	<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>
<p>b) Continue to deliver the Tewkesbury Borough Local Plan in accordance with key milestones.</p>	<p>1. Refresh of the plan</p>	<p>Group Manager Development Services</p>	<p>☹</p>	<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>
<p>c) Ensure policies in the Joint core strategy allow delivery of affordable housing for local needs.</p>	<p>1. Monitor delivery and outcomes of the policies</p>	<p>Group Manager Development Services</p>	<p>☺</p>	<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).
50 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	☺	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. The weight to be afforded to the approach taken will be subject of further discussions with the Planning Advisory Service and the Planning Inspectorate.
--	--	------------------------------------	---	--

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
51 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
---	--	--	---	---

				<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
--	--	--	--	--

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>

Appendix 2 - 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											
53 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

Appendix 2 - Key Performance Indicators 2015-16 Quarter 2 Progress Report

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

Appendix 2 - Key Performance Indicators 2015-16 Quarter 2 Progress Report

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
55 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

Appendix 2 - Key Performance Indicators 2015-16 Quarter 2 Progress Report

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
56 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

Appendix 2 - Key Performance Indicators 2015-16 Quarter 2 Progress Report

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
57	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

Appendix 2 - Key Performance Indicators 2015-16 Quarter 2 Progress Report

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

Appendix 2 - Key Performance Indicators 2015-16 Quarter 2 Progress Report

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																		
59 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> <tr> <td></td> <td>Q1,</td> <td>Q2</td> </tr> <tr> <td>Bishops Cleeve:</td> <td>108,</td> <td>78</td> </tr> <tr> <td>Brockworth:</td> <td>235,</td> <td>156</td> </tr> <tr> <td>Churchdown:</td> <td>84,</td> <td>66</td> </tr> <tr> <td>Winchcombe:</td> <td>87,</td> <td>62</td> </tr> <tr> <td>Total:</td> <td>514</td> <td>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	Julie Wood																		

Appendix 2 - Key Performance Indicators 2015-16 Quarter 2 Progress Report

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			↑	☺	<p>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.</p>	Lead Member Economic Development /Promotion / Julie Wood

Appendix 2 - Key Performance Indicators 2015-16 Quarter 2 Progress Report

Council Plan Priority: Improve recycling and care for the environment											
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
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			↓	☹️		

Appendix 2 - Key Performance Indicators 2015-16 Quarter 2 Progress Report

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
62 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

Appendix 2 - Key Performance Indicators 2015-16 Quarter 2 Progress Report

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											
63 27	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

Appendix 2 - Key Performance Indicators 2015-16 Quarter 2 Progress Report

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
64											
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

Appendix 2 - Key Performance Indicators 2015-16 Quarter 2 Progress Report

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 65	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 3 - 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
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	

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.

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.

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

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	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 4 - 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 5 - 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:	Overview and Scrutiny Committee
Date of Meeting:	1 December 2015
Subject:	Peer Challenge Action Plan Monitoring Report
Report of:	Graeme Simpson, Corporate Services Group Manager
Corporate Lead:	Mike Dawson, Chief Executive
Lead Member:	Cllr R J E Vines
Number of Appendices:	Two

<p>Executive Summary:</p> <p>The peer challenge took place during 11-14 November 2014 and was facilitated by the Local Government Association (LGA). The process was an excellent learning opportunity for the Council, providing an external health check of where the Council is 'in life' and how we are set up to meet our future challenges, namely the delivery of our Transformation Programme.</p> <p>Over four days, a challenge team interviewed nearly 80 staff and Members and over 40 partners. The findings of the team were very positive and overall they concluded that we are a Council that 'is punching above its weight'. Following the challenge, a formal report was received which summarises the findings of the challenge team. This report included a number of recommendations for further improvement.</p> <p>The report and action plan were approved at Council on 19 February 2015. Council also approved that monitoring of the action plan should be undertaken by the Overview and Scrutiny Committee.</p>
<p>Recommendation:</p> <p>Members are asked to CONSIDER the progress made in delivering the recommendations within the Peer Challenge Action Plan.</p>
<p>Reasons for Recommendation:</p> <p>It was a resolution by Council that the Overview and Scrutiny be tasked with monitoring delivery of the peer challenge recommendations. Implementation of the recommendations will support the Council on its improvement journey.</p>

<p>Resource Implications:</p> <p>None directly arising from this report.</p>
<p>Legal Implications:</p> <p>None directly arising from this report.</p>

Risk Management Implications:

If the Council does not implement the recommendations made by the peer challenge team then this will be a lost opportunity for improvement.

If the Council does not implement the recommendations made by the peer challenge team then there will be a reputational risk in ignoring advice from a credible external assessment.

Performance Management Follow-up:

Progress in delivering the peer challenge recommendations will be reported to Overview and Scrutiny Committee on a six monthly basis.

Environmental Implications:

None directly arising from this report.

1.0 INTRODUCTION/BACKGROUND

- 1.1** As part of its approach to sector led improvement, the Local Government Association (LGA) offered, until Autumn 2014, every Council in the country a free peer challenge. Peer challenges are improvement focused, they are carried out to the specification of individual Councils and are aimed at improving, not judging, Councils.
- 1.2** This Council's peer challenge took place during 11-14 November 2014. The process was an excellent learning opportunity for the Council, providing an external health check of where the Council is 'in life' and how we are set up to meet our future challenges, namely the delivery of our Transformation Programme.
- 1.3** The challenge team comprised senior officers and a Member from other Councils. The team was led by a Chief Executive supported by an LGA challenge manager. Over four days, the team interviewed nearly 80 staff and Members and over 40 partners. The findings of the team were very positive and overall they concluded that we are a Council that 'is punching above its weight'. Following the challenge, a formal report was received which summarises the findings of the challenge team. This report included a number of recommendations for further improvement.

2.0 SCOPE AND FOCUS OF THE PEER CHALLENGE

2.1 The scope of all peer challenges undertaken by the LGA includes a review of five core components:

- **Understanding of local context and priority setting:** Does the Council understand its local context and has it established a clear set of priorities?
- **Financial planning and viability:** Does the Council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
- **Political and managerial leadership:** Does the Council have effective political and managerial leadership and is it a constructive partnership?
- **Governance and decision making:** are effective governance and decision-making arrangements in place to respond to key challenges and manage change, and transformation?
- **Organisational capacity:** Are organisational capacity and resources focused in the right areas in order to deliver the agreed priorities?

2.2 In addition to the five core themes, the scope was tailored with a particular focus on the Council's approach to business transformation through addressing the following questions:

- Is there a clear and understandable message – is the narrative on the kind of council we want to be clear to staff, stakeholders and the community?
- Do people own it and are signed up to the changes the council is embarked upon?
- Will the programme to manage, engage and develop the council deliver the transformation desired?
- Have we missed anything?

3.0 PEER CHALLENGE OUTCOME

3.1 As a reminder for Members, in particular new Members of the Council, the final report is attached at Appendix 1. The report gives much that the Council can be proud of. A summary of the positive feedback includes:

- An energetic and active approach towards its service delivery.
- Developing itself as an effective organisation with a strong emphasis on value for money.
- Very good relationship with partner organisations.
- High levels of resident satisfaction.
- Strong sense of community leadership.
- Pioneering a multi service and partner approach to its activities.
- A good corporate understanding and ownership of transformation activities.
- Good financial management.

The review team concluded that the Council 'punches above its weight' at a local, county and regional level.

3.2 As with all organisations, there will always be room for improvement. The challenge team made eight formal recommendations (Page 16 of their final report) where they consider the Council can develop the strengths needed to help progress the improvement journey. The report also contains other opportunities for improvement that can be translated into formal recommendations.

4.0 PEER CHALLENGE ACTION PLAN

4.1 An action plan to progress these recommendations was approved at Council on 11 February 2015. Council also resolved that monitoring the delivery of the action plan would be undertaken by the Overview and Scrutiny Committee. Progress reports will be provided to the Committee on a six monthly basis.

4.2 The action plan and a summary of progress in delivering the recommendations can be found in Appendix 2. This confirms that all of the actions are being progressed. The majority of actions are being progressed through the ongoing work around development of the new Council Plan, individual service reviews, project management, financial management, overview and scrutiny and member development. A small number of the targeted implementation dates have been extended to reflect the work being undertaken.

5.0 OTHER OPTIONS CONSIDERED

5.1 None

6.0 CONSULTATION

6.1 The undertaking of a peer challenge was approved at Executive Committee on 4 June 2014. A significant number of Officers, Members and partners were consulted during the peer challenge. The peer challenge report and action plan were approved at Council on 11 February 2015.

7.0 RELEVANT COUNCIL POLICIES/STRATEGIES

7.1 Council Plan 2012-16, Business Transformation Strategy

8.0 RELEVANT GOVERNMENT POLICIES

8.1 None

9.0 RESOURCE IMPLICATIONS (Human/Property)

9.1 None directly arising from this report.

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

10.1 None directly arising from this report.

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

11.1 Implementation of recommendations will improve the efficiency of the Council.

12.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

12.1 None.

Background Papers: Executive Committee 4 June 2014 – Approval of peer challenge approach.

Council 11 February 2015 – Approval of final peer challenge report and action plan.

Contact Officer: Graeme Simpson, Corporate Services Group Manager
01684 272002 graeme.simpson@teWKesbury.gov.uk

Appendix: Appendix 1 - Final peer challenge report
Appendix 2- Progress against peer challenge recommendations

Mike Dawson
Chief Executive
Tewkesbury Borough Council
Council Offices
Gloucester Road
Tewkesbury
GL20 5TT

17 December 2014

Dear Mike

**Tewkesbury Borough Council Corporate Peer Challenge 11th-14th
November 2014**

On behalf of the peer team I would like to say what a pleasure and privilege it was to be invited into Tewkesbury Borough Council to deliver the recent corporate peer challenge as part of the Local Government Association (LGA) offer to support sector led improvement.

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected your requirements and the focus of the peer challenge. Peers were selected on the basis of their relevant experience and expertise and agreed with you. The peers who delivered the peer challenge at Tewkesbury were:

- **John Robinson**, Chief Executive, Gedling BC
- **Gill Elliott**, Peer Support Adviser, LGA
- **Val Green**, Head of Organisational Development, Tunbridge Wells BC
- **Mike Hammond**, Director of Transformation at Babergh DC and Mid Suffolk DC
- **Councillor Lynda Turner**, Deputy Leader and Executive Member for Communities & Environmental Services at Breckland DC
- **Bob Ross**, LGA Peer Challenge Manager

Local Government House, Smith Square, London SW1P 3HZ
T 020 7664 3000 F 020 7664 3030 E info@local.gov.uk www.local.gov.uk
Chief Executive: Carolyn Downs

Scope and focus of the peer challenge

You asked us to provide an external 'health-check' of your organisation in the context of your plans for the future. In particular you asked for peer observations on your programme of transformation. We have done this by considering the following core components looked at by all corporate peer challenges:

1. Understanding of the local context and priority setting: Does the council understand its local context and has it established a clear set of priorities?
2. Financial planning and viability: Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
3. Political and managerial leadership: Does the council have effective political and managerial leadership and is it a constructive partnership?
4. Governance and decision-making: Are effective governance and decision-making arrangements in place to respond to key challenges and manage change, transformation and disinvestment?
5. Organisational capacity: Are organisational capacity and resources focused in the right areas in order to deliver the agreed priorities?

In addition and in relation to your programme of transformation we looked at the following questions that you asked us to consider

- Is there a cohesive and understandable message as to the kind of council that you want to be and is it clear to staff, stakeholders and the community?
- Do people own this and are they signed up to the changes the Council is embarked upon?
- Will the programmes to manage, engage and develop the council deliver the transformation desired?
- Have you missed anything?

The peer challenge process

It is important to stress that this was not an inspection. Peer challenges are improvement-focused and tailored to meet individual councils' needs. They are designed to complement and add value to a council's own performance and improvement focus. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

The peer team prepared for the peer challenge by reviewing a range of documents and information to ensure they were familiar with the Council and the challenges it is facing. The team then spent 4 days on-site at Tewkesbury, during which they:

- Spoke to a wide range of people including a range of council staff together with councilors and external partners and stakeholders
- Gathered information and views from meetings, workshops and additional research and reading
- Collectively spent more than 250 hours to determine their findings – the equivalent of one person spending more than 7 weeks in Tewkesbury

This letter provides a summary of the peer team's findings. It builds on the feedback presentation provided by the peer team at the end of their on-site visit (11th – 14th November 2014). In presenting feedback to you, they have done so as fellow local government officers and members, not professional consultants or inspectors. By its nature, the peer challenge is a snapshot in time. We appreciate that some of the feedback may be about things you are already addressing and progressing.

Summary of feedback: overall observations and messages

The Council has an energetic and active approach towards its service delivery and in developing itself as an effective organisation with a strong emphasis on value for money. It has not only undertaken many internal transformation activities to achieve these aims but it has also maintained an external focus and developed very good relations with partner organisations at all levels of operation. The levels of resident satisfaction both with Tewkesbury Borough and the council itself are very high.

There is a strong sense of community leadership and the Council has an ambitious growth agenda for both business and homes. It is pioneering a multi-service and partner approach to its activities e.g. the impressive public service centre approach in the civic offices. The Council wishes to extend this approach still further and is embarking on a 'Place' initiative which is designed to help ensure that all public services are co-ordinated around the needs of individual communities. This approach will also have benefits within the council itself, helping to discourage silo working and develop the new tier of group managers as a corporate team.

An area for the Council to examine, however, is whether there is a clear enough link between its community engagement activities and the setting of the Council's overall priorities. This examination could also include discussions with business and partner organisations to ensure that there are truly shared outcome priorities.

The Council is ambitious and wishes to improve still further. To assist this it has put in place a wide ranging multi – activity transformation programme. Staff and other stakeholders understand and own these transformation activities. The emphasis on transformation has been so fully embraced by the Council that there are also many transformation activities taking place outside of the formal programme

A possible danger for the Council is that it may actually be trying to do too much in too short a time. A feeling that some staff are becoming overstretched was expressed during various discussions. Given the likely reduction in resources the Council should consider whether it can 'prioritise its priorities' to ensure that it is focusing on the key activities that will continue to transform its services and internal capability. This could include looking to see if there are ways to streamline monitoring activities as a way of increasing officer capacity.

The Council is not unique in having financial pressures. Its capital reserves will be reduced significantly in order to finance a new leisure centre and the Medium Term Financial Strategy (MTFS) identifies a revenue funding gap of around £2.8m over the five years life of the MTFS. However, you have identified your financial pressures well and undertaken good risk analysis. This approach includes prudent use and predictions of New Homes Bonus (NHB) income and your transformation programme should also produce significant savings. You have identified some capital assets that you may be able to sell to boost the capital reserve. Although you are obviously working on tackling your financial pressures it would be prudent to firm up specific actions as soon as possible as to how these pressures will be met.

The written feedback below presents some additional detailed points and further explanation of the key issues arising during the peer challenge. There are, of course, still things to be done but you have already delivered significant achievements and are determined to continue your ambitious improvement journey. The peer team found that there was much for the Council to be proud of and it 'punches above its weight' at a local, county and regional level. It is also suggested that the Council takes time to celebrate what it has already achieved so far.

Summary of feedback: current performance, ability and capacity to deliver future ambitions

Understanding of local context and priority setting

Throughout the peer challenge there was a real feeling of enthusiasm and commitment to Tewkesbury Borough from all the groups and individuals that we met. It was evident that there is pride in the borough and its individual communities. Members spoke knowledgeably about their individual wards and the Council collectively has an ambitious growth programme for homes and businesses in the borough. There is a strong sense of identity and this helps drive the vision for the borough.

You intend to build on this approach and positive steps are being made to get even closer to your communities. This includes embarking upon a 'Place' initiative to develop further cross public sector working for the borough and help ensure a truly local focus. This initiative will enable further partnership working and identify areas where you can facilitate or enable other bodies to deliver prioritised and co-ordinated support to your communities

The recent resident survey demonstrated high levels of satisfaction with both Tewkesbury and the Council itself. These levels are a considerable achievement and would not be possible without proactive development of your services.

Within your five key priorities there is clear evidence that the Council is taking positive action to ensure that change really happens. This change has both an inward and external focus. As mentioned, the growth programme includes both business and housing growth. However, the Council is also transforming itself through a planned and co-ordinated transformation programme, internal streamlining etc. The Council has a strong emphasis on value for money and is reviewing all its services to ensure it delivers good quality services and at low cost. Staff are fully engaged with this.

The peer team did feel that the Council would benefit from a more systematic approach to the gathering and use of customer feedback. There was limited evidence about how local residents had informed the Council Plan and some business and voluntary sector partners would value having more input to the setting of priorities. In addition, more effective use could be made of customer feedback to drive performance improvement. It may be helpful, for example, to consider how residents surveys, such as the one undertaken in 2013, could feed into the annual service and budgetary planning process and be used to drive service improvement.

Allied to this, although the objectives and actions in your Council Plan give an indication of what is meant by each priority, the team felt that the initial statements could have greater impact if they were more explicit in terms of what you were trying to achieve i.e. were more outcome focused. How the current priorities are expressed makes measurement difficult and the peer team felt that there is scope to articulate specific aims to enable the community and staff to have a clearer understanding of the Council's initiatives.

There are significant potential benefits from your growth agenda, but it may be timely to consider whether current levels of service are sustainable and affordable in the future. The growth agenda itself will require additional support in order for it to be delivered successfully. The peer team did not see much evidence of consideration of stopping things or providing lower levels of service. The service reviews are providing an opportunity to look at how services are delivered and whether there are things that can be done differently. There may be opportunities within these reviews to consider whether current performance targets are realistic given future financial constraints.

The peer team felt that the Place initiative is a really exciting development. In the short term this will place further work pressures upon officers etc. and this should be taken into account. The role of the group managers as a team is vital here as they take on new area responsibilities and this will also have benefits in terms of their corporate team development. Care should be taken to ensure this does not create an over-stretched group of officers.

You should also continue to follow your practice of seeking examples of good practice from others when developing this initiative and ensuring that there are clear outcome criteria for measuring its success.

Financial planning and viability

The Council (along with many others) is facing significant financial challenges. You have good awareness of these as a corporate body and these challenges are well articulated in your MTFS which was published in October 2014. The MTFS also sets out a clear summary of your financial objectives and principles.

One of the main planks of your financial strategy is the amount of New Homes Bonus (NHB) that you will receive. Despite the financial pressures you have not taken an unrealistically optimistic approach to this income stream and the MTFS has adopted a prudent principle that the maximum NHB to be utilised for base budget support is 65%.

As stated, the growth agenda for the borough is ambitious. You are also aware that this agenda will help create an increase in the demand for services and will need investment to meet those needs. To help with this you have established a good relationship and influence within your Local Enterprise Partnership (LEP).

Another element on your MTFS is to create savings through your transformation programme. You have identified that this programme will require support and some initial investment. To help ensure that the transformation takes place and savings actually achieved you are creating a transformation reserve of £350k. This is a clear example of both an 'Invest to Save' and "Value for Money ' approach. Aligned with this are the service baseline reviews you are undertaking. These should aid prioritisation for savings potential.

You are also debt free and have a number of capital assets that you are examining for income potential. Although you have a sizeable investment portfolio current interest rates mean that your returns on this are limited and you are seeking ways to improve this and £2m has been set aside with a view to exploring this. You have also undertaken a prudent 'sensitivity analysis' of your overall strategy.

We were made aware that the annual budget process had been refined and would support steps being taken to ensure a closer alignment between the setting of corporate and service priorities and the budget process.

Additionally there was some evidence that not all members are aware of the financial position of the council and the financial position of individual service areas. This financial understanding is very important given the financial pressures facing you, prioritisation etc. and you should consider how to create a more active political awareness and engagement in the financial management of the authority

You have shown your willingness to invest in activities that will produce savings or financial returns. The plans you have for the growth of homes and business in the borough should produce financial returns for you. Consideration should be given as to whether you are able to invest more in the growth agenda to expedite financial returns.

Your MTFS identifies two key immediate financial issues. These are that the current Capital Programme will deplete capital reserves to around £2.33m by March 2017. This is a level that will not meet future ambitions for asset investment, town centre redevelopment and the continuation of the Disabled Facilities Grant (DFG) programme at the current level.

Additionally the MTFS identifies that due to various revenue pressures there may be a funding gap of £2.83m over the five year life of the MTFS including a revenue funding deficit of £807k for the 2015/16 financial year.

You are actively seeking ways to help resolve both of these issues and have already identified some specific actions that should generate around £500k of savings e.g. vehicle replacement, waste services and leisure services management plus an identification of possible capital sales. However, it is necessary to firm up further specific actions as soon as possible as to how these gaps will be met.

Political and Managerial Leadership

It was evident that there are positive relationships and high levels of trust between elected members and officers. There is an officer/ member protocol which is robust and followed. On both sides there is an open, inclusive and honest leadership and management style that has led to good working relations and is reflected in the high levels of commitment by staff. The Chief Executive is very high profile and accessible in conducting staff briefings etc. In addition communication channels such as the 'Myth Busters' facility on the intranet are used to encourage communication.

Care has been taken to streamline the senior management structure with a significant reduction of posts at what is now the Group Manager level. This has been successful in a number of respects including clearer accountability and, swifter decision-making and improved communication. Within the new structure members are fully aware of whom to contact and lead members also work closely with appropriate senior officers to manage their portfolio responsibilities

The leadership and management are very aware that they should not work in isolation and have taken proactive steps to develop good external relationships and are developing these still further. Indeed you are pioneering many elements of public sector reform and already there is an impressive public service centre approach within the civic offices with some partners operational staff being located within the civic offices. Partners spoke highly of the Council's approach to joint working and felt that they had strong relationships with you. The feedback from your community and voluntary sector groups we met and spoke to was that the Council is working with them to benefit residents in all parts of the borough and partners felt they are recognised as assets in this respect.

This approach extends to the County Council and other district councils with the joint core strategy pre-submission and sharing of legal services being given as examples of effective joint working.

As part of continuous improvement, encouraging both internal and external challenge is important. Care should be taken to ensure that the high levels of trust and confidence mentioned above does not 'blunt' such challenge. You may wish to consider how to ensure such challenge explicitly takes place and provide opportunities for this to happen. Several members of the Executive Committee reported that they would personally welcome a greater degree of challenge and more rigorous holding to account of the Executive Committee. One method of achieving this may be for Executive Committee members to personally present reports to Overview and Scrutiny.

Similarly care should be taken to ensure that briefings provided to portfolio holders provide sufficient time-lines, costings and performance indicators to allow for more informed discussion and challenge of officers.

Allied to this is that the culture change that has occurred and is still taking place should include elected members. Although a wide range of member development activities were reported it was noted that these were primarily based around information sharing. The Council should consider whether it can also place greater emphasis on developing the skills of members particularly as new leadership and management skills will arise from your transformation programme and partnership activities. Consideration should be given as to how the induction process for new members can contribute to this and the overall culture change.

Governance and decision-making

The governance arrangements for your Council are sound. Appropriate protocols exist for topics such as member officer relationships and we were not made aware of any standards issues or challenges/ complaints about formal procedures.

The peer team were informed that in the past decision-making could be a protracted process. The Council is now a more confident and less risk averse organisation that has proved itself able to make difficult decisions and to speed up its internal procedures.

The vision of the Council is to ensure 'Tewkesbury is a place where a good quality of life is open to all'. Ward members take this vision very seriously and are clearly champions for their areas and were consistently passionate about trying to make lives better for their communities. Each ward obviously has its own needs and level of support required. Members have good awareness of this and appear realistic in their expectations. It is hoped that the Place initiative will help enhance this localised, co-ordinated approach and actively engage residents and support their pride in their areas.

During the course of the peer challenge there were some comments received regarding the encouragement of participation of ward members and the public. Although it was difficult to examine this in detail during the timeframe of the peer challenge you may wish to consider how you can encourage greater participation in formal and informal meetings. Some members felt that when putting motions forward on behalf of their residents they should be given more prominence and encouraged/ enabled to have a greater level of discussion.

Overview and Scrutiny has proved it can make an impact and contribute well to policy development. A particular example of this is its work on reviewing and making recommendations regarding car park arrangements. The peer team would encourage you to ensure that the committee's contribution is maximised and they are producing more examples of such impact.

Although no governance issues were identified it is understood that the constitution was last totally reviewed 12 years ago. Many parts of the constitution have been reviewed and amended since that time to reflect changes in legislation/circumstances. However, it would be prudent to review it in its entirety to ensure that it is up to date – especially in the light of the Council moving forward its transformation programme at such a pace.

Organisational Capacity

All the staff peers spoke to were proud to work for the Council and keen to provide a good service for residents. They recognise the journey that the Council has been on in recent years and understand why you need to continue the change process. They were all able to articulate what the transformation programme is aiming to achieve and they can already see some of the benefits e.g. less silo working and a better relationship with partners who share the Council building.

The management restructure in 2013 achieved savings of £500k. It also created the opportunity for some of the Heads of Service to step up to the role of Group Manager. This group is a key link between strategic and operational functions. Many staff spoke of how they felt the speed of decision-making and accessibility had been enhanced by the new management structure.

There are good opportunities for staff training and development. A new Personal and Professional Development approach has been introduced and there were good examples of advantage being taken of learning from other local authorities together with a mix of training, mentoring, coaching etc. The Council is investing in management development with an external provider having been commissioned to deliver a management development programme down to Operational Manager level. Phase 1 has been completed and Phase 2 is about to start.

The Public Service Centre and co-location of some key partners is already having benefits and assisting capacity. Partners and Council staff spoke about improved relationships and better opportunities to work together on issues. Examples include fraud investigation between CAB and the Revenues and Benefits team and work on arson between the Council, the Fire Service and the police. All the partners felt welcomed by the Council and that close partnership working was assisting their own services.

In order to assist your transformation activities you have been willing to invest in bringing in specialist resources when necessary to supplement internal capacity. External consultants have assisted with the IT review; development of the Leisure Centre; the Regeneration development and the office refurbishment project. This willingness to invest in specialist support to supplement your own capacity is welcomed.

The Council has a successful apprenticeship scheme. On average six apprentices are taken on each year and many have found permanent jobs. This scheme obviously has a number of benefits for the individual apprenticeships and is also contributing to a younger demographic inside the Council.

The transformation programme and your culture change are developing more agile and flexible working style within the Council. Open plan offices means staff are gaining a better understanding of other teams' work areas. There is also more homeworking use of hot desks and flexible working which is allowing staff to balance their own domestic needs without impairing the delivery of your services.

A more open, creative and customer focused culture is increasingly emerging. This is recognised by having a lead Member for Customer Focus. The Council is looking at how customers access services and encouraging more digital contact via channel shift.

Improvements to the reception area in the Public Service Centre have already been implemented including a joint reception. Further improvements and the use of a floorwalker to assist customers are planned.

Further work is necessary to develop the collective role of the group managers. They are now a corporate team at this level and it is noted that how they operate as such is to be part of the management development programme. There was some evidence of group managers collaborating on projects but some felt that the need to focus on major issues such as Planning, Housing and Waste left little capacity for corporate working as a team. There is scope for group managers to operate in a more corporate way including undertaking more forward thinking activities.

There also appeared to still be some uncertainty amongst the managers as to whether their roles are partly strategic, tactical, partly operational or a combination of all three. It is understood that a review is underway of the pay and grading structure of the Group Manager role to recognise their new responsibilities and ensure that they reflect the structure and role differential between the group and operational managers. This review is welcomed by the peer team.

Similarly, Operational managers are still adapting to their new ways of working with their Group Managers. The Council should ensure that there are no 'un-tapped' talents within this tier and there are opportunities to further up-skill these managers via Phase 2 of the management development programme to maximise their potential. This will also better enable future succession planning.

The Council is managing a number of high profile projects including the economic growth agenda, new leisure centre, the depot services transfer project, delivering the Joint Core Strategy, Place initiative, developing a customer focus with a new Customer Access model, asset management projects. At the same time it is undergoing a significant culture change programme and looking to make savings of almost £3m over the next four years. The peer team is concerned that the Council may be trying to take on too much at one time and that the pace and delivery of all these projects may not be sustainable. Peers heard that some staff are beginning to feel over stretched as a result of the number of transformation activities, restructuring, greater spans of control, loss of admin support etc.

It was noted that there is not an up to date workforce strategy. As you are undertaking a wide transformation programme there will be many effects on your workforce. A workforce strategy should be developed to identify, supply and deal with the new skills, flexibility, ways of working, succession planning and organisational development. At this early stage progressing agile working also appeared inconsistent across the Council and you may wish to consider how the benefits to both the Council and to staff can be widened.

Various IT difficulties were described to the peer team such as hardware being old and dated, homeworking IT interfaces not working consistently, low levels of IT literacy amongst some staff and Members. There is a recognition that better IT will be needed to support a number of business development initiatives including channel shift and the expansion of One Legal. The Council has recognised this need to invest in its IT infrastructure and a review of this is underway with external specialist advice having been commissioned to assist with this.

Transformation

There is a clear commitment to transformation of how the Council manages itself, provides services and works with others. You have embarked upon a wide ranging multi – activity transformation programme and have identified four key streams of activity: Partnerships and Commissioning, Use of Buildings, Using Technology and Sustaining Improvement, People and Culture. There are detailed projects within each stream and the peer team feels that you are focusing on the right areas.

It is important to note, however, that Transformation is also, and as importantly, taking place beyond the formal programme. This is evidence as to how the whole Council has embraced the need to change and transformation is now ‘organic’ as well as managed through the formal programme. Your staff understand and can articulate the need for change in their own language and they own the transformation activities.

It was noted by the peer team that your Transformation activities have already delivered some significant achievements. Impressive examples of actual delivery of projects include the Public Services Centre, very significant improvements in your revenues and benefits processing etc. The management re-structuring exercise has also not just reduced costs but is having benefits in terms of breaking down silos internally and with partners. This is providing a good base for further transformation.

One of the reasons for your success is your willingness to look externally to learn from best practice with visits to other authorities to look at services such revenues and benefits, leisure centre management etc.

As already mentioned your Place initiative will complement and enhance your transformation programme. Although it has a focus upon identifying and meeting specific local needs it also has the potential to achieve many ‘spin-offs’. These include new management ways of working and a significant boost to your culture change programme as Group Managers, partners etc. work together across management boundaries to achieve commonly shared aims.

An area that you asked us to examine was whether there is ‘a cohesive and understandable message as to the kind of council that you want to be’. Without doubt your staff understand why and what changes are being enacted and there is a danger that you are over-complicating a message to an already converted audience. The peer team suggests that you keep your message simple, punchy and with an emphasis on outcomes and avoid too much detail. Consideration should also be given to ensuring that

you are also adopting this same approach with partners and the community itself and that there is a clear and simple message which is well understood by all.

Your ambition for transformation is evident. Care must be taken that the combined growth agenda, service reviews and transformation programme do not become over-stretching. Your staffing and financial resources are reducing but you appear to be trying to increase your range of activities. You should ensure that you have 'prioritised your priorities' and consider how to be certain that you are making sufficiently strategic choices on how best to use your decreasing resources. A way to help this prioritisation may be to develop explicit success measures for the transformation programme expressed in terms of outcomes and identify which activities most contribute to these.

The amount of activity you are undertaking must, of course, be properly managed and monitored. However, the same transformation approach should be applied to these management/ monitoring activities. Care should be taken to ensure that some of the formal agenda led and committee style meetings and paperwork are not using up capacity without adding real value.

Community groups and the private sector advised us that the Council's Web site was difficult to navigate around and 'clunky'. We are aware from comments at other meetings that improvements to the planning information on the web site have been well received. Hence there are mixed messages but it does appear that there is scope to improve the web site.

This will also be important to enable channel shift which is a key part of your transformation strategy and one that you may wish to consider giving a stronger focus to. We heard about initiatives such as the online bulky waste collection forms and we note that the Council has purchased the online forms package from FIRMSTEP, but it was difficult to discern an overall strategy for channel shift. The team felt that this should be an important element of your transformation programme and the improvement of the web site would contribute to this.

Our recommendations: suggestions and ideas for your consideration

In addition to the areas listed above, the peer team suggests you consider the points below. These are based on what we saw, heard and read. Drawing on our experience of the sector and knowledge of local government improvement, the following are things we think will help enable the above transformation and make best use of your skills and experience, deliver some quick wins, and develop the strengths you will need to progress your improvement agenda:

1. Engage local communities and partner organisations more actively in the development of your priorities and objectives
2. Develop a systematic approach to gathering customer feedback and incorporate it within your performance management arrangements
3. At the point you come to review your Council Plan, consider expressing your priorities in a way that is more focused on outcomes
4. Keep under review your capacity to deliver the current level of activity and regularly re-visit your volume and range of priorities
5. Develop specific actions to meet the identified revenue shortfall as a matter of priority
6. Build on the positives of your current culture by encouraging more rigorous challenge including members to members; members to officers and officers to officers
7. Revamp your website and develop a programme that sets out how and when you intend to achieve channel migration
8. Review the member development programme with a view to ensuring that it is aligned with overall organisational culture change

We have attached a set of slides that summarise the above feedback. The slides are the ones used by the peer team to present its feedback at the end of the onsite visit.

Next steps

We have sought to highlight the many positive aspects of the council through the peer challenge process but we have also outlined some areas for further consideration. You will undoubtedly wish to reflect on these findings and suggestions made with your senior managerial and political leadership before determining how the council wishes to take things forward. This might include how and when you communicate the findings of the peer challenge and your response to them, both internally and externally.

As part of the peer challenge process, there is an offer of continued activity to support further development. We will endeavour to signpost you to other sources of information and examples of practice and thinking.

In the meantime we are keen to continue the relationship we have formed with you and colleagues through the peer challenge to date.

I thought it helpful to provide contact details for Andy Bates who, as you know, is our Principal Adviser (South West). Andy can be contacted via email at andy.bates@local.gov.uk (or tel. 07919 562849) and is the main contact between your authority and the LGA. Hopefully this provides you with a convenient route of access to the LGA, its resources and any further support.

All of us connected with the peer challenge would like to wish you every success going forward. Once again, many thanks to you and your colleagues for inviting the peer challenge and to everyone involved for their participation.

Bob Ross – Peer Challenge Manager

On behalf of the peer challenge team

Formal recommendation ref (listed on page 16)	Recommendation	Action to be taken	Responsible officer	Target Date	Progress to date
3. (page 6, para 2)	At the point you come to review your Council Plan, consider expressing your priorities in a way that is more focused on outcomes.	Develop a new council plan so that it is outcome focused.	Chief Executive (Group Manager – Corporate Services)	March 2016	IN PROGRESS – CLT and Executive Committee to consider the priorities of the council informally in November. A timetable and plan for all members to consider these priorities and to develop into a council plan document is currently being developed.
4. (page 6, para 3)	Keep under review your capacity to deliver the current level of activity and regularly re-visit your volume and range of priorities.	<ol style="list-style-type: none"> 1) Use council plan to refocus priorities. 2) CLT will regularly review projects, workloads and related sickness absence. 3) Look to improve project management capacity. 	Corporate Management Team	March 2016	IN PROGRESS – <ol style="list-style-type: none"> 1) development of new council plan (see 1 and 3 above) 2) sickness absence is continually monitored through the performance management framework. Regular meetings are held between CLT leads and respective Group Managers to discuss capacity issues. The council has recently been accepted on the Timewise pilot which will look at innovative

Formal recommendation ref (listed on page 16)	Recommendation	Action to be taken	Responsible officer	Target Date	Progress to date
					<p>ways of flexible working and flexible hiring.</p> <p>3) key projects such as the new leisure centre and Tewkesbury Regeneration project have dedicated project support. The internal project management framework has also been reviewed and updated which will enable greater scrutiny and accountability to individual projects.</p>
5. (page 8, para 4)	Develop specific actions to meet the identified revenue shortfall as a matter of priority.	Transform Working Group with CLT will develop a financial plan with specific actions.	Corporate Leadership Team (Group Manager – Finance and Asset Management)	December 2015	IN PROGRESS – this work has been ongoing during the year to formalise a budget for 2016/17 and to develop the Medium Term Financial Strategy. A detailed 5 year plan based on current financial assumptions has been shared with TWG in October.

Formal recommendation ref (listed on page 16)	Recommendation	Action to be taken	Responsible officer	Target Date	Progress to date
6. (page 9, para 3)	Build on the positives of your current culture by encouraging more rigorous challenge including members to members; members to officers and officers to officers (include review of effectiveness of portfolio briefings).	<ol style="list-style-type: none"> 1) Address this through develop member development programme and officer development programme. 2) Build on current review of effectiveness of O&S committee. 3) Review effectiveness of portfolio briefings with lead members. 	Corporate Leadership Team	March 2016	<p>IN PROGRESS</p> <p>1) A comprehensive induction programme has been delivered to members. Further training needs are currently being identified. The development of the programme is ongoing throughout the term of the Council.</p> <p>2) The O&S committee membership is still relatively new. A training session on the role of O&S was positively received and follow up training will be organised.</p> <p>3) These will be reviewed both individually and collectively prior to the date specified.</p>

Formal recommendation ref (listed on page 16)	Recommendation	Action to be taken	Responsible officer	Target Date	Progress to date
7. (page 15, para 3)	Revamp your website and develop a programme that sets out how and when you intend to achieve channel migration.	Develop a new customer services strategy to include: 1) Channel shift. 2) Review and update of the website.	Deputy Chief Executive (Group Manager – Corporate Services)	March 2016 March 2016 June 2016	IN PROGRESS 1)The review of Customer Services is now complete and the outcome will inform the development of a new Customer Service Strategy. This will form part of an Overview & Scrutiny workshop. It is currently planned to develop a separate channel shift strategy. 2) The website last year was scored 3* by SOCITM. It is however difficult to navigate the website from a mobile device. The County are also in the process of reviewing their website and potential joint working opportunities are currently being discussed.
8. (page 9, para 5)	Review the member development programme with a view to ensuring that it is aligned with overall organisational culture change.	Following the borough election, a needs and skills analysis will be offered to all members leading to personal development plans aligned to the requirements of the council.	Borough Solicitor (Group Manager – Democratic Services)	December 2015 Jan 2016	IN PROGRESS - Skills questionnaire is in the process of being prepared following an intensive induction programme and will be distributed to all members in the new year.

Formal recommendation ref (listed on page 16)	Recommendation	Action to be taken	Responsible officer	Target Date	Progress to date
9. (page 4, para 3).	Council should consider whether it can 'prioritise its priorities' to ensure that it is focusing on the key activities that will continue to transform its services and internal capacity. Include looking at ways to streamlining monitoring activities.	See 1) and 3) above plus look at key corporate monitoring systems to identify any opportunities for streamlining.	Chief Executive (Group Manager – Corporate Services)	March 2016	IN PROGRESS – this will be achieved through development of the new council plan, refocusing the council priorities. The review and update of the project management framework will also provide more effective monitoring of the project programme.
10. (page 7, para 7)	Create a more active political awareness and engagement with members with regards to financial management.	<ol style="list-style-type: none"> 1) Financial awareness training to be included within member's induction. 2) Establish and run a programme of member events to engage with members on financial management. 	Deputy Chief Executive (Group Manager – Finance and Asset Management)	June 2015 March 2016	COMPLETE 1) Financial awareness session was held as part of member's induction and received very positive feedback. IN PROGRESS 2) A number of events have taken place since induction to ensure engagement on financial management continues. For example, use of external speakers at TWG, Deputy Leader presentation at Council, O&S Committee performance management workshop (incl finance)

Formal recommendation ref (listed on page 16)	Recommendation	Action to be taken	Responsible officer	Target Date	Progress to date
11. (page 8, para 1)	Consideration should be given as to whether you are able to invest more in the growth agenda to expedite financial returns.	CLT and Transform Working Group (TWG) to consider opportunities in relation to the growth agenda.	Corporate Leadership Team	March 2016	IN PROGRESS – the TWG and senior management are working together to consider commercial opportunities. For example, Spring Gardens development - the potential for the council acting as developer. Exploring borrowing for broader 'growth' opportunities
12. (page 10, para 5)	Maximise the contribution of Overview and Scrutiny Committee.	O&S have commenced a review of effectiveness and a formal action plan will be developed.	Chief Executive (Group Manager – Corporate Services)	May 2016	IN PROGRESS – a workshop was held with members of the previous committee to obtain their experience and views for the benefit of the incoming committee. An action plan was approved. A workshop will be held early in the new year for the current committee.
13. (page 10, para 6)	Review the constitution in its entirety to ensure it is up to date.	In consultation with members, review and update the constitution.	Borough Solicitor (Group Manager – Democratic Services)	May 2016	IN PROGRESS – A programme is currently being prepared to achieve this target date which will also involve a member seminar on the proposed changes.

Formal recommendation ref (listed on page 16)	Recommendation	Action to be taken	Responsible officer	Target Date	Progress to date
14. (page 12, para 5)	Further work is necessary to develop the collective role of the group managers.	A programme of management development has been developed and is taking place.	Chief Executive (Group Manager – Corporate Services)	June 2015	COMPLETE – a management development programme for the whole management cohort has been undertaken. Learning experiences from this can be replicated through all tiers of the council.
15. (page 13, para 3)	Implement an up to date workforce strategy incl a consistent approach to agile working.	A workforce strategy will be developed to support the council’s transformation agenda.	Chief Executive (Group Manager – Corporate Services)	December 2015 March 2016	IN PROGRESS – a high level review of HR identified a strategic gap in HR capacity. We are working with senior officers from the Glos Care Services HR team to help us deliver a workforce strategy. This is at no cost to the council as it will be a good learning opportunity for both parties.

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	1 December 2015
Subject:	Housing, Renewal and Homelessness Strategy Review Monitoring Report
Report of:	Val Garside, Environmental and Housing Services Group Manager
Corporate Lead:	Rachel North, Deputy Chief Executive
Lead Member:	Cllr D M M Davies
Number of Appendices:	1

Executive Summary:

The Housing, Renewal and Homelessness Strategy 2012-16 was developed by an Overview and Scrutiny Working Group and it was adopted by Council in September 2012.

The Overview and Scrutiny Working Group requested that outcomes identified in the strategy action plan be monitored and regular updates presented to the Overview and Scrutiny Committee.

This report presents Committee with a summary of the key activities that have been achieved in the last 12 months (2014/15 financial year) against the 2012-16 action plan. A more comprehensive update of actions achieved against each of the action plan targets can be found at Appendix 1.

Recommendation:

To CONSIDER the achievements made to date in respect of the outcomes identified in the Housing, Renewal and Homelessness Strategy 2012-2016 Action Plan.

Reasons for Recommendation:

The Homelessness Act 2002 and Local Government Act 2003 require all District Councils to develop a strategy that sets out the Council's policies, commitments and programme for a wide range of housing matters. Following development of the Council's Housing, Renewal and Homelessness Strategy 2012-16, the Overview and Scrutiny Working Group requested that outcomes identified in the strategy action plan be monitored and regular updates be presented to the Overview and Scrutiny Committee.

Resource Implications:

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

Legal Implications:

The Council is required to have a housing and homelessness strategy in place so that its duties under the Homelessness Act 2002 and Local Government Act 2003 can be met.

Risk Management Implications:

The review of activities against the strategy action plan has identified that the aims and objectives of the strategy are being delivered in a timely way. This significantly reduces the risk of not meeting statutory housing and homelessness duties. The strategy should be reviewed in approximately 12 months to ensure that the strategy and associated action plan continues to be relevant in the future.

Performance Management Follow-up:

The Housing, Renewal and Homelessness Strategy 2012-16 should be reviewed in approximately 12 months to ensure that it remains fit for purpose in the future.

Environmental Implications:

There are positive environmental implications in the delivery of the strategy objectives e.g. the strategy supports the delivery of new energy efficient homes and energy efficiency improvements in the existing housing stock across the borough. The development of more affordable homes, especially those to be developed in rural areas, may have a negative impact upon the environment, however the level of environmental impact and measures to mitigate them will be assessed as part of a formal planning application.

1.0 INTRODUCTION/BACKGROUND

1.1 The Homelessness Act 2002 and Local Government Act 2003 require all District Councils to develop a strategy that sets out the Council's policies, commitments and programme for a wide range of housing matters. The Housing, Renewal and Homelessness Strategy 2012-16 was developed by an Overview and Scrutiny Working Group and was adopted by Tewkesbury Borough Council in September 2012. A review of the activities against the strategy action plan has been undertaken as requested by the Overview and Scrutiny Committee Working Group.

2.0 UPDATE AND KEY ACTIVITIES

2.1 The following is a summary of the key activities, identified within the Housing, Renewal and Homelessness Strategy 2012/16, that have been achieved since April 2014:

2.1.1 145 new-build affordable homes were completed. There was a mix of property types and tenures across all of the sites and this supports the housing need of a range of client groups with different incomes.

2.1.2 Of the 145 completed affordable homes 24% were developed to the Code for Sustainable Homes Level 4 or higher energy efficiency standards or equivalent standard. All other homes met the minimum requirement of Level 3, which is now the Building Regulations standard for all homes.

- 2.1.3** In terms of innovative solutions to funding or delivering affordable housing, a total of 13 new affordable properties have been delivered using the cross-subsidy model in Winchcombe and Badgeworth. Further to this, 2 rural exception developments are in the planning system for the Parishes of Minsterworth and Sandhurst. Both will achieve new affordable housing as well as market housing for families and smaller accommodation for downsizers.
- 2.1.4** We have completed 132 Disabled Facility Grants (DFGs) between April 2014 and March 2015 at a value of £772,410.
- 2.1.5** Partnership working across all six Gloucestershire Districts continues to facilitate solutions to health improvements, crime reduction and housing matters.
- 2.1.6** Our Housing Advice Team continues to provide advice and assistance via a drop-in service to over 600 customers annually.
- 2.1.7** Even though the Mortgage Rescue Scheme was discontinued by the Department for Communities and Local Government (DCLG) at the end of 2013, Tewkesbury Borough Council continues to offer housing advice, negotiations, money advice in association with advice agencies, and homelessness assistance to this group. Two households facing possession action in mortgaged properties were able to remain in their own home during 2014-15 and one household was accepted as homeless and assisted to find alternative accommodation.
- 2.1.8** 424 properties were let in the borough in this financial year; the majority of households, 39%, were in silver band and 36% in gold band. 23% of households were in bronze band 2% were in emergency band.
- 2.1.9** With regards to the under-occupation charge (commonly known as 'bedroom tax') housing associations have reported to us that more households were willing to 'stay and pay' than initially anticipated. We are currently working with Revenues and Benefits to contact all those who are currently claiming discretionary housing payments (DHP) to cover the financial shortfall in their rent through under occupation. All those who are claiming DHP and are under occupying by two bedrooms in Tewkesbury Borough have been contacted to offer housing advice, and 5 households have now moved to more suitable accommodation.
- 2.1.10** At March 2015, Chapter 1 Housing Association manages 12 properties with 24 units of accommodation in total in the borough as part of the Gloucestershire Private Sector Leasing Scheme.
- 2.1.11** At May 2015, there were 6 landlords with 9 properties awarded 'Fit to Rent' status.
- 2.1.12** The council's Anti-Social Behaviour Youth Diversion Worker has continued to engage with young and vulnerable (aged 11-19) members of the community. These cases cross over from ASB to Families First and also to projects such as sexual exploitation work. 39 young people and their families have been engaged with over the course of the year 2014/15.
- 2.1.13** A greater emphasis on Homelessness Prevention has been successfully implemented within the Borough in line with the Government's 'Gold Standard' to enable those threatened with homelessness to avoid homeless crisis by staying in their existing home (where reasonable and affordable), and to move to a property of their choice in the private rented sector without the need for costly emergency accommodation.

- 2.1.14** A snapshot of applicants in B&B accommodation as at 4 November 2015 shows 10 households in B&B in Gloucester, of which seven are single men (five are over the age of 35), two are single women and one is a pregnant woman.
- 2.1.15** St Mungo's Broadway was awarded the contract to provide an Assertive Outreach Service for Rough Sleepers in May 2015. This is funded through DCLG funding following a partnership bid from the District Councils in Gloucestershire to provide a local service which meets the Government's 'No Second Night Out' approach and the 'Gold Standard' for Homelessness services. The rough sleepers estimate for Tewkesbury Borough in 2015 was zero.
- 2.1.16** Following on from the presentation to the Overview and Scrutiny Committee regarding the re-deployment of financial housing options, we have successfully assisted our first applicants with deposits to move to alternative accommodation in areas where they want to live near to existing support (i.e. families and schools). We have now assisted three family households with a deposit to move to private rented accommodation within the borough, alleviating pressure on social housing within the area.
- 2.1.17** County Sanctuary Scheme:
- The six District Councils in Gloucestershire and the Police and Crime Commissioner (PCC) piloted a 12 month sanctuary scheme in 2014 to offer target hardening and sanctuary room measures to residents wanting to remain in their homes and at risk of domestic violence. This was very successful and is due to come to an end. Both the PCC and the District Councils have agreed to extend this scheme until March 2017.
 - Seven households from Tewkesbury Borough accessed assistance through this scheme during the pilot year and all continue to remain in their homes. All received target hardening measures (lock changes and minor adaptations) funded by the PCC. No households required Sanctuary Measures which would have been part funded by TBC. All those who benefited were female households. One household declined assistance.
- 2.1.18** The young person's supported accommodation within Tewkesbury Borough has been improved by G3/Rooftop. The housing association has replaced their outdated provision at Tolsey House with a redevelopment of 41 High Street in Tewkesbury to provide high quality self-contained accommodation for young vulnerable adults on a single site with Jubilee House.
- 2.1.19** A joint bid from the six District Councils in Gloucestershire to the DCLG was successful in securing £500,000 for 'Places of Safety' to provide safe self-contained emergency accommodation for those fleeing Domestic Abuse in April 2015. 12 properties will be made available across the county for this purpose in partnership with Gloucestershire Domestic Abuse Support Services (GDASS) and local housing associations. In Tewkesbury Borough, Severn Vale Housing Society has agreed to provide two properties within the borough. The legal contracts have now been finalised and it is hoped that the first of these properties will be available in December 2015.
- 2.1.20** Eight Category 1 housing health and safety hazards (the most serious) were removed in privately rented accommodation in 2014/15 as a result of interventions by Tewkesbury Borough Council Officers.
- 2.1.21** The total number of measures installed through the Warm and Well Scheme in the period was 99, in 96 properties. The Council continues to contribute to the actions of the Board through support of the Warm and Well Scheme and Safe at Home Scheme and through removing Category 1 hazards in properties.

2.2 A comprehensive update on the activities achieved to date against each of the objectives outlined in the strategy, can be found in Appendix 1 (Housing, Renewal and Homelessness Strategy 2012-16 Action Plan Update).

3.0 OTHER OPTIONS CONSIDERED

3.1 None – this is an update on progress made to date.

4.0 CONSULTATION

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

5.0 RELEVANT COUNCIL POLICIES/STRATEGIES

5.1 Housing, Renewal and Homelessness Strategy 2012-16

6.0 RELEVANT GOVERNMENT POLICIES

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

- National Planning Policy Framework 2012
- Homelessness Act 2002 and Housing Act 1996 & 2004 (Housing Standards)
- Local Government Act 2003
- Housing and Regeneration Act 2008
- Housing Grants, Construction and Regeneration Act 1996 (Housing grants, loans and home improvement assistance)
- The Future Home Improvement Agency (CLG 2009)
- Equality Act 2010
- Laying the Foundations: A Housing Strategy for England (Nov 2011)
- Localism Act 2011
- The Growth and Infrastructure Act 2013

7.0 RESOURCE IMPLICATIONS (Human/Property)

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

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

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

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

9.1 Housing is a basic human need. An Equality Impact Assessment was undertaken prior to the Council's adoption of the strategy in September 2012, this is still relevant.

10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

10.1 The Housing, Renewal and Homelessness Strategy 2012-16 has been approved and adopted by Council in September 2012.

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

Contact Officer: Val Garside, Environmental and Housing Services Group Manager
01684 272259 val.garside@tewkesbury.gov.uk

Appendices: Housing, Renewal and Homelessness Strategy 2012-16 Action Plan
Update May 2015

Appendix 1 Tewkesbury Borough Council Housing, Renewal & Homelessness Strategy 2012-16 Action Plan Update

THEME ONE: Housing Supply and Delivery of Good Quality Affordable Homes

Priority 1.1 Housing Supply

Objective 1.1	Make sure there is sufficient housing supply to meet needs within the constraints of the borough																							
Measures	Increase in net number of dwellings																							
	An average of 100 affordable homes per annum in any three year period 2012-16																							
We will achieve the objective by:	Outcome	Date for Delivery	Update/Progress																					
Liaise with the Homes and Communities Agency and Registered Providers to deliver priority schemes within Tewkesbury Borough and to support appropriate bids for Homes And Communities Agency or other available funding for affordable housing	Increase in the net number of affordable homes delivered with grant funding/other public subsidy.	Annually 2012-16	<p>Development programme in Tewkesbury has been successful and the 2011-15 funding round has achieved 197 units for the borough. Total number of new Affordable Housing units completed in Tewkesbury Borough as follows:</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Total AH</th> <th>Social rent</th> <th>Affordable rent</th> <th>Shared ownership</th> </tr> </thead> <tbody> <tr> <td>2012/2013</td> <td>139</td> <td>51</td> <td>42</td> <td>46</td> </tr> <tr> <td>2013/2014</td> <td>155</td> <td>70</td> <td>36</td> <td>49</td> </tr> <tr> <td>2014/2015</td> <td>145*</td> <td>40</td> <td>78</td> <td>23</td> </tr> </tbody> </table> <p>*includes 4 supported housing beds for young people</p>		Year	Total AH	Social rent	Affordable rent	Shared ownership	2012/2013	139	51	42	46	2013/2014	155	70	36	49	2014/2015	145*	40	78	23
Year	Total AH	Social rent	Affordable rent	Shared ownership																				
2012/2013	139	51	42	46																				
2013/2014	155	70	36	49																				
2014/2015	145*	40	78	23																				
Providing for housing supply through the Core Strategy	Core Strategy Adopted 2014	2014	Work on the JCS is ongoing; submitted November 2014; examination in progress.																					
Delivery of affordable housing through new approaches and innovative funding options (including cross-subsidy) with Registered Providers and other housing partners, or use public-owned land made available for affordable housing development	Increase in the number of affordable homes delivered through new approaches mentioned within the strategy or on land made available by the council or other public body	Annually 2012-16	<p>3 Affordable Rent units were delivered in the rural parish of Badgeworth using the model of cross-subsidy. The market houses enabled the delivery of these affordable homes on the rural exception development.</p> <p>Another cross subsidy scheme of 11 market and 10 affordable homes in Winchcombe has also completed this financial year. This scheme includes a large home for a family with a member who is disabled.</p> <p>The re-development of garage sites in Bishops Cleeve has brought about 21 affordable homes, of which 6 homes will meet the needs of families with a member who is disabled.</p>																					

Appendix 1 Tewkesbury Borough Council Housing, Renewal & Homelessness Strategy 2012-16 Action Plan Update

Objective 1.2		Deliver a mix of house types and tenures to reflect local need		
Measures		Affordable homes completed are in accordance with latest evidence of need		
We will achieve the objective by:	Outcome	Date for Delivery	Update/Progress	
Provide appropriate pre-application advice, negotiation with developers and Registered Providers, comment on and inform planning applications	All schemes that include affordable housing, where appropriate and supported by evidence, will provide a mix of property types and affordable tenures.	Annually 2012 - 16	All housing projects with an Affordable Housing threshold receive appropriate advice and guidance during the planning stages. Recent projects include Alderton, Gotherington, Longford, Stoke Orchard, Toddington and Twyning.	
Make sure the evidence of need is up to date.	Increase in the number of new Parish Housing Needs Surveys completed or renewed.	Annually 2012-16	A number of Parish Housing Needs Surveys have been completed by GRCC to evidence local housing need.	
	Housing needs assessment and other data sources of housing need are up to date	2014-16	The renewal of the Strategic Housing Market Assessment was completed in 2014.	
	Completion of a new Gypsy & Traveller Accommodation Assessment (GTAA) in 2012	2012	A work plan is in place to profile all areas of the borough. The GTAA was completed in 2013 and further work has been commissioned.	

Objective 1.3		Support the delivery of new housing throughout the borough through the emerging Core Strategy		
Measures		Policy supports a contribution towards affordable housing. Number of homes completed and reported in the Annual Monitoring Report		
We will achieve the objective by:	Outcome	Date for Delivery	Update/Progress	
Making sure that the policies within the Core Strategy include affordable housing requirements.	Core Strategy Adopted 2014	2014	Work on the JCS is ongoing; submitted November 2014; examination in progress. Further information can be found at www.gct-ics.org	
Monitor completions of housing across the borough.	Annual Monitoring Report (AMR) completed and numbers of housing (incl. affordable housing) reported.	Annually 2012-16	The AMR data is compiled by the Planning Policy team annually and published when completed.	

Appendix 1 Tewkesbury Borough Council Housing, Renewal & Homelessness Strategy 2012-16 Action Plan Update

Objective 1.4		Encourage the Construction of High Quality Housing		
Measures		Planning policy supports the development of high quality housing. Number of homes developed to the required standard.		
We will achieve the objective by:		Outcome	Date for Delivery	Update/Progress
Making sure that Developers are aware of the Homes And Communities Agency Design and Quality (or replacement) standards for affordable housing construction.		Better quality affordable homes.	2012-16	All new affordable homes meet the Homes And Communities Agency required design and quality standards for affordable housing construction and this is secured through s106 agreements. From 2015 the HCA has removed all such requirements however the council will continue to seek compliance with the appropriate standards as far as possible, such as space standards. The previously sought Code for Sustainable Homes Level 3 is now within Building Regulations for all new homes.
Assisting in producing Supplementary Planning Documents or Design Briefs to secure housing standards		SPD provides developers with guidance on design and delivery of affordable housing	Annually 2012-14	Affordable housing policies will form part of the development of the JCS and Local Plan. Work on these documents continues.

Objective 1.5		Work to Bring Empty Homes Back Into Use		
Measures		Number of empty homes brought back into use		
We will achieve the objective by:		Outcome	Date for Delivery	Update/Progress
Evaluating empty properties for priority action		Priority actions taken on those properties that are having a detrimental effect on neighbourhoods, are in poor condition, or have been empty longest.	Annually from 2012	4 complaints were received regarding empty properties between April 2014 and March 2015, all of which had priority due to disrepair and poor conditions. All complaints were brought to a conclusion
Using a range of enforcement actions to bring the homes back into use		Most effective and appropriate powers used for each case	Annually from 2012	The council continues to bring homes back into use through information and advice services to home owners and formal Notices to take action. Examples include properties that have been sold after informal discussions with the owner, through to property improvements after service of formal notices.

Appendix 1 Tewkesbury Borough Council Housing, Renewal & Homelessness Strategy 2012-16 Action Plan Update

THEME TWO: Homelessness and Homelessness Prevention

Priority 2.1 Continue to provide housing advice and homelessness prevention to those who require it

Objective 2.1.1	Prevent Homelessness			
Measures	Homelessness Cases as a percentage of the number of advice cases 10% per annum 2012-16			
We will achieve the objective by:	Outcome	Date for Delivery	Update/Progress	
Provide comprehensive housing options advice to all customers and provide all customers threatened with homelessness with individualised written Housing Options advice	All customers requiring the service are able to access it and all those in serious housing difficulty will have the information and advice they need to avoid homelessness	2012-16	Our Housing Advice Team continues to provide advice and assistance via a drop-in service to over 600 customers annually. We have improved our framework for providing written advice so that all customers will have bespoke written housing advice they can take away to resolve their difficulties.	
Participate in the Mortgage Rescue Scheme	All eligible households are referred to the Mortgage Rescue Scheme.	2012-16	The Mortgage Rescue Scheme was discontinued by the DCLG at the end of 2013 to new applicants. The Council continues to offer housing advice, negotiations and money advice in association with advice agencies and homelessness assistance to this group. Two households facing possession action in mortgaged properties were able to remain in their own home during 2014-15, and 1 household was accepted as homeless and assisted to find alternative accommodation.	
Develop Enhanced Housing Options with other agencies to provide help and support with employment, training and benefit advice.	Repeat homelessness reduced by tackling the root causes.	Annually 2012-16	The housing advice team are going to be implementing and administering a new framework for providing continuous improvement in front line housing services through the development and delivery of the Gold Standard Challenge. This is funded by the DCLG and based on the Government report 'Making Every Contact Count'. More information can be found at http://home.practitionersupport.org/ The Council is chairing the peer group of Gloucestershire and South Gloucestershire local authorities and currently working through the challenges with a view to commencing the peer reviews in January 2016. These should be complete by July 2016 – after which the individual authorities can commence application for Bronze, Silver and then Gold status. We are planning to complete these applications by July 2017.	

Appendix 1 Tewkesbury Borough Council Housing, Renewal & Homelessness Strategy 2012-16 Action Plan Update

<p>Continue to develop the Assertive Outreach model with St Mungo's Broadway</p>	<p>To prevent and reduce rough sleeping and implement a no second night out alternative</p>	<p>Ongoing</p>	<p>St Mungo's Broadway has been awarded the Assertive Outreach Service within the County and is working with Tewkesbury Borough Council to identify rough sleepers and reduce the numbers in the borough.</p> <p>In 2014 there were 4 rough sleepers estimated (by partner agencies) in Tewkesbury Borough. In 2015 there were none estimated; across the county there were 20 rough sleepers verified in the 2015 Rough Sleepers estimate held in November 2015.</p> <p>Since the inception of the Assertive Outreach project earlier this year we are aware of 6 referrals made to St Mungo's from Tewkesbury Borough from either the local authority or the parish councils. None of these are currently sleeping rough as St Mungo's have either been unable to find/verify the rough sleeper. This is possibly due to them moving on, staying with friends, or have already been linked into services.</p>
<p>Continue to work within the County Sanctuary Scheme with the PCC</p>	<p>To prevent households being forced to leave their homes when threatened with domestic violence.</p>	<p>Ongoing – extended until March 2017</p>	<p>The pilot project has been successful in supporting 7 households to remain in their homes during 12 months and will continue to support those experiencing threats of violence who wish to remain in their homes.</p>
<p>Continue to assist residents within Tewkesbury Borough to understand and manage the effects of Welfare Reform</p>	<p>To prevent households losing their home because of welfare reform – ie the benefit cap, under occupation charge, universal credit</p>	<p>Ongoing</p>	<p>Our Housing Advice Team continues to work closely with the Revenues and Benefits team to identify and assist those affected by Welfare Reform.</p> <p>We are also working closely with partner agencies within the Borough through the Financial Inclusion Partnership which promotes awareness, digital inclusion, and sound joint working to reduce financial exclusion within Tewkesbury district.</p>

Appendix 1 Tewkesbury Borough Council Housing, Renewal & Homelessness Strategy 2012-16 Action Plan Update

Objective 2.1.2		Provide social housing for those in the most need						
Measures		Emergency Banding Households are Housed within a reasonable timescale						
We will achieve the objective by:	Outcome	Date for Delivery	Update/Progress					
Continue to implement the Gloucestershire Homeseeker allocations procedure	All households in emergency band are housed appropriately within a reasonable timescale	2012 and ongoing	Of the 424 properties let in the borough in 2014/15 the lettings were as follows across the 4 bands:					
				Emergency	Gold	Silver	Bronze	Total
			1 Bed 1 Person	1	10	22	17	50
			1 Bed 2 Person	4	26	35	19	84
			2 Bed 2 Person	0	4	4	6	14
			2 Bed 3 Person	0	39	22	19	80
			2 Bed 4 Person	1	35	33	16	85
			3 Bed 4 Person	0	1	8	5	14
			3 Bed 5 Person	1	25	33	15	74
			3 Bed 6 Person	0	1	1	0	2
			4 Bed 6 Person	0	6	6	2	14
			4 Bed 7 Person	0	0	1	0	1
			4 Bed 8 Person	0	3	0	0	3
			5 Bed 7 Person	0	2	0	0	2
Other	0	1	0	0	1			
Total	7	153	165	99	424			
<ul style="list-style-type: none"> The average time on the register for any household will depend upon personal circumstances and the appropriateness of the property available. Whilst it appears that households banded as emergency were the least successful band, it is important to note that emergency band constitutes only 1.29% of households on the housing register. The band includes emergency situations and applicants in social housing who are under occupying and wish to downsize but often do not bid. This band was successful on 1.6% of all lets. Gold band constitutes 2.97% of the housing register and includes those who are homeless or very overcrowded. This band was successful for 36.1% of all lets during the financial year. Silver Band constitutes 32.83% of the housing register and includes those in significant need to move or one bedroom overcrowded. This group were successful for 38% of all lets. 								

Appendix 1 Tewkesbury Borough Council Housing, Renewal & Homelessness Strategy 2012-16 Action Plan Update

- Bronze band constitutes 58.92% of the housing register and includes those who have no housing need (i.e. they are in housing which is considered suitable) but wish to move. This group were successful on 23.35% of all lets.

Working with partners to reduce under-occupation	Agreed action plan in place	April 2013 ongoing	<p>We have been unable to implement a county-wide scheme as reported last year. To date housing associations are not receptive to another scheme in addition to their own. Their own strategies have enabled them to take on projects to reduce under-occupation in their homes. Our quarterly meetings with housing associations has reported to us that more households were willing to 'stay and pay' than initially anticipated.</p> <p>Under-occupation remains an agenda item at the quarterly meetings and the council's housing advice team continue to work with both housing associations and residents.</p> <p>We have been working with Revenues and Benefits to identify those who are struggling financially as a result of under occupation. Housing Services are contacting all those who have applied for discretionary housing payments to cover under occupation to give advice on housing options. Since the beginning of 2015, we have prevented 8 households affected by welfare reform changes from becoming homeless.</p>
--	-----------------------------	--------------------	---

114

Priority 2.2: Temporary & Supported Housing

Objective 2.2.1	Where possible provide sufficient temporary accommodation to meet need.
Measures	Zero Use of Bed and Breakfast Accommodation

Appendix 1 Tewkesbury Borough Council Housing, Renewal & Homelessness Strategy 2012-16 Action Plan Update

We will achieve the objective by:	Outcome	Date for Delivery	Update/Progress
Review the need for emergency and temporary accommodation	<p>Clarity about the need for temporary accommodation.</p> <p>Local provision of appropriate accommodation</p>	July 2012	<p>A successful bid has been made to the DCLG for suitable emergency accommodation for those fleeing domestic abuse called 'Places of Safety'. Two properties will be procured in each district of Gloucestershire during 2015-16 to accommodate this group. Gloucestershire Domestic Abuse Support Service will lease these properties and offer support to occupants. The scheme will be in place by December 2015.</p> <p>We have undertaken work this year to change the tenure of the 5 temporary houses within Tewkesbury Borough (managed by Stonham) to Licence agreements as appropriate with emergency homeless accommodation. These properties are used as an alternative to B&B accommodation and are a valuable resource. A Licence agreement, effective from July 2015, will increase the flexibility of the accommodation and enable us to assist more families in crisis. The houses are fully occupied both by those who have become homeless in a crisis pending homeless decisions, and those who have been accepted as homeless but are awaiting longer term solutions.</p> <p>The Crashpad service for young people was introduced in the financial year 2014-15 throughout the county in young people's supported accommodation to avoid the use of bed and breakfast for very young people. G3 has provided a Crashpad service within Tewkesbury Town for this purpose and the provision has been used for homeless 16 and 17 year olds within the district.</p> <p>Single older (aged 35+) chaotic homeless people with health problems and alcohol and/or drug dependency continue to need emergency homeless accommodation. We have difficulty in sourcing longer term solutions for this client group as all landlords across are reluctant to consider them. We continue to be reliant on B&B accommodation out of Tewkesbury District for this group.</p> <p>Discussions are ongoing with other district authorities regarding the shortage of emergency accommodation in the County. A private provider of emergency accommodation in Bristol and South Gloucestershire has approached us regarding procuring properties in Gloucestershire to use as quality emergency accommodation. This could be B&B, hostel, or self-contained types of accommodation. Our housing services team is pursuing this option.</p>

Appendix 1 Tewkesbury Borough Council Housing, Renewal & Homelessness Strategy 2012-16 Action Plan Update

Work with RPs and private landlords to maximise the availability of stock to house those needing temporary accommodation	Different types and models of temporary accommodation available.	April 2013 & ongoing	The housing advice team continues its work in ensuring that opportunities to support residents through working with the private sector as well as housing associations.

116

Objective 2.2.2	Work with Supporting People and local Registered Providers to make best use of existing accommodation-based housing related support and supported move-on accommodation available where appropriate.		
Measures	Zero under-use of existing supported housing provision		
We will achieve the objective by:	Outcome	Date for Delivery	Update/Progress
Work with partners to review the need for supported accommodation and under-use/gaps in provision	Gaps in provision and under-use of existing provision identified	April 2013 then reviewed annually thereafter	Supporting People contracts have been in place for 2 years and are working well to support our residents. We continue to be active members of the Supporting People Core Strategy Group in order to monitor this work.
Work with Registered Providers to re-model existing supported housing where appropriate or provide new supported move-on accommodation to meet needs.	Better use of existing stock and new/extended provision where the need has been identified and resources available to support.	April 2013 & ongoing	The council continues to work with its housing and housing-related support providers to provide suitable move-on accommodation for our residents. Funding and capacity at all levels continues to hamper our progress. The council is committed to re-addressing these issues with its partners over the next 12 months.

Appendix 1 Tewkesbury Borough Council Housing, Renewal & Homelessness Strategy 2012-16 Action Plan Update

Objective 2.2.3	Work with Supporting People to facilitate additional investment into floating support services across Tewkesbury Borough to assist people to live independently		
Measures	Increased investment into floating support services in the borough		
We will achieve the objective by:	Outcome	Date for Delivery	Update/Progress
Work with Supporting People and partner support providers to extend support services to borough residents in need.	Realising opportunities to increase the number of additional residents who could be helped.	April 2013 and ongoing	As above, the council continues to work with Supporting People in commissioning and when appropriate re-commissioning housing-related support to maximise the opportunities for our residents. Contracts for community-based housing related support are in place, and we work closely with support providers to ensure that our clients access all assistance possible.

Appendix 1 Tewkesbury Borough Council Housing, Renewal & Homelessness Strategy 2012-16 Action Plan Update

Priority 2.3 Working with the private housing sector

Objective 2.3.1	Work with the private housing sector to provide additional affordable accommodation to meet needs		
Measures	Increased number of private rent homes accessible to people in housing need		
We will achieve the objective by:	Outcome	Date for Delivery	Update/Progress
<p>Work with private housing landlords and Chapter 1 Housing Association (or other housing support providers) to identify additional private rented properties that could be let to households in need.</p>	<p>Increased number of homes available</p>	<p>September 2012 ongoing.</p> <p>Opportunity-led.</p>	<p>Working with the private sector continues to be ad hoc but our relationships and contacts with the right organisations such as the National Landlords Association and Gloucestershire Landlords Association has helped to spread the message of encouraging landlords to make their properties available.</p> <p>At March 2015, Chapter 1 Housing Association manages 12 properties with 24 units of accommodation in total in the borough as part of the Gloucestershire Private Sector Leasing Scheme; a project to lease properties from private landlords to provide housing for local people from all sectors of the community.</p> <p>At November 2015 Aspire Housing have secured 6 properties within Tewkesbury Borough through a project which works with 18-25 year olds not in education or training who are not suitable for supported accommodation.</p> <p>Since the re-introduction of financial assistance to those threatened with homelessness in July 2015 we have assisted 3 family households to access accommodation in the private rented sector. We will use the scheme to build a list of contacts within the private sector that will accept homeless applicants and develop working relationships with private landlord portfolio holders.</p>
<p>Maintain the “Fit to Rent” Landlord Accreditation Scheme and hold at least one large-scale landlord accreditation training/awareness session per year</p>	<p>Landlords wanting to work with the council better trained to provide quality accommodation and management.</p>	<p>Annual</p>	<p>At May 2015, there were 6 landlords with 9 properties awarded ‘Fit to Rent’ status.</p> <p>Promotion of this accreditation continues in partnership with the other Gloucestershire district authorities through the National Landlords Association and Gloucestershire Landlords Association.</p>

Appendix 1 Tewkesbury Borough Council Housing, Renewal & Homelessness Strategy 2012-16 Action Plan Update

Priority 2.4 Work in Partnership to reduce homelessness

Objective 2.4.1	Develop our partnership working to improve outcomes for people who are homeless or at risk of homelessness		
Measures	Delivery of agreed outcomes to meet customer needs		
We will achieve the objective by:	Outcome	Date for Delivery	Update/Progress
Continue to organise quarterly housing partnership meetings with Registered Providers and private housing landlords	Quarterly meetings attended and positive outcomes realised through improvement to accessing services, provision of support and improvement of relationships.	2012 & ongoing	All meetings attended i.e. Registered Providers Meeting, Gloucestershire Housing Officers Group, Gloucestershire Homeseeker Management Board and Gloucestershire Homes and Communities Agency continue to provide a valuable and proactive approach to achieving our housing, housing-related support and homelessness outcomes for our residents as identified in our Housing & Homelessness Strategy and Action Plan 2012-16.
Continue to reduce the risk of homelessness through the provision of services to young people (and their families) through the Anti-Social Behaviour (ASB) Youth Diversion Officer	Reduced number of evictions where ASB is the root cause of the threatened eviction.	2012 & ongoing	The council's Anti-Social Behaviour Youth Diversion Worker has continued to engage with young and vulnerable (aged 11-19) members of the community. These cases cross over from ASB to Families First and also to projects such as sexual exploitation work. 39 young people and their families have been engaged with over the course of the year 2014/15. Cases do not have a definitive beginning and end time and may come back again for further work on a different subject.

Appendix 1 Tewkesbury Borough Council Housing, Renewal & Homelessness Strategy 2012-16 Action Plan Update

THEME THREE: Housing to Meet the Needs of Specific Groups

Priority 3.1 Older People

Objective 3.1.1	To support independent living for older people and the delivery of suitable older person accommodation		
Measures	<ul style="list-style-type: none"> ● Increased proportion of new-build affordable homes built to lifetime Homes Standard -10% of all affordable homes developed per annum between 2012-16 ● Number of households aged over 65 having assistive technologies installed in their homes - Annual 2012-2016 ● Number of older people accessing Home Improvement Agency (HIA) services - Annual 2012-2016 ● Number of older people receiving affordable warmth improvements - Annual 2012-2016 		
We will achieve the objective by:	Outcome	Date for Delivery	Update/Progress
Delivering affordable homes that are built to Lifetime Homes (LH) Standard	Increased proportion of affordable housing developed to LH standard	2012-16	Target is 10% of all new affordable homes completed annually. 2012/13 = 33% 2013/14 = 15% 2014/15 = 10%
Work with RP's and partners to offer advice and assistance with grants loans and support services (e.g. HIA handyman services) to older people to help insulate, adapt and maintain homes.	Increase in the number of older people accessing these service	2012-16	We continue to actively promote Gloucestershire Safe at Home Improvement Agency and the Warm & Well Home Energy Efficiency Advice scheme when visiting eligible customers and advice that it might be of benefit to them. Promotion of both continues through the borough website and leaflets. We also work with Severn Vale Housing Society where minor adaptations are completed for vulnerable residents.
Promote the benefits of assistive technologies (e.g. Telecare) to older people and their families to provide the security and reassurance needed for independent living	Increase in the number of older people having assistive technologies installed in their homes	2012-16	The Safe at Home service continues to promote, provide and install Telecare systems.

Appendix 1 Tewkesbury Borough Council Housing, Renewal & Homelessness Strategy 2012-16 Action Plan Update

Objective 3.1.2	Work with Registered Providers to review the use of existing sheltered housing schemes and identify opportunities for remodelling for a different client group where appropriate.		
Measures	Review completed		
We will achieve the objective by:	Outcome	Date for Delivery	Update/Progress
Work with Registered Providers to review the use of existing sheltered housing schemes and identify opportunities for remodelling for a different client group where appropriate.	Review completed Opportunities identified	2012-16	We are continually monitoring this work of our housing associations as they update their asset management strategies. Our aim is to ensure that sheltered housing remains fit-for-purpose and continues to meet future or changing needs. The ability to adapt many schemes within the borough depends highly on its design, suitability for alteration and the costs of doing so.

Priority 3.2 People with Disabilities

Objective 3.2.1	Support access to housing that meets everyone's needs		
Measures	<ul style="list-style-type: none"> • Increased proportion of new-build affordable homes built to lifetime Homes Standard (As mentioned in 3.1.1 above) - 10% of all affordable homes developed per annum between 2012-16 • Number of Disabled Facilities Grants (DFGs) awarded to qualifying residents - Annual 2012 – 2016 		
We will achieve the objective by:	Outcome	Date for Delivery	Update/Progress
Continue to promote and deliver Disabled Facility Grants (DFG's) to qualifying residents.	Increase in the number of older people's homes suitably adapted.	2012-2016	Between April 2014 and March 2015 a total of 132 grants were approved to a total value of £772,410. Much of our work is focussing on the opportunities for residents with mobility needs, for example whether a more appropriate option is to move to a more suitable home.
Continue to prioritise disabled people for wheelchair accessible properties as they become available for re-letting through Gloucestershire Homeseeker	Disabled people allocated tenancies for wheelchair accessible properties	2012-16	The Strategic Housing & Enabling Officer is working closely with developers to ensure that a suitable number of accessible homes are built in the borough to ensure that the number of such homes is increased and people's housing options are enhanced. The ability to let properties largely depends upon the suitability of the home for the individual client.

Appendix 1 Tewkesbury Borough Council Housing, Renewal & Homelessness Strategy 2012-16 Action Plan Update

Priority 3.3 Younger People

Objective 3.3.1	To support independent living for younger people		
Measures	<ul style="list-style-type: none"> • Number of young people helped by ASB youth diversion officer • Number of young people being offered a starter tenancy 		
We will achieve the objective by:	Outcome	Date for Delivery	Update/Progress
Reduce the risk of homelessness due to ASB through the provision of support services to young people and their families.	Reduced number of evictions where ASB is the cause.	2012 and ongoing	Partnership work is on-going between the Council's housing team, Police and registered providers to prevent the eviction cases where ASB has been identified as a possible reason for eviction.
Working with G3 and other support providers to make sure that young people continue to receive housing related support and develop life skills that will help them to sustain their tenancies	Increased number of young people able to move into independent accommodation	2012 onwards & reviewed annually	Partnership working is continuing with G3 who is providing 'Skills for Life' training for young entering into their first tenancy or who are struggling with their first tenancy.
Provide support by being a 'Bare Trustee' for young people to get their own tenancy/Equitable Tenancies	Increased number of young people benefitting	2012 onwards	Currently the council has acted as 'Bare Trustee' for 2 young people who were in need of housing and required their own tenancy/equitable tenancy.

Appendix 1 Tewkesbury Borough Council Housing, Renewal & Homelessness Strategy 2012-16 Action Plan Update

Priority 3.4 Military Personnel

Objective 3.4.1		Assist with meeting the needs of serving armed forces personnel and those leaving the service		
Measures		Number of Military Personnel cases receiving housing options advice or housing assistance		
We will achieve the objective by:		Outcome	Date for Delivery	Update/Progress
Working closely with the local military bases to understand the impact of the SDSR on the demand for housing in the borough.		Better ability to respond to the demand for housing or housing services	2013 and ongoing	Officers have visited the ARRC military base in the borough and offered assistance. However to date, this offer of assistance has not been taken up.
Working in partnership with military personnel liaison officers to review cases of irregular occupiers.		Cases reviewed and potential barriers addressed.	2013 onwards	Officers have visited the ARRC military base in the borough and offered assistance. However to date, this offer of assistance has not been taken up.
Identifying the needs of seriously injured or disabled service personnel.		Better knowledge of any increase in demand for housing and other services.	2012-2016	The lack of response from the military has resulted in little progress on this to date. However, military personnel can apply to be re-housed through the Gloucestershire Homeseeker scheme and any medical or physical needs will be identified through the application process. This will include supporting documentation from Occupational Therapists and doctors.

123

Priority 3.5 Travelling Show People, Gypsies and Travellers

Objective 3.5.1		Undertake a reassessment of the Gypsy, Traveller and Show People communities needs		
Measures		Assessment completed - December 2012		
We will achieve the objective by:		Outcome	Date for Delivery	Update/Progress
Working in Partnership with other Gloucestershire Councils to complete a new assessment of the accommodation needs of Gypsies, Travellers and travelling Show People		Assessment completed and published	June 2013 - completed	The Assessment completed and published October 2013.

Appendix 1 Tewkesbury Borough Council Housing, Renewal & Homelessness Strategy 2012-16 Action Plan Update

Objective 3.5.2	Address the accommodation needs of Travelling Show People, Gypsies and Travellers		
Measures	Core Strategy Adopted Number of planning applications decided Number of Gypsy, Traveller and Travelling Show People seeking housing options advice		
We will achieve the objective by:	Outcome	Date for Delivery	Update/Progress
Provide housing options advice for those Gypsies, Travellers and Show People seeking bricks and mortar accommodation.	Advice provided	2012-2016	Advice has been provided when required by those customers who have approached the Council's Housing Advice Team for assistance.
Ensuring that the emerging Core Strategy includes policies relating to the provision of accommodation to meet the needs of Gypsies and Travellers and Travelling Show People.	Core Strategy meets the needs of Gypsies and Travellers and Travelling Show People	2014	The GTAA 2013 report will provide an evidence base on which to develop appropriate policies in the JCS and Local Plan. Additional work will be commissioned by the council to provide evidence for available, developable and deliverable sites sufficient to meet the need indicated for the Borough by the GTAA.
Consider planning applications relating to Gypsies, Travellers and Travelling Show People in light of the existing and emerging planning policies and the evidence of need for accommodation.	Planning decisions meet the needs of Gypsies and Travellers and Travelling Show People	2012 onwards – demand-led	All Gypsies, Travellers and Travelling Show People related planning applications have been responded to by Housing and Planning Policy in accordance with the need identified by the GTAA 2013 and in line with the emerging Local Plan.

Appendix 1 Tewkesbury Borough Council Housing, Renewal & Homelessness Strategy 2012-16 Action Plan Update

Priority 4.1 Supporting Neighbourhoods

Objective 4.1.1	Promote mixed, sustainable and safe communities		
Measures	<ul style="list-style-type: none"> • Results from new-build affordable housing surveys - Increased levels of satisfaction with their new homes. More than 60% satisfied. • Strategic Tenancy Adopted - November 2012 		
We will achieve the objective by:	Outcome	Date for Delivery	Update/Progress
Undertaking satisfaction surveys of all new-build affordable housing occupiers	Survey completed and results show at least 60% satisfaction rate	Annually September 2012-2016	<p>Following the council restructure in 2013 and a new post being created at this time, a 2013 survey was not undertaken. Due to staff capacity it has been suggested that the council monitors satisfaction levels via housing association complaints processes.</p> <p>The Strategic Housing & Enabling Officer meets quarterly with all operating housing associations to discuss new-build Affordable Housing related issues. These meetings address any issues raised to the council about a new-build home and that they are dealt with promptly by the housing association in question.</p>
Prepare a Strategic Tenancy Strategy in line with the Localism Act 2011	Tenancy Strategy adopted	December 2012 - complete	The Strategic Tenancy Strategy was developed and adopted in December 2012.
Working with the Police, Registered Providers and other partners to tackle ASB and Hate Crime (and the fear of such issues) in neighbourhoods	Reduction in levels of ASB and Hate Crime incidents	Annually 2012-2016	<p>Hate Crime is a regular agenda item at the Anti-Social Behaviour meeting with partner agencies.</p> <p>In addition Police Officers attend the County Hate Crime Meeting and provide feedback to the council so that any actions to prevent ASB and Hate Crime incidents can be taken by relevant parties.</p>
Working with Registered Providers to develop local lettings plans for new developments where appropriate	Lettings plan in place	2012 onwards demand-led	Local Lettings Plans have been agreed with the appropriate housing association in cases where by the Affordable Housing types and location have been justified to require it.

Appendix 1 Tewkesbury Borough Council Housing, Renewal & Homelessness Strategy 2012-16 Action Plan Update

Objective 4.1.2	Provide targeted groups with the help to maintain their homes		
Measures	Number community activities delivered across the borough		
We will achieve the objective by:	Outcome	Date for Delivery	Update/Progress
Working with partners and local communities to deliver community activities, with the local community leading the way.	Community activities that identify and address community needs are completed with help from the council.	2012 and ongoing	Community Development Officers have engaged with Registered Providers, Parish Councils and Community Groups to identify opportunities and ways in which they can jointly deliver community events that will promote social cohesion, engagement and involvement of the residents moving into the large scale new developments. A community event took place in Bishops Cleeve in 2014 and an event is taking place in Churchdown in November 2015.

Priority 4.2 Housing Standards

Objective 4.2.1	Work with landlords and property owners to improve housing conditions		
Measures	<ul style="list-style-type: none"> • Percentage of clients contacted within three working days of making a complaint about housing standards - 100% • Number of Category one hazards dealt with as a percentage of category one hazards identified -95% • Increase in the number of properties approved under the Fit to rent scheme - Annual increase 2012 - 2016 		
We will achieve the objective by:	Outcome	Date for Delivery	Update/Progress
Respond quickly to customer complaints about housing conditions.	All clients being contacted within 3 working days	2012-2016	93% response rate.
Taking appropriate action to deal with identified HHSRS Category 1 hazards.	Reduction in the number of Category one hazards identified	2012-2016 annual	8 Category 1 hazards removed in 2014/15 as a result of interventions by Tewkesbury Borough Council officers.
Continue to operate the Fit to Rent Scheme in the borough.	Increase in the number of accredited properties.	Annually 2012-2016	At May 2015, there were 6 landlords with 9 properties awarded 'Fit to Rent' status. Promotion of this accreditation continues in partnership with the other Gloucestershire district authorities through the National Landlords Association and Gloucestershire Landlords Association.

Appendix 1 Tewkesbury Borough Council Housing, Renewal & Homelessness Strategy 2012-16 Action Plan Update

Objective 4.2.2		Improve energy efficiency and reduce fuel poverty		
Measures	<ul style="list-style-type: none"> • Increased number of new-build homes to Code for Sustainable Homes (CSH) level 3 or higher - 10% annually • Increased number of energy efficiency measures installed • Deliver actions in the Strategy for Gloucestershire and South Gloucestershire Action for Affordable Warmth 2008+ 			
We will achieve the objective by:	Outcome	Date for Delivery	Update/Progress	
Negotiating with developers and Registered Providers to develop more homes to the Code for Sustainable Homes (CSH) level 3 or above	10% annual increase in the number of homes built to CSH level 3 or higher.	2012-2016	<p>Homes developed to the Code for Sustainable Homes Level 3 or equivalent: 2012/13 – 73 2013/14 – 123 2014/15 – 122</p> <p>During 2014/15 we have also seen 23% of affordable new build homes built to the higher standard of Code 4; an increase from last year of 21%.</p> <p>CSH level 3 is now the standard for all new housing.</p>	
Working with providers of home energy efficiency measures to improve access to initiatives and guide customers accordingly.	Increase in the number of energy efficiency measures provided through the Warm & Well scheme or similar.	2012-2016 annual	Between April 2014 and March 2015, the Warm & Well scheme advice has received 132 enquiries. The total number of measures installed through the Warm & Well scheme in the period was 99, in 96 properties.	
Continue to work in partnership to support and carry out the actions within the Strategy for Gloucestershire and South Gloucestershire Action for Affordable Warmth 2008+	Improved affordable warmth in the borough.	Annually 2012-16	Officers attended meetings of the partnership and have continued to support delivery of the actions in the strategy.	

Appendix 1 Tewkesbury Borough Council Housing, Renewal & Homelessness Strategy 2012-16 Action Plan Update

Objective 4.2.3	Explore the links between housing and health		
Measures	Increased number of clients accessing HIA services. Gloucestershire Health and Wellbeing Strategy actions achieved		
We will achieve the objective by:	Outcome	Date for Delivery	Update/Progress
Continuing to contribute to the work of the Gloucestershire Health and Wellbeing Board and the healthy housing related actions in the Gloucestershire Health and Wellbeing Strategy	Improved health outcomes for residents of the borough	2012-16	The council continues to contribute to the actions of the Board through support of the Warm & Well Scheme and Safe at Homes Scheme and through removing Category 1 hazards in properties
Working in partnership with health and other Gloucestershire local authorities to promote healthy and independent living through services provided through the countywide Home Improvement Agency (HIA) contract	Increased number of clients accessing services from the HIA that allows individuals to live healthily and independently in their own home.	2012-16 annual	The council is an active member of all partnerships and is able to challenge the work of the Safe at Homes Improvement Agency (bi-monthly meetings) to ensure that the services are well promoted and taken up.

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	1 December 2015
Subject:	Update on Economic Development and Tourism Strategy Review
Report of:	Julie Wood, Development Services Group Manager
Corporate Lead:	Rachel North, Deputy Chief Executive
Lead Member:	Cllr R A Bird
Number of Appendices:	None

<p>Executive Summary:</p> <p>The report sets out the progress to date of the Economic Development and Tourism Strategy Review Working Group, including the first meeting. The report outlines the developing priorities and the way forward.</p>
<p>Recommendation:</p> <p>To CONSIDER the progress of the Economic Development and Tourism Strategy Review.</p>
<p>Reasons for Recommendation:</p> <p>Not applicable.</p>

<p>Resource Implications:</p> <p>None at this stage – to be identified through the review.</p>
<p>Legal Implications:</p> <p>None at this stage.</p>
<p>Risk Management Implications:</p> <p>None at this stage.</p>
<p>Performance Management Follow-up:</p> <p>None at this stage.</p>
<p>Environmental Implications:</p> <p>None at this stage.</p>

1.0 INTRODUCTION/BACKGROUND

1.1 The current Economic Development and Tourism Strategy 'Regenerating and Growing the Economy' covered the time period 2012-2015. This strategy focused on five main themes:

1. Business Development & Support.
2. Place Potential.
3. Marketing & Investment.
4. Human Resources.
5. Work Towards a Low Carbon Economy.

Members at the Working Group were informed that a new strategy is required to set direction for the work of the Council with regard to economic development and tourism. As part of this process a Working Group was set up, with Terms of Reference, to help shape the new strategy.

1.2 At this first Working Group, the Officers outlined the background, purpose of the review, current priorities and activity, as well as a way forward. Members were informed that the purpose of the Working Group was to cover four main elements:

1. Review of current work.
2. Set priorities for the future.
3. Agreeing a time period.
4. Allocating the resources required.

1.3 This work would include:

- Reviewing the current Small Business Grant Scheme.
- How to best help businesses.
- How the borough can develop as a key centre of employment.
- How priorities can be aligned with wider growth opportunities.
- Which partnerships the Council can be part of and utilise.
- How policies and employment allocations in the Joint Core Strategy (JCS) and Borough Plan can support jobs growth, sector development and inward investment.
- An assessment of the borough economy, including relevant policies and economic drivers.
- How best to support an increase in visitor numbers and tourism.
- Best practice review from elsewhere.
- Consultation with the business community.

1.4 It was then envisaged that this work would culminate in:

1. a new Economic Development and Tourism Strategy which supports business growth and economic vitality across the borough; setting the context within which the Council will deliver its economic development and tourism service and
2. development of a business support scheme, which delivers benefits to the local business community and stimulates economic activity.

1.5 Members were then informed of the major focus that economic development and tourism has within the Council Plan, particularly under the 'Promote Economic Development' theme, specifically to:

1. Promote Tewkesbury Borough to attract large scale businesses.
2. Provide support to help new start-ups, young and growing businesses.
3. Work with the Local Enterprise Partnership (LEP) to promote economic growth.
4. Ensure the JCS makes provision for sufficient employment land.

1.6 The Working Group was also made aware of the current landscape for economic development and tourism. The Council has a current focus on growth, particularly through the JCS, which will influence employment land allocation as well as housing growth. The Strategic Economic Plan for the county, which includes a key focus on the M5 Growth Zone, sets out the economic priorities at a county level and therefore a key element would be positioning the Council's strategy to interpret this at a local level. The national focus on growth meant there were also a number of new funding opportunities available that the borough could benefit from, such as the Growth Deal and EU (DEFRA) funding. The current work with partners was crucial and would be increasingly important - key partners were seen as the LEP, Gloucestershire County Council, Gloucestershire Enterprise, Cotswold Tourism, Tewkesbury Regeneration Partnership, Gloucestershire Rural Community Council and the business and tourism networks. Devolution was also seen as a key element of the economic development landscape that would need to be factored in as the strategy developed.

1.7 Members received detailed information on the current workload and projects including the importance of tourism to the local economy and the role of tourism marketing such as:

- campaign work;
- supporting local businesses;
- promotional work;
- tourist information points;
- grant support;
- partnerships;
- international marketing initiatives; and
- support for festivals and events.

1.8 Members also received information and examples relating to the current role and importance of economic development within the Council:

- business support grants;
- training and development;
- advice and support;
- inward investment;
- employment allocations;
- business events;
- support networks;
- grant funding;
- town centre support, including events/festivals;
- supporting flood affected businesses;
- commenting on planning applications; and
- rural growth programmes.

2.0 FUTURE VISION AND DIRECTION

2.1 Following the discussion the Working Group agreed that growth was a key component to a new strategy and suggested an emerging vision:

'For Tewkesbury borough to be the engine that delivers growth in Gloucestershire.'

2.2 It was put forward that the staff approach should continue being a facilitator, not a deliverer. Partnerships were also seen to be a vital way of delivering the service and to develop, strengthen and widen these partnerships and networks e.g. partnership working with Highways regarding J9 and J10, and the partnership with the LEP.

2.3 With regard to tourism, the Working Group discussed the need to:

- support and make the most of larger attractions;
- utilise external funding opportunities for tourism attractions;
- address the shortage of hotel accommodation and conference venues;
- effective promotion;
- ensure the Council remain linked to and build on the Cotswold Tourism brand;
- use the rivers as a positive attraction for visitors;
- look at external funding opportunities for attractions and other businesses; and
- development/review of partnerships.

2.4 With regard to economic development, the Working Group discussed the need to provide:

- Representation of the key business sectors.
- Town centre support including valuing events as part of the local economy and recognising the changing role of the High Street.
- A key focus on business growth with key links to planning and infrastructure, particularly looking at the potential for further economic growth at J9 and J10.
- Allocation of employment land to support jobs and growth.
- Input into the JCS and Borough Plan.
- Encouragement to Tewkesbury Regeneration Partnership to focus on major strategic elements.

2.5 It was also recognised that the emerging strategy should align with Council Plan progress, so both plans complement each other. It was understood that economic development and growth will be a major focus within the new Council Plan. As well as accompanying the Council Plan, the new strategy would also require cross-referencing against the JCS and Borough Plan.

2.6 It was agreed that the business community were a vital component in setting the agenda for growth for the Council. Therefore they would be consulted as the strategy developed and the priorities emerged. It was also proposed that the strategy would have a lifespan of five years.

3.0 WAY FORWARD

3.1 The Working Group decided that the next meeting would focus on four main topics:

1. Ensuring the vision aligns with the J9 Working Group.
2. Providing information on economic data/employment sectors.
3. Discussing funding opportunities.
4. A presentation from the LEP – particularly focussing on how the Council can work best with the LEP.

It was also decided that business support would be covered at a future meeting.

3.2 As the strategy developed, it was agreed that the Working Group would need to cover the following items:

1. To provide input to and agree a draft strategy for consultation.
2. To receive and discuss any consultation feedback and make any amendments where appropriate.
3. To identify any resource implications.
4. To recommend the draft strategy for approval by Overview and Scrutiny Committee.

3.3 An indicative programme was agreed:

First meeting – October 2015

- Introduction and context
- Setting the scene

Second meeting – Nov/Dec 2015

- Meeting with the LEP

Third meeting – January 2016

- Value of economic development and tourism
- Report back on review progress
- Emerging priorities

Fourth meeting – April 2016

- Consider priorities
- Draft strategy considered

The strategy would then be submitted to Overview and Scrutiny before approval by the Executive Committee.

4.0 OTHER OPTIONS CONSIDERED

4.1 None.

5.0 CONSULTATION

5.1 No consultation at this stage. Consultation with the business community will be carried out during the development of the strategy.

6.0 RELEVANT COUNCIL POLICIES/STRATEGIES

6.1 Council Plan 2012-2016

Tourism and Economic Development Strategy 2012-2015

7.0 RELEVANT GOVERNMENT POLICIES

7.1 None at this stage.

8.0 RESOURCE IMPLICATIONS (Human/Property)

8.1 None at this stage.

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

9.1 The completed strategy will set the focus for driving growth in the borough.

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

10.1 None at this stage.

11.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

11.1 Overview and Scrutiny 16 June 2015

Background Papers: Economic Development and Tourism Strategy Review Working Group
Terms of Reference

Contact Officer: Andy Sanders, Economic and Community Development Manager
01684 272094 andy.sanders@teWKesbury.gov.uk

Appendices: None