

15 February 2016

Committee	Overview and Scrutiny
Date	Tuesday, 23 February 2016
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

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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 - 9
<p>To approve the Minutes of the meeting held on 19 January 2016.</p>	
5. CONSIDERATION OF THE EXECUTIVE COMMITTEE FORWARD PLAN	10 - 12
<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	13 - 15
<p>To consider the forthcoming work of the Overview and Scrutiny Committee.</p>	
7. GLOUCESTERSHIRE POLICE AND CRIME PANEL UPDATE	
<p>To receive an update from the Council's representative on matters considered at the last meeting.</p>	
8. GLOUCESTERSHIRE HEALTH AND CARE OVERVIEW AND SCRUTINY COMMITTEE	
<p>To receive an update from the Council's representative on matters considered at the last meeting.</p>	
9. ANNUAL REVIEW OF THE EFFECTIVENESS OF THE COUNCIL'S INVOLVEMENT IN THE GLOUCESTERSHIRE HEALTH AND CARE OVERVIEW AND SCRUTINY COMMITTEE	16 - 20
<p>To consider whether to authorise payment of the Council's contribution to the running costs of the Gloucestershire Health and Care Overview and Scrutiny Committee for the forthcoming year.</p>	
10. PERFORMANCE MANAGEMENT - QUARTER 3 2015/16	21 - 77
<p>To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.</p>	
11. REVIEW OF CUSTOMER CARE STRATEGY	78 - 92
<p>To recommend to the Executive Committee that the revised Customer Care Strategy be approved as set out at Appendix 1.</p>	

Item	Page(s)
12. ENVIRONMENT MANAGEMENT ACTION PLAN	
To receive a presentation on the Environment Management Action Plan.	
13. DISABLED FACILITIES GRANTS REVIEW REPORT	93 - 115
To adopt the Disabled Facilities Grants Review Report and to refer it for consideration by the Executive Committee.	
14. REVIEW OF THE EFFECTIVENESS OF THE OVERVIEW AND SCRUTINY COMMITTEE	116 - 122
To approve the Overview and Scrutiny Committee Review of Effectiveness Action Plan attached at Appendix 1.	
15. SCHEME OF PUBLIC PARTICIPATION AT PLANNING COMMITTEE REVIEW	123 - 127
To establish an Overview and Scrutiny Committee Working Group to review the Scheme of Public Participation at Planning Committee, to approve the proposed Terms of Reference for the Working Group and to name seven Members to serve on the Working Group.	

DATE OF NEXT MEETING

TUESDAY, 12 APRIL 2016

COUNCILLORS CONSTITUTING COMMITTEE

Councillors: P W Awford (Chair), Mrs G F Blackwell (Vice-Chair), 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, 19 January 2016 commencing at 4:30 pm

Present:

Chair
Vice Chair

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, Mrs P E Stokes, P D Surman, M G Sztymiak, H A E Turbyfield
and M J Williams

OS.64 ANNOUNCEMENTS

- 64.1 The evacuation procedure, as noted on the Agenda, was taken as read.
- 64.2 The Chair indicated that Rachel Capon, Contracts Team Leader for the Gloucestershire Joint Waste Team, would be attending the meeting in relation to Agenda Item 8 – Gloucestershire Joint Waste Committee Action Plan.

OS.65 DECLARATIONS OF INTEREST

- 65.1 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.
- 65.2 The following declaration was made:

Councillor	Application No./Item	Nature of Interest (where disclosed)	Declared Action in respect of Disclosure
P W Awford	Item 9 – Flood Risk Management Group Monitoring Report.	Is a non-pecuniary member of the National Flood Forum. Is a Borough Council representative on the Lower Severn (2005) Internal Drainage Board. Is a representative on the Severn and Wye Regional Flood and Coastal Committee and on the Wessex Regional Flood and Coastal Committee.	Would speak and vote.

65.3 There were no further declarations made on this occasion.

OS.66 MINUTES

66.1 The Minutes of the meeting held on 1 December 2015, copies of which had been circulated, were approved as a correct record and signed by the Chair.

OS.67 CONSIDERATION OF THE EXECUTIVE COMMITTEE FORWARD PLAN

67.1 Attention was drawn to the Executive Committee Forward Plan, circulated at Pages No. 16-20. 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.

67.2 A Member drew attention to the request for an increased budget allocation to complete delivery of the Joint Core Strategy examination, which was due to be considered by the Executive Committee at its meeting on 3 February 2016, and he queried how much additional money was required. The Deputy Chief Executive indicated that the exact amount was currently being reviewed and the full details would be included in the report to the Executive Committee. A Member noted that a report to accept the surrender of leased land at Canterbury Leys was due to be included as an Agenda Item at the same meeting and he questioned what this related to. The Deputy Chief Executive undertook to seek a response from the Asset Management Team and to advise Members accordingly.

67.3 It was

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

OS.68 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2015/16

68.1 Attention was drawn to the Overview and Scrutiny Committee Work Programme 2015/16, circulated at Pages No. 21-24, which Members were asked to consider.

68.2 It was

RESOLVED That the Overview and Scrutiny Committee Work Programme 2015/16 be **NOTED**.

OS.69 SYRIAN REFUGEES MOTION

69.1 The report of the Environmental and Housing Services Group Manager, circulated at Pages No. 25-36, related to the following Notice of Motion which had been referred to the Overview and Scrutiny Committee from the Council meeting on 8 December 2015: 'Tewkesbury Borough Council notes that more than six million Syrian people have been displaced by civil war within their homeland and three million have fled to neighbouring countries. The Prime Minister and the United Kingdom government are keen to support 20,000 refugees seeking sanctuary and have pledged £215M over the next five years to help rebuild their lives within this country. I would ask Members of this Council to join with other agencies, including Severn Vale Housing Trust and Gloucestershire Action for Refugees and Asylum Seekers (GARAS), to help coordinate and support limited numbers of displaced Syrian families settle within the county of Gloucestershire'. Members were asked to recommend to Council whether or not the Motion should be supported.

- 69.2 The Environmental and Housing Services Group Manager explained that many Districts Councils and Registered Housing Providers had offered to house families within Gloucestershire. Three Syrian refugee families had already come through the rehousing scheme with one going to Gloucester and two to Cheltenham. Whilst the family in Gloucester had settled in well and the children were attending school, the two in Cheltenham had been more complex as it had emerged that they were actually from the same extended family. Assurance was provided that all of those initial teething problems had been resolved and the families had been successfully managed through existing links to social care, health etc. Gloucestershire had agreed to a coordinated countywide approach to Syrian refugees and representatives had access to a 'move-it' portal which contained details of the families who needed rehousing. Gloucester City Council was looking at accommodating 10 families within the first year, not necessarily from its own housing stock; Cheltenham Borough Council had indicated that it would look to rehouse up to 15 families; and Cotswold District Council had housed five families in private rented accommodation. As a non-stock holding authority, Tewkesbury Borough Council would have a very limited role, however, Officers had held discussions with the principal local social housing provider, Severn Vale Housing Society, which would like to be involved in rehousing, pending the outcome of the motion. Two Members of the public had offered properties in the Borough to be used by Syrian refugees but this would not be possible without a commitment from Tewkesbury Borough Council. GARAS had 18 years of experience of working with refugees and would be looked to for support; it was noted that GARAS had helped to rehouse several families in Churchdown as part of a different scheme. There were already a number of organisations in place to assist refugees with learning and translation etc. and Government funding had been made available for a five year period on a tariff basis to assist local authorities with the costs of resettlement. There was an expectation from the Government that all public bodies would be supporting the commitment to help Syrian refugees and local MPs were keen for Gloucestershire to be part of the national agenda.
- 69.3 A Member explained that he fully understood and supported the good intentions behind the motion but he felt that it had been put together in haste and without consideration for the consequences. By supporting the motion, the Council would be making an open-ended commitment as there was no indication of the number of families which Tewkesbury Borough Council would be asked to re-house. Furthermore, he raised concern regarding costs and whether Government funding could be relied upon in the longer term. In addition, he questioned what kind of message this would send in light of the Royal British Legion's statement that 30,000 ex-service personnel were suffering from Gulf Syndrome and were not getting the support and treatment which they needed. He indicated that he spoke from a very informed position, having lived and worked in the Middle East, and he did not consider that helping refugees settle in the UK was the best way of helping; he suggested that it would be more beneficial to teach them the skills to go back to Syria to rebuild shattered lives. Another Member supported this view and indicated that there was not enough housing for UK citizens with infrastructure and services already under considerable pressure. A Member agreed that, as long as there was a housing waiting list and over-subscribed schools and GP surgeries, she could not support the motion.
- 69.4 A Member indicated that she took an opposite view and felt that the UK Government, and local authorities as public bodies, had a humanitarian duty to help the refugees. Nevertheless, she was concerned about the financial implications and how much support would be provided by the Government. A Member shared this concern, particularly in terms of the cost to the Council. In response, the Environmental and Housing Services Group Manager advised that the Government had pledged £129M to help support 20,000 refugees. There would be no cost to Tewkesbury Borough Council and Severn Vale Housing

Society would be helping one family initially and, if that worked well, it would look to help another. She explained that refugees could also be housed via Chapter 1, a private sector leasing project, or through offers made by members of the public, however, the Council would need to pledge its support in order for that to happen.

- 69.5 A local Member for Churchdown raised concern that the accommodation being used in the area to rehouse refugees was not always occupied by families and she questioned if there was any way to ensure that they were not used as transit properties. The Environmental and Housing Services Group Manager clarified that Gloucestershire was a dispersal county for refugees and the Member was referring to a completely different scheme to that being debated as part of the motion. Notwithstanding this, Tewkesbury Borough Council was working with the company responsible to ensure that the properties were used for families as opposed to single persons. It was noted that Gloucester City had taken the brunt in terms of rehousing refugees via the dispersal system but consideration was now being given to other options so it was likely that there would be more refugees living within Tewkesbury Borough going forward.
- 69.6 A Member questioned what help the Council would be expected to provide and whether that could be claimed back from the Government. The Environmental and Housing Services Group Manager clarified that the only help which was required was coordination and support; properties would be provided by Severn Vale, or other housing providers, and the Council would work with GARAS to help families to link into existing services e.g. GPs, education, social care. The Deputy Chief Executive reiterated that the Government expected local authorities in each geographical area to offer 'in principle' support for the scheme; Tewkesbury Borough Council was not a stock holding authority and therefore its role would be limited. The Member noted that two members of the public had offered properties to rehouse Syrian refugees and he queried why the Council had to confirm its support for the scheme in order to facilitate that. In response, the Deputy Chief Executive advised that it was a national Government programme and it was expected that local authorities would support the scheme in order to enable GARAS to go ahead and do the work which was needed to assess the families. A Member questioned whether the Council would be acting as a guarantor in the event that funding was withdrawn and he was informed that the Government had made it very clear that funding would be provided for five years, during which families would be supported to settle properly in the UK; there was no expectation of funding from local authorities. The Deputy Chief Executive stressed that the majority of refugees coming into the country were professional people who were able to work and, after five years, refugees would have UK status and would be able to support themselves.
- 69.7 A Member explained that his main concern was that Syrian refugees may be housed in Severn Vale properties at the expense of others and would be accused of queue jumping. He had no issue with other people providing privately owned accommodation for that purpose. The Environmental and Housing Services Group Manager explained that it would be possible for the Council to give its support to rehousing Syrian refugees without using social housing. Another Member noted that the average Syrian family was significantly larger than a UK family and that could lead to difficulties similar to those already experienced by Cheltenham Borough Council. In response, assurance was provided that the portal contained information about each particular family, including size and ages. In terms of the family in Cheltenham, this was one of the very first cases and improvements had been made since that time to ensure that the same mistakes were not repeated. Several security checks were made by the Home Office, border control and the

Department of Work and Pensions before families were passed to local authorities which had the ability to accept or reject cases. Members were reminded that the people needing homes were those who had suffered torture and atrocity in their own countries and were families in the first instance, mainly mothers and children.

69.8 The Chairman drew attention to Page No. 27, Paragraph 5.4 of the Officer report, which stated that a maximum number of five families were being considered and it was his personal opinion that the impact on the Borough would be much less than some Members feared. The Deputy Chief Executive reiterated that the Government had set up the programme to settle Syrian refugees and there was clear commitment and funding which would not burden local tax payers. Gloucestershire was a rural county and was looking at very limited numbers compared to urban areas which would be expected to take more. Other local authorities in the county had signed up to the scheme to help coordinate support and Members needed to be mindful of the reputational impact of failing to support the motion.

69.9 Having considered the information provided and views expressed, it was

RESOLVED That it be **RECOMMENDED TO COUNCIL** that the motion to work with partners across Gloucestershire to assist displaced Syrian families to settle within the county should be supported.

OS.70 GLOUCESTERSHIRE JOINT WASTE COMMITTEE ACTION PLAN

70.1 Attention was drawn to the report on the Gloucestershire Joint Waste Committee Action Plan, circulated at Pages No. 37-46. Members were asked to consider the progress made in relation to the Action Plan during 2015/16.

70.2 The Environmental and Housing Services Group Manager explained that Tewkesbury Borough Council had joined the Gloucestershire Joint Waste Committee (GJWC) at the end of 2014. The GJWC Action Plan replaced the individual plans of each of the member authorities and therefore superseded the Tewkesbury Borough Annual Waste and Recycling Plan which had been monitored by the Overview and Scrutiny Committee since June 2012. Rachel Capon, the Contracts Team Leader for the Gloucestershire Joint Waste Team explained that the GJWC had been monitoring the Council's contract with Ubico since the transfer of its waste services in April 2015. Monthly meetings were held to discuss service delivery, problem areas, communications etc. and health and safety of the contract was also monitored with different crews followed on a monthly basis to ensure that they were following the procedures set out by Ubico. In terms of the monitoring of the Grundon Materials Recovery Facility (MRF) contract, new sampling laws had been introduced during 2015 and consideration had also been given to health and safety procedures; Members would be aware of the recent problems with needles being found in recyclate and GJWC was working with various agencies in order to address this e.g. Turning Point, doctor's surgeries, pharmacies etc.

70.3 There were a few projects in relation to communications which were specific to Tewkesbury Borough, for instance, production of recycling calendars and promotion of waste mitigation measures in Tewkesbury Borough News. It was noted that initial results indicated that food waste collection volumes had increased by 20% following the delivery of a bin stickering campaign. Food waste caddies had been issued for free during the campaign which had helped to increase participation. Once the final figures had been received at the end of the month, it would be beneficial to get a message out to the public to show how much waste had been diverted from landfill.

70.4 In terms of other work, a TEEP (Technically, Environmentally and Economically Practicable) review had been carried out at all authorities to ensure that the way material was collected fitted with the new waste regulations. The regulations suggested that comingling did not always achieve the best recycling results with recycle not always being made into pure materials e.g. glass being made into aggregate as opposed to a glass bottle. The GJWC had undertaken the review and had found Tewkesbury Borough Council to be compliant with the exception of glass. A follow-up assessment had demonstrated that it was not economically feasible to have a separate glass collection and therefore the Council's approach was acceptable. The waste vehicle fleet contract was due for renewal in 2017 and a service review had been carried out looking at the way the service was currently delivered and how it might be delivered in the future. A report would be taken to the Executive Committee meeting in February which would then go to Council for consideration. Another project currently underway was the production of a developer's pack which was intended to assist planners and developers when designing new estates in terms of ensuring that there was appropriate access for vehicles and bin storage; this should be delivered within the current financial year. It was noted that there was a lot of non-specific work contained within the Action Plan and this was set out in full at Appendix 1 to the report.

70.5 A Member welcomed the developer's pack as access for waste and emergency vehicles was a big issue on new estates and he questioned whether it would hold any weight. The Deputy Chief Executive advised that, whilst it would not be part of the statutory planning framework, it would help to raise awareness and understanding of the impacts. A Member noted that she had recently seen refuse crews helping one another after one of the vehicles had got stuck in the road and she had found this to be a very positive approach and something for which they should be congratulated. The Chair thanked the Contracts Team Leader for her informative report and it was

RESOLVED That the progress made in relation to the Gloucestershire Joint Waste Committee Action Plan during 2015/16 be **NOTED**.

OS.71 FLOOD RISK MANAGEMENT GROUP MONITORING REPORT

71.1 The report of the Environmental and Housing Services Group Manager, circulated at Pages No. 47-57, 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.

71.2 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 14 December 2015. It was noted that the Action Plan now included a table detailing potential future maintenance issues outside of the general maintenance on Council-owned watercourses i.e. collapsing banks, substantial erosion etc. The Environmental Health Manager made particular reference to the fantastic work which had been done at Tirley where a suite of flood protection measures were being implemented in partnership with the Parish Council. With regard to Tewkesbury, he indicated that work had been carried out with Tewkesbury Nature Reserve and people had commented that this had had an impact on areas which normally accepted water during the recent seasonal flooding. It was hoped to undertake joint work with Gloucestershire County Council and the Environment Agency, once the water had subsided, to ensure watercourses around Tewkesbury Town were cleared and water could move quickly. More detailed information regarding watercourse maintenance was set out within the report.

71.3 A Member queried whether the Flood Risk Management Group was able to ensure that houses were not built below the road level and the Environmental Health Manager clarified that the Action Plan looked at specific actions relating to watercourses which were being carried out jointly with other agencies, or by Tewkesbury Borough Council itself, however, this was an issue which had been discussed. A Member of the Flood Risk Management Group advised that the Group had been particularly concerned about the amount of watercourses which the Council would have to maintain with the new development which was expected as a result of the Joint Core Strategy. In response, the Environmental Health Manager advised that the Council did own many pieces of land which it had a responsibility to maintain and the Council had agreed to increase the budget for watercourse maintenance some three to four years earlier in order to ensure that the statutory responsibility as a riparian owner was fulfilled. In the future there would be issues with ensuring that the Council received appropriate payment for the maintenance of any watercourses it would be expected to maintain via the planning process, however, it was noted that developers were increasingly looking towards Sustainable Drainage Systems (SuDS) which were based on the idea of replicating natural drainage and working with the land. A Member indicated that another flooding issue relating to planning was the use of permeable paving, which only had a 15 year lifespan, and he questioned whether the local authority would become responsible for its replacement. The Environmental Health Manager confirmed that this had previously been discussed at a meeting of the Flood Risk Management Group and consideration was being given to inviting Planning Officers to a future meeting of the Group in order to give explanations on such matters. The Deputy Chief Executive explained that more was now being done by Gloucestershire County Council, in its role as Lead Local Flood Authority, to ensure that detailed responses were provided in relation to planning applications. Members were advised that other agencies were invited to attend Flood Risk Management Group meetings as this presented a good opportunity for Members to ask questions about their roles, for instance, the last meeting had been attended by Gloucestershire County Council. A Member commented that the Supplementary Planning Document around flood risk had been introduced less than two years ago and he would like to see it referenced in planning documents. The Environmental Health Manager agreed and indicated that the document needed to be revisited on a regular basis and the correct forum for such discussions would be the Flood Risk Management Group.

71.4 Having considered the information provided, it was

RESOLVED That the progress against the Flood Risk Management Group Action Plan be **NOTED**.

OS.72 ENVIRO-CRIMES REVIEW MONITORING REPORT

72.1 The report of the Environmental and Housing Services Group Manager, circulated at Pages No. 58-61, provided an update on the progress against the recommendations arising from the Overview and Scrutiny Review of Enviro-Crimes. Members were asked to consider the report and to approve closure of the review.

72.2 Members were advised that an Overview and Scrutiny Committee Working Group had been established to review the Council's approach to tackling environmental crimes such as dog fouling and fly-tipping. The Working Group had been very productive and its report had been adopted by the Executive Committee at its meeting on 16 July 2014. The report contained a series of recommendations, progress against which was set out at Appendix 1 to the report. In the report which had been presented to the Committee in July 2015, all but two of the review recommendations had been completed: organise a training session tailored to the

Police, explaining how they can help in tackling dog fouling; and carry out an educational campaign at local schools to make them aware of the dangers of dog fouling, and explore partnership working with other agencies. Both of these actions had now been completed. Members were advised that, in November, Tewkesbury Borough Council had arranged a multi-agency 'Day of Action' in Churchdown which put Officers in the community to highlight and tackle issues relating to dog fouling, littering and fly-tipping. The day had also promoted volunteer litter picking and the Council's Paws on Patrol scheme which encouraged dog walkers to observe and report any crimes they may witness. A 'drop-in' information stand had been set up in the GL3 Churchdown Community Centre where Officers had been on hand to give advice and information. The Police had been heavily involved in the event; they had brought a mobile vehicle to the GL3 car park to inform the community about burglaries, and had accompanied Tewkesbury Borough Council Officers on early morning and evening dog walking patrols, giving information to dog walkers about the consequences of allowing dogs to foul, as well as information on how to report incidents of dog fouling they may witness. The exercise had also served to educate those in the Police most likely to get involved in such issues in what to do if they witnessed dog fouling. Another 'Day of Action' was planned for the spring in a different Parish with the intention of holding the events on a regular basis in future. Members suggested Longford and Winchcombe as areas which would benefit from an event and the Environmental and Housing Services Group Manager explained that the information which was received via the Achieve system regarding dog fouling, fly-tipping etc. would be reviewed initially in order to identify hotspots.

- 72.3 A Member noted from the Officer report that the Police had played an educational role in terms of the work which had been carried out in Churchdown and he sought further information as to the information they had been given and what their role would be going forward. The Environmental Health Manager explained that one of the main difficulties with enviro-crimes was gathering the necessary evidence to take action; the Police may be able to provide valuable information about incidents they had witnessed when out on patrol and they had been advised to report any evidence to Environmental Health to take this forward. The Member welcomed the community days of action and indicated that he would like to see them take place year on year.
- 72.4 Attention was drawn to Page No. 60, Paragraph 2.4 of the Officer report, which set out the proposal for Tewkesbury Borough Council to lead on a project to employ an Officer to complement the work which was done by the Borough Council and Town and Parish Councils in terms of tackling enviro-crimes. A Member noted that Town and Parish Councils would be expected to pay a contribution for the project to operate for a two or three year period and he asked whether any feedback had been received given that the majority would already have set their precepts for the forthcoming financial year. The Environmental Health Manager recognised that the opportunity may have been lost for 2016/17 but the anecdotal feedback from the Town and Parish Seminar was largely positive with the majority stating that the community was already doing the work themselves. He was hopeful that a business case could still be put together as a dedicated role would help to ensure a co-ordinated approach and would secure good coverage across the whole Borough. He recognised that it would be important to frame the post in the right way i.e. as a street/community warden who would cover a wide range of activities.
- 72.5 A Member indicated that Officers had provided him with signs to try to deter people from letting their dogs foul near his property and they had been very successful, however, he continued to have concerns regarding fly-tipping which was a particular problem in his Ward. The Environmental Health Manager explained that there had been a number of changes within Environmental Health as a result of both the enviro-crimes review and a systems thinking review of the department which had changed the approach to enforcement. Officers were now regularly

examining litter as well as using surveillance and signage; however, it was a difficult problem. He provided assurance that, although the actions arising from the Enviro-Crimes Review were now complete, Officers would not be resting on their laurels and this would be used as a basis to inform the work which would be done going forward. A Member queried whether an electronic leaflet could be sent to Parish Councils and schools for display on their notice boards and the Environmental Health Manager advised that a leaflet was already available and he would be happy to re-distribute it.

72.6 Having considered the information provided it was

RESOLVED That the progress against the recommendations arising from the Enviro-Crimes Review be **NOTED** and the closure of the review be **APPROVED**.

OS.73 DISABLED FACILITIES GRANTS REVIEW UPDATE

73.1 Attention was drawn to the report of the Environmental and Housing Services Group Manager, circulated at Pages No. 62-65, which set out the progress which had been made in respect of the Disabled Facilities Grants Review. Members were asked to consider the report.

73.2 Members were informed that, at the meeting of the Overview and Scrutiny Committee on 21 July 2015, it was agreed to establish a Working Group to review the Council's approach to Disabled Facilities Grants. The Terms of Reference for the review were attached at Appendix 1 to the report and Members were advised that Councillor T A Spencer had been elected as Chair of the Working Group. Councillor Spencer indicated that he was pleased with the progress that had been made over the course of the two meetings which had been held to date. The first meeting had been an opportunity to give an overview of the existing process and financial arrangements, including how Tewkesbury Borough Council compared with other local authorities in the area. The second meeting had continued discussion on the improvements being carried out with specific consideration being given to better and earlier information being provided to those with a disability regarding their options; streamlining of the application process; and potential improvements in the procurement of contractors and equipment, including the benefit of using schedules of rates. It was anticipated that the final meeting of the Working Group would be held at the end of the month with a draft report and action plan to be presented at the next meeting of the Overview and Scrutiny Committee.

73.3 It was

RESOLVED That the progress of the Disabled Facilities Grants Review be **NOTED**.

The meeting closed at 5:55 pm

EXECUTIVE COMMITTEE FORWARD PLAN

FEBRUARY 2016 TO JULY 2016 (No Meeting in March/May)

REGULAR ITEM:

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

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 three performance management information.	Graeme Simpson, Corporate Services Group Manager.	No.
Flood Risk Management Group Terms of Reference and Action Plan (Annual Review).	To undertake an annual review of the Terms of Reference of the Flood Risk Management Group and action plan.	Val Garside, Environmental and Housing Services Group Manager.	No.
Council Plan Update (Annual).	To recommend to Council.	Graeme Simpson, Corporate Services Group Manager.	No.
High Level Service Plan Summaries (Annual).	To consider the key activities of each service grouping during 2016/17.	Graeme Simpson, Corporate Services Group Manager.	No.

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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
Policy for Localism Agenda on Revenues and Benefits.	To consider a new discretionary relief for Business rates under the Localism Agenda.	Richard Horton, Revenues and Benefits Group Manager.	No.
Cemetery Provision in Tewkesbury.	To review the options for the provision of cemetery facilities within Tewkesbury.	Simon Dix, Finance and Asset Management Group Manager.	Yes – deferred from 13 January 2016.
Customer Care Strategy.	To approve a Strategy that will set out how the Council will provide a high quality customer service so we serve our customers in an open, inclusive and efficient manner.	Graeme Simpson, Corporate Services Group Manager.	Yes - deferred from 13 January 2016 Meeting to allow for an Overview and Scrutiny Committee Review.
Revisions to the Redundancy and Redeployment Policy.	To approve amendments to the Redundancy and Redeployment Policy.	Graeme Simpson, Corporate Services Group Manager.	Yes - deferred from 13 January 2016.
Property Purchase.	To consider the purchase of property for investment purposes.	Simon Dix, Finance and Asset Management Group Manager.	Yes – deferred from 3 February 2016.
Land at Canterbury Leys, Tewkesbury.	To accept the surrender of leased land at Canterbury Leys, Tewkesbury.	Simon Dix, Finance and Asset Management Group Manager.	Yes – deferred from 3 February 2016.
Transfer of Land at The Hangings, Tewkesbury.	To approve the transfer of land at The Hangings, Tewkesbury to Tewkesbury Town Council.	Simon Dix, Finance and Asset Management Group Manager.	Yes – deferred from 3 February 2016.
Review of Complaints – New Framework.	To approve a new Complaints Framework.	Graeme Simpson, Corporate Services Group Manager.	No.

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

Committee Date: July 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 Four 2015/16 (Annual).	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter four performance management information.	Graeme Simpson, Corporate Services Group Manager.	No.
Financial Outturn Report incl capital financing and earmarked reserves (Annual).	To consider.	Simon Dix, Finance and Asset Management Group Manager.	No.
Financial Inclusion Policy.	To approve a Financial Inclusion Policy.	Richard Horton, Revenues and Benefits Group Manager.	No.

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OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2015/16

REGULAR ITEM:

- Executive Committee Forward Plan
- Overview and Scrutiny Committee Work Programme 2015/16

Addition to 23 February 2016

- Gloucestershire Police and Crime Panel Update – meeting held on 5 February 2016
- Gloucestershire Health and Care Overview and Scrutiny Committee Update – meeting held on 12 January 2016
- Scheme of Public Participation at Planning Committee Review

Deletion from 23 February 2016

- Citizen’s Advice Bureau Presentation – Moved to June meeting.

Committee Date: 12 April 2016			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Gloucestershire Police and Crime Panel Update	To receive an update from the Council’s representative on matters considered at the last meeting.		No.
Gloucestershire Health and Care Overview and Scrutiny Committee Update	To receive an update from the Council’s representative on matters considered at the last meeting.		No.
Revenues and Benefits Improvement Project	To consider – 12 month update on improvements made as a result of the systems thinking review in Revenues and Benefits, as requested by the Committee at the meeting on 7 April 2015.	Richard Horton, Revenues and Benefits Group Manager.	No.

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Agenda Item 6

NB Changes since the last meeting highlighted in bold.

Committee Date: 12 April 2016			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Scrutiny of the Community Safety Partnership	To consider – six month update.	Val Garside, Environmental and Housing Services Group Manager.	No.
Overview and Scrutiny Committee Work Programme 2016/17	To approve the Overview and Scrutiny Committee Work Programme for the forthcoming year.	Graeme Simpson, Corporate Services Group Manager.	No.
Annual Overview and Scrutiny Report 2015/16	To approve the annual report as required by the Council's Constitution to ensure that the activities of the Overview and Scrutiny Committee are promoted both internally and publicly to reinforce transparency and accountability in the democratic process.	Graeme Simpson, Corporate Services Group Manager.	No.
Complaints Report	To consider – six month update.	Graeme Simpson, Corporate Services Group Manager.	No.
Gloucestershire Families First Update	To consider – six month update.	Val Garside, Environmental and Housing Services Group Manager.	No.
Review of Ubico	To consider – 12 month update following the transfer of waste services in April 2014, as requested by the Committee at its meeting on 7 April 2015.	Val Garside, Environmental and Housing Services Group Manager.	No.

NB Changes since the last meeting highlighted in bold.

Committee Date: 12 April 2016			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Scheme of Public Participation at Planning Committee Review Report	To adopt the Scheme of Public Participation at Planning Committee Review Report and to refer it for consideration by the Planning Committee at its meeting on 10 May 2016 and Council on 17 May 2016.	Lin O'Brien, Democratic Services Group Manager	No.
Flood Risk Management Group Monitoring Report and Terms of Reference	Quarterly monitoring report and approval of Terms of Reference and action plan for 2016/17 for referral to the Executive Committee.	David Steels, Environmental Health Manager.	No.
Health and Wellbeing Strategy Monitoring Report	To consider progress against the action plan.	Andy Sanders, Economic and Community Development Manager.	Yes – Moved from 19 January 2016 on the basis that the current Strategy comes to an end in March 2016.

PENDING ITEMS		
Agenda Item	Overview of Agenda Item	Lead Officer
Healthwise Gloucestershire Presentation	Requested following the Gloucestershire Health and Care Overview and Scrutiny Committee Update on 20 October 2015.	

NB Changes since the last meeting highlighted in bold.

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	23 February 2016
Subject:	Annual Review of the Effectiveness of the Council's Involvement in the Gloucestershire Health and Care Overview and Scrutiny Committee
Report of:	Graeme Simpson, Corporate Services Group Manager
Corporate Lead:	Mike Dawson, Chief Executive
Lead Member:	Councillor Mrs E J MacTiernan, Lead Member for Organisational Development
Number of Appendices:	None

Executive Summary:

As a member of the Gloucestershire Health and Care Overview and Scrutiny Committee (GHCOS) the Council has made a contribution to the running costs since 2002. At its meeting held on 5 October 2011, the Executive Committee agreed that:

- A contribution of £2,500 remain in the Council's base budget to be paid subject to the Borough Council's Overview and Scrutiny Committee undertaking an annual review;
- As well as receiving regular reports from the Council's representative, the Overview & Scrutiny Committee considers on an annual basis, the effectiveness of the Council's continued involvement in GHCOS and whether value for money is being achieved for the contribution paid;

Subject to this review, and the Overview & Scrutiny Committee being content, payment of the contribution would be authorised.

Recommendation:

- 1. To consider the effectiveness of the Council's continued involvement in the Gloucestershire Health and Care Overview and Scrutiny Committee.**
- 2. That, subject to the Overview and Scrutiny Committee being satisfied that value for money is being achieved, Officers be authorised to make the payment of £2,500 from the Council's base budget.**

Reasons for Recommendation:

The Council continues to support its commitment to health improvement, to act as an advocate for the Borough's communities, and continue working in partnership with other public bodies within the County.

Resource Implications:

The £2,500 contribution is included within the Council's budget.

Legal Implications:

1. The Local Authority (Overview and Scrutiny Committees Health Scrutiny Functions) Regulations 2002 give County Councils the power to co-opt Members of District Councils in their area onto the Committee.
2. The relevant acts and regulations do not contain powers to allow a County Council to force Districts to contribute towards running costs.
3. The Health and Social Care Act 2001 and the Local Authority (Overview and Scrutiny Committees Health Scrutiny Functions) Regulations 2002 give Health Overview and Scrutiny Committees power to obtain certain information relating to the health service in its area.

Risk Management Implications:

Not being part of the Committee would reduce the Council's ability to influence health-related issues within the Borough.

In view of the fact that all other Gloucestershire Districts contribute, there would be a potential reputational issue if the Council did not.

Performance Management Follow-up:

Regular feedback is given to Overview and Scrutiny Committee by the Council's representative on the GHCOS.

Environmental Implications:

None.

1.0 INTRODUCTION/BACKGROUND

1.1 In 2003, when the County set up the then Health, Community and Care Overview and Scrutiny Committee, it was agreed to involve the District Councils and, since that date, all Districts have made a contribution to the running costs. The contribution covers the administrative expense of running the Committee. There is wide coverage of health and care related issues and an Officer with specialist knowledge is essential for the Committee to operate effectively.

1.2 At its meeting on 1 October 2008, the Executive Committee approved payment for three years commencing April 2008. A further report was taken to Executive Committee on 5 October 2011 to agree a way forward, as the 3 year approval period had elapsed. At that meeting the Executive Committee agreed:

- A contribution of £2,500 remain in the Council's base budget to be paid subject to the Borough Council's Overview and Scrutiny Committee undertaking an annual review.
- As well as receiving regular reports from the Council's representative, the Overview and Scrutiny Committee considers, on an annual basis, the effectiveness of the Council's continued involvement in GHCOS and whether value for money is being achieved for the contribution paid.

2.0 GLOUCESTERSHIRE HEALTH AND CARE OVERVIEW AND SCRUTINY COMMITTEE

2.1 This is a County Council function but throughout it has included representatives from each District Council. It was decided that the principle behind health overview and scrutiny was to produce a model that involved cross-Council co-operation and the effective joining up of the health agenda in the promotion of community development. This model is recognised nationally as best practice.

2.2 The purpose of the Committee (as described on the County's website) is:

"1. Carry out the overview and scrutiny functions of the County Council delivering the roles set out in Article 8 of the Constitution focussing on health issues from the public's perspective including the use of task groups to carry out its overview and scrutiny functions. To act as a lever to improve the health and those services that impact on the health of local people, working in partnership with other agencies. To address issues of health inequalities between different groups in the community. To determine those matters referred to in Article 11.02.2 of the Constitution (joint committees concerning health service changes).

2. Under the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013, to exercise the Council's role:

- in reviewing and scrutinising matters relating to the planning, provision and
- in commenting on or making a recommendation in relation to proposals for a substantial development or variation to services save that 'referral powers' to the Secretary of State remain with full Council.

3. Carry out the overview and scrutiny functions of the County Council delivering the roles set out in Article 8 of the Constitution in the context of all matters relating to adult social care."

2.3 Councillor Mrs J E Day is the Tewkesbury Borough Council representative on the Committee and reports regularly to the Council's Overview and Scrutiny Committee on the activities of the Health and Care Overview and Scrutiny Committee.

3.0 WORK OF THE HEALTH AND CARE OVERVIEW AND SCRUTINY COMMITTEE

3.1 Highlights of the past year include:

- Quarterly performance monitoring across NHS, Adult Social Care and Public Health. The Committee uses these reports to identify issues that may require a deep dive/follow-up. For example, concerns regarding the stroke care pathway led some of the Committee visiting the Stroke Care Pathway at Gloucestershire Royal Hospital to meet with clinicians and find out first-hand how the system works. Likewise, members also visited the South West Ambulance Service NHS Foundation Trust's Clinical Hub in South Gloucestershire to see and listen to how calls are responded to and vehicles despatched.
- The Care Quality Commission (CQC) inspected Gloucestershire Hospitals NHS Foundation Trust, Gloucestershire Care Services NHS Foundation Trust and the 2Gether NHS Foundation Trust in 2015. The Committee has received two of these reports and will receive the third at the meeting on 8 March 2016. The CQC present the reports to the Committee and the Chair(s) and Chief Executive(s) of the Trusts respond to questions. The Committee then has an ongoing role to monitor the Trusts Improvement Plans in response to the inspection.

- Suicide Prevention Strategy – the data indicates that Gloucestershire is above the England average. Members have been concerned about this issue for some time. Going forward the Committee will need to understand whether the work underlying the strategy is making a difference.
- Adult Safeguarding – the Committee meets with the Independent Chair of the Gloucestershire Safeguarding Adults Board and receives the Board’s Annual Report.
- Out of Hours Service – following the awarding of this contract to South Western Ambulance Service NHS Foundation Trust (SWAST) in 2015, the Committee is monitoring progress. SWAST is due back in May 2016 as the Committee is concerned with regard to performance against targets.
- Non-Emergency Patient Transport – this is an ongoing area of concern. The Committee monitors this closely and requests Arriva Transport Solutions Ltd to attend Committee meetings to answer questions/concerns directly.
- NHS 111 – this service is an important gateway to the NHS and the Committee monitors performance through the quarterly performance reports. The Committee also requests CareUK to attend Committee meetings to answer member questions/concerns directly.

All Agenda and reports can be accessed here:

<http://glostext.gloucestershire.gov.uk/ieListMeetings.aspx?CId=669&Year=0>

4.0 CONCLUSION

4.1 The GHCOS has considered a wide range of scrutiny work during 2015/16 which has contributed to improving health and care services across the whole of the County. Elements of this work impacts in Tewkesbury Borough and this Council’s engagement with the Committee has allowed local views to be represented to and considered by the Committee in its deliberations.

4.2 Continued membership of GHCOS will allow Tewkesbury Borough Council to maintain its influence on important health issues. Through membership, this Council is able to act as an advocate for the communities in the Borough.

5.0 OTHER OPTIONS CONSIDERED

5.1 None.

6.0 CONSULTATION

6.1 None.

7.0 RELEVANT COUNCIL POLICIES/STRATEGIES

7.1 Health and Wellbeing Strategy

8.0 RELEVANT GOVERNMENT POLICIES

8.1 The Localism Act promotes joint working and the need for local Councils to act as advocates for their communities.

9.0 RESOURCE IMPLICATIONS (Human/Property)

9.1 £2,500 annual contribution.

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

10.1 None.

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

11.1 Involvement in GHCOS helps to identify and improve any health, care and wellbeing issues.

12.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

12.1 None.

Background Papers: None

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Appendices: None

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	23 February 2016
Subject:	Performance Management – Quarter 3 2015/16
Report of:	Graeme Simpson, Corporate Services Group Manager
Corporate Lead:	Mike Dawson, Chief Executive
Lead Members:	Councillor Mrs E J MacTiernan, Lead Member for Organisational Development Councillor D J Waters, Lead Member for Finance and Asset Management
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's 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 outcome 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 LPIs, is of a financial and statistical type nature so represents the position as at the end of December 2015 (Qtr 3).

2.0 COUNCIL PLAN PERFORMANCE TRACKER

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

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

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

☺ – action progressing well

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

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

White – project has not yet commenced

✓ – action complete or annual target achieved

2.3 The majority of actions are progressing well, for example, since reporting the quarter 2 information:

- An Asset Management Strategy was approved by Executive Committee in November – and an example of our assets being sweated to generate maximum return is the installation of solar panels here at the Public Services Centre, which is set to generate a return on investment of 13.4%.
- A customer care strategy including corporate customer care standards has been developed and is now subject to formal approval.
- Completion of the Planning and Environmental Health service review – the final report is awaited.
- Our inward investment campaign work is being showcased in the current edition of Commercial Property Monthly – a national property magazine.
- Following promotion in Tewkesbury Borough News, our Economic Development Team has received a high level of enquiries for business grants and is currently working with the businesses to develop their applications.
- A new Tewkesbury tourism website – www.visittewkesbury.info – was launched in January using the government’s Flood Support Grant money.
- Following a successful funding bid, the remaining funding for the Heritage Walks and Interpretation project has been achieved.
- The official launch of LEADER took place in December and the programme is now open for applications.
- The waste service review in how we collect our waste has been finalised and will inform stage two, fleet procurement.
- A successful ‘day of action’ took place in Churchdown and involved a range of agencies offering support and information to the local community.
- Following the completion of a flood bund in Tirley, two further flood response projects are being planned for Q4 – in Chaceley (an outfall into the Severn) and a borough-wide scheme to provide property surveys to properties at risk of flooding.
- Training for parish and town flood wardens took place in December.
- Executive Committee approved the borough-wide roll out of the Place Approach following its success in the east area.

2.4 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
Set Council Tax in line with Medium Term Financial Strategy (MTFS)	☹️ - draft budget proposes to increase Council Tax by £5. Although outside of the strategy, this will help us to meet our increasing deficit.
Deliver the corporate savings programme -£ saved in accordance with programme target	☹️ - There has been some difficulty in delivering the overall savings programme – this is largely due to a review of benefits claims, which has highlighted an increased number of claimant errors. The savings programme is therefore expected to be delivered in 2016/17 and not this financial year. The annual target for both, procurement savings and salary savings were delivered within the first two quarters in the full 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 although detailed discussions are ongoing.
Develop a new workforce strategy	😊 - the end of year target date may be affected by sickness absence.
Promote waste minimisation	😊 - increase in tonnage to landfill and reduction in % recycled
Street cleansing - Ensure we are responsive to customer complaints	😊 - a number of complaints (100) were received around the Christmas collections. Around 7000 properties were affected.
Agree approach and programme of work for Community Infrastructure Levy	😊 - impacted by work and timescale of JCS
Delivery of JCS and Tewkesbury Borough Plan	☹️ - slippage in milestones as a result of additional examination phase
Identify an interim housing requirement to monitor five year supply of housing land	😊 - There remains uncertainty over any calculation as the objectively assessed needs are still being established through the JCS examination.

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 Quarter 3 (December 2015)

3.2 Of the 17 indicators with targets, their status as at the end of quarter 3 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

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)
11	6	0

NB: 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 4 & 5 – The number of anti-social behaviour incidents is continuing to decrease and is an indicator of the proactive work among partner agencies. Overall crime is increasing.
- KPI 11 – Sickness absence. Average number of days taken increased in this quarter as a result of long term sickness though overall sick days are less than 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 application and change of circumstances. Processing times are the best ever and show continued improvement.
- KPI 26 – The number of enviro-crimes reported continues to increase and is greater than the overall target.
- KPI 30 – It is estimated 205 new affordable homes will be delivered. The largest number delivered since 2007/8.

4.0 FINANCIAL SUMMARY - REVENUE POSITION

4.1 The Financial Budget Summary for Q3 shows a £276,131 saving (Q2 shows a £20,236 saving) against the profiled budget. Below is a summary of the expenditure position for the council split out between the main expenditure types:

	Full Year Budget	Q3 Budget Position	Q3 Actual Position	Savings / (Deficit)	Budget Variance %
Group budget Summary					
Employees	8,087,297	6,013,646	5,910,028	103,618	1.7
Premises	666,394	461,878	440,958	20,921	4.5
Transport	166,390	122,073	105,857	16,215	13.3
Supplies & Services	2,328,723	1,507,515	1,468,765	38,750	2.6
Payments to Third Parties	4,229,315	3,472,722	3,500,956	(28,233)	(0.8)
Transfer Payments - Benefits Service	19,665,790	14,749,343	14,924,000	(174,658)	(1.2)
Income	(25,951,437)	(18,567,412)	(19,386,436)	819,023	(4.4)
Support Services	0	0	0	0	0.0
Capital Charges	443,878	0	0	0	0.0
Treasury Mg Activity	(188,835)	(117,626)	(99,174)	(18,452)	0.0
	9,447,515	7,642,139	6,864,954	777,185	10.17

Corporate budgets

Salary & Procurement savings	(201,379)	(151,054)	0	(151,054)	100.0
New Homes Bonus	109,606	0	0	0	0.0
Retained Business Rates income	(250,000)	(250,000)	100,000	(350,000)	140.0
	9,105,742	7,241,085	6,964,954	276,131	3.81

4.2 Looking at the budget position of all Group Managers there is an underspend of £777k being shown (292k at Q2). This is being achieved through underspends of:

- i) £123k 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 Q3;
- ii) £786k of additional income above budget projection, with additional income from planning applications contributing the majority to this. The total income received by Q3 is already in excess of the target budget for the whole year. Other sources of income such as garden, trade waste and also from legal services work for third parties has helped achieve the underspend.

- 4.3** The reason for overspends within Groups include:
- i) Monthly monitoring of the position of the recovery of subsidy against housing benefit payments continues to show that we are overspent against budget. Overpayments relating to claimant error in claiming benefits going back into previous years continues to keep the recovery of costs below budget target.
 - ii) Treasury management continues to show an under recovery against budget. This is still impacted by the available of cash balances of the Virgin Media refund and the cost of the leisure centre.
- 4.4** Attached at Appendix 3 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 have 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 £350k against the Q3 budget position. The budget projection was that a surplus above the business rates income target which would contribute £250k to the budget. During the year a series of revaluations on various properties within the borough and also write off of several debts which have proven to be unrecoverable has meant that rather than a surplus being realised we are in a deficit position.
- 4.7** Looking towards the outturn position, whilst the surplus is welcome, several financial pressures such as the additional cost of MRF contract and the JCS has meant that the Council has used current year reserves to meet these costs. This means that the surplus at Q3 is not sufficient to replace the reserves used. A further improvement in the surplus position over the final quarter would be welcome in order to replace the reserves and have further money available to meet other know one off future expenditure items.
- 5.0 FINANCIAL SUMMARY – CAPITAL POSITION**
- 5.1** Appendix 4 shows the capital budget position as at Q3. This is currently showing an underspend against the profiled budget of £1,460,128.
- 5.2** This is principally due to the capital asset fund of £1.9m, which was expected to be spent in Q3, has not been. Although work has started in Q3 on the solar panels on the Council offices they have not been paid for yet, also plans are being drawn up on future asset investment opportunities.
- 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 A summary of the current usage of available reserves is set out at Appendix 5.

6.2 Reserves have been set aside from previous years to fund known future costs. At present the reserves are being utilised and show actual payments made. The information in the appendix does not take account of reserves which have been committed, but not yet paid.

6.3 As at the end of this quarter, £961,981 has been expended against the opening reserves of £10,567,814. Details of significant movements, over £50,000, 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

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

Appendix 1 - Council Plan Performance Tracker 2015-16 Progress Report

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 was approved by Council on 8 December 2015 and included a strategy to increase council tax by 2% each year for the next five years.</p> <p>The draft budget proposal will be presented to Executive Committee on 3 February and includes a proposal to increase council tax by £5. This is a new referendum threshold offered by the Government for the best value councils and, although outside of the strategy agreed in the MTFS, is necessary to help meet the increasing deficits the council faces.</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.</p> <p>However, there has been some difficulty in delivering the overall savings programme balance – this is largely due to a review of benefits claims, which has highlighted an increased number of claimant errors. The savings programme is therefore expected to be delivered in 2016/17 and not this financial year. The annual target for both,</p>

				procurement savings and salary savings were delivered within the first two quarters in the full year.
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PRIORITY: USE RESOURCES EFFECTIVELY AND EFFICIENTLY

Objective 1. Maintain low council tax

Actions	Performance tracker	Responsible Officer/Group	Progress to date	Comment
c) Ensure the overall budget is delivered in accordance with the MTFS	1. Budget delivered in accordance with variance parameters	CLT/Group Managers	☺	The MTFS allows for a 5% variance on the council's net revenue budget being an acceptable tolerance. The Q3 outturn report indicated a surplus of around £277,000 against the profiled budget, mainly derived from excess planning income, which resulted in a positive variance of 3.0%. This position includes the retained business rate financing stream which is expected to be in deficit.

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 Services Centre.
	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 Services Centre. Discussions are ongoing with a number of public sector partners with the aim of increasing the amount of space rented including the vacant top floor area. These detailed discussions have become more advanced than first thought and therefore the outstanding rental income of £74,000 will not be achieved this financial year but will be delivered in 2016/17.

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 revised Contract Procedure Rules were presented to Executive Committee on 13 January and a recommendation made to Council to approve. Once approved these will be reissued to staff along with appropriate procurement training.
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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 for the period 2016-2020 was approved by Executive Committee in November 2015. Assets are still being sweated to generate maximum return to support our services, the latest example being the installation of solar panels at the Public Services Centre, which are generating a return on investment of 13.4%.
9a) 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 Gloucestershire Care Services NHS Trust to help deliver this strategy. This engagement provides an excellent learning opportunity for both partners. The end of year target date may be affected by sickness absence of the lead officer.

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

a) Agree a revised strategy for customer services which supports our business transformation proposals.	1. Development and delivery of the strategy	Group Manager Corporate Services	😊	A workshop for Overview and Scrutiny Committee on the draft Customer Care Strategy was held on 11 January 2016. The strategy including customer care standards were supported and will be formally considered at O&S committee on 23 February 2016.
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b) Improve complaints handling, including learning from complaints received to improve service delivery.	<ol style="list-style-type: none"> Reduction in overall number of complaints received Evidence of learning from complaints received 	Group Manager Corporate Services	☺	A review of the complaints framework is underway with a target date to present at Executive Committee in April. The proposals will include a new reporting and monitoring system, staff resource to support monitoring and better signposting on the website. 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. In terms of learning, a recent planning complaint has led to a recommendation that the Overview & Scrutiny Committee review the effectiveness of public participation at planning committee.
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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
33 c) Put in place systems and procedures to enable consistent, high quality customer service.	<ol style="list-style-type: none"> Monitor implementation of high quality customer service systems 	Group Manager Corporate Services	☺	As reported through previous updates and to the Overview and Scrutiny Committee workshop held on January 1, 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, maximising the use of the advice and information centres, digitalisation of services etc. An action within the Corporate Services service plan for 2015/16 is to look at undertaking another residents' satisfaction survey.

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	<ol style="list-style-type: none"> 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.
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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 which provided similar support to the Revenues and Benefits review. The Customer Services review is now complete with an overview provided to members. Outcomes include: Successful transition of garden waste database (14,000) from depot 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.
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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. The service reviews undertaken in Revenues and Benefits, Customer Services and the current Environmental Health and Development Review have been undertaken to ensure customer feedback systems are effective. The introduction of corporate customer care standards will help strengthen this.

PRIORITY: PROMOTE ECONOMIC DEVELOPMENT

Objective 1. Promote Tewkesbury Borough to attract large scale businesses

a) Develop a targeted campaign to attract inward investment.	1. Monitor development of campaign	Group Manager Development Services	😊	<p>Inward Investment campaign work is showcased in the current edition of Commercial Property Monthly - a national property magazine. The advertisement revealed the new business branding and promotes the area as a location for business.</p> <p>Business and inward investment branding has been agreed and a website is currently in development. Launch proposed for March 2016.</p> <p>Tewkesbury Knights and Ambassador programme has been developed and meetings are taking place to develop case studies for use in promotional materials.</p> <p>A promotional video, material and further campaign work are also in development to promote Tewkesbury Borough as an excellent business location.</p>
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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	😊	Providing ongoing support through the co-star property search system, enquiries have included: <ul style="list-style-type: none"> • Small start-up office and workshop space. • Industrial/warehouse premises – 30,000 – 50,000 sq. ft. Warehouse, plus office – 3000 sq. ft.
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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>Seven grants were awarded in this quarter totalling to £4549. This means 11 grants have been awarded so far in 2015/16 to the sum of £6,029.75.</p> <p>Following an article promoting the grant scheme in the last edition of Tewkesbury Borough News - we have received a high level of enquiries and are currently working with businesses to develop their applications.</p> <p>We attended a round table event at Gloucestershire Enterprise with Michelle Malone, the newly appointed start-up business tsar for government. An update was provided on the business support provided by the council. The government representatives were really impressed with the council's proactive approach to supporting business as it was some of the most impressive support they had encountered in their discussions and were particularly interested by the council's own business grant scheme.</p> <p>This scheme is being reviewed as part of 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>No events were held this quarter.</p> <p>However two events are being planned in for the upcoming months these are:</p> <ul style="list-style-type: none"> • Business event being planned in partnership with Chamber of Commerce to launch Tewkesbury Business Website – March 2016. • ‘Join in China’ business event being planned for April 2016. This will target identified sectors across the borough, to help build trade links with China and encourage investment.
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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
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"> • 28 businesses attended enterprise clubs. • 20 businesses attended 2 day start-up training courses. • 75 businesses are on the New Enterprise Allowance (NEA) Programme. • 152 business advice meetings. • 135 businesses attended half-day and open programme workshops. • 49 delegates attended an in-house training skills course. • 37 businesses attended a Gloucestershire Enterprise organised networking event.

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

a) Work with the LEP to initiate projects identified in the Strategic Economic Plan (SEP) and the Structural and Investment Fund Strategy.

1. Implementation of projects.

Group Manager Development Services



Working with the Local Enterprise Partnership (LEP) and other partners to promote opportunities emerging from the SEP and EU Structural and Investment Fund to the local business community.

A pipeline bid for the Town Centre Regeneration work has been revised and submitted to the LEP.

GFirst LEP and the Gloucestershire European Structure and Investment Funds (ESIF) Committee have launched 'calls' for organisations to bid to:

- **Information and Communications Technology funding.** This call focuses on extending broadband deployment and the roll-out of high speed networks and supporting the adoption of emerging technologies and networks for the digital economy. Up to £250,000 of funding is available and a minimum value of £200,000 can be applied for.
- **Environment and resources efficiency.** This call is looking to protect and restore biodiversity and soil and promote ecosystem services. Up to £1,100,000 of funding is available through this call and a minimum of £500,000 of funding can be applied for.

A proposal is being prepared on how a potential Growth Hub Spoke could be hosted at the Council Offices and in the wider borough.

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>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>The newly formed company, Cotswolds Tourism, launched its website in January. Detailed work was carried out on the website to gain maximum exposure for Tewkesbury Borough.</p> <p>The Visitor Guide – the main piece of destination print for The Cotswolds (including Tewkesbury Borough) has been produced. 60,000 copies of the guide have been printed and are being distributed both nationally and internationally. There is also an e-book version of the guide which can be viewed online.</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. It can also be seen on the new website; www.visittewkesbury.info which was launched in January 2016.</p> <p>Tourist Information Signage Points are in the process of being replaced across borough.</p> <p>Currently working with Winchcombe to develop their marketing of the town.</p>
<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>Ongoing delivery of Mosaïque Place Promotion and Investment Work (funded through Flood Recovery Grant and delivered in partnership with local business networks). Including:</p> <ul style="list-style-type: none"> - Development of the rebranded Visit Tewkesbury, public/visitor facing website for launched in January 2016. - Development of business /investment branding and website – for launch in March 2016. - Highways safety audit undertaken and ongoing development of town gateway signage. <p>A retail/ business survey on the town centre is currently being undertaken by Gloucestershire Rural Community Committee. Feedback of the results of this will be provided in the next quarter.</p>

				<p>Provisional dates set for High Street Food and Art Markets in 2016 – application being made to County Highways for road closure.</p> <p>Working with LEP Retail Sector Group investigating the potential for launch of a shopping app in retail centres.</p>
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PRIORITY: PROMOTE ECONOMIC DEVELOPMENT

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

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
<p>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 following successful funding bids.</p> <p>The Missing Link project is currently being implemented with a completion date by the end of February 2016 (subject to flooding conditions).</p> <p>Following another successful funding bid to the Gloucestershire Environmental Trust, the remaining funding for the Heritage Walks and Interpretation project has been sought with the project aiming to be complete by November 2016. The contract has been awarded for the design and manufacture of the signs. Work is continuing regarding the text and imagery due to feature on the signs</p> <p>In partnership with Tewkesbury Town Council, work is progressing with the Moorings project with improvements to Back of Avon have been scheduled during the remainder of the 2015/16 financial year. Additional improvements are planned for further areas, aided by land transfers as a result of discussions between the two councils.</p> <p>The agent of Healings Mill and representatives of the Environment Agency have met with senior planning officers to discuss the progress of the sites redevelopment. Demolition approval for parts of the site demonstrates the intention to progress the area.</p> <p>A new Visit Tewkesbury website was launched in January 2016 with the new Discover Tewkesbury branding.</p> <p>Tewkesbury gateway signage project is progressing well and due to be completed within the next four months.</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
e) To encourage rural economic growth through the LEADER project.	1. Monitor the delivery of the programme	Group Manager Development Services		<p>The programme was officially launched in December; along with a press release publicising the programme is now open for applications.</p> <p>A promotional leaflet and website have been developed to promote the funding opportunity: www.forestandtewksleader.co.uk</p> <p>Outline applications have been submitted and were reviewed by the Local Action Group at their first meeting on 25 January. Following this meeting three applications, that fall in Tewkesbury borough are were approved to go to the next stage of a full application.</p> <p>A recruitment process is in place for a part time admin assistant. An appointment should be made in late Jan/early Feb.</p> <p>The programme manager is attending local business network meetings to present and promote the programme.</p>

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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		<p>Joint Core Strategy (JCS) Submission November 2014 includes the following: Ambition 1 – A Thriving Economy</p> <p>The ambition is underpinned by the following strategic objectives: -</p> <ul style="list-style-type: none"> 1- Building a strong and competitive urban economy 2- Ensuring vitality of town centres 3- Supporting a prosperous rural economy <p>The JCS is undergoing its examination in public which is likely to continue into Spring/Summer 2016.</p>
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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	☺	<p>Employment provision in Joint Core Strategy (JCS) 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.</p> <p>Further to the Inspector's requests at the examination, additional work has been completed to provide a 'policy on' approach to employment land supported by an economic and tourism strategy.</p> <p>This additional work was discussed during the JCS examination hearing sessions in January 2016.</p>
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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
41 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	☺	Joint Waste Team, Ubico and Tewkesbury Borough Council are working well with a consultant in reviewing the current collection method, prior to the procurement of a new fleet of waste vehicles. A detailed report of the preferred option was approved at Executive Committee on 3 February with the recommendation to go to Council. If this is approved then stage two, fleet procurement, project milestones can be determined.
b) Implement a framework for client monitoring of the Ubico contract	1. Performance Monitoring schedule	Group Manager Environmental and Housing Services	✓	The framework is in place and working well. Customer Services staff meet fortnightly due to issues which have been resolved. The Joint Waste Team carries out monthly monitoring. First quarterly Environmental Services performance monitoring meeting took place on 27 August 2015 with the third meeting to take place in February. 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.

PRIORITY: IMPROVE RECYCLING AND CARE FOR THE ENVIRONMENT

Objective 2. Work towards achieving the 60% recycling target

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
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		It is disappointing to see a continual increase in the tonnage going to landfill. The needle issue is still contributing to this along with extra waste over the Christmas period. The food waste sticker campaign did see an increase of 20% of food waste being sent to AN Digestion which is eventually turned into gas for energy. Please see the quarter 3 report relating to LPI outturn figures (Appendix 2).
	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. Please see the quarter 3 report relating to LPI outturn figures (Appendix 2).
	3. Number of promotional campaigns			“No food waste” sticker campaign. “Let’s give waste the heave ho ho ho” campaign- which included a double page spread in Tewkesbury Borough News winter edition- reducing your festive footprint, Christmas collections etc. Treecycle campaign- recycle Christmas trees following the festive period.

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
<p>43</p> <p>a) Raising awareness of enviro-crimes issues such as dog fouling.</p>	<p>1. Monitor delivery of awareness campaign</p>	<p>Group Manager Environmental Health and Housing Services</p>	<p>😊</p>	<p>A 'day of action' was organised and carried out in Churchdown on 23 November 2015. This involved officers from Tewkesbury Borough Council, the Police, Severn Vale Housing Society (SVHS) and Churchdown Parish Council. Information on the following took place:</p> <ul style="list-style-type: none"> • Issues and consequences relating to dog fouling. • Issues relating to littering and fly tipping • Promoting the councils volunteering litter picking and the 'Paws on Patrol' scheme. • Police informed the community about burglaries • SVHS helped deliver messages on combatting fly tipping and abandoned vehicles. <p>Another 'Day of Action' is being planned in Spring 2016 within a different parish, further details of this is yet to be established.</p> <p>Work is continuing with parish council's to identify dog fouling 'hot spots' in which to concentrate council resources in tackling and continues to respond to complaints from individuals on dog fouling issues. Similar amounts were received to those in Q2.</p> <p>There was coverage in the press on the most recent fixed penalty notice for dog fouling served by Tewkesbury Borough Council.</p>
<p>b) Ensure we are responsive to customer complaints</p>	<p>1. Reduction in number of complaints and subsequent learning from complaints received</p>	<p>Group Manager Environmental Health and Housing Services</p>	<p>😊</p>	<p>A small number of complaints (100) were received around the double collection of waste over the Christmas period, due to Christmas day and boxing falling on a week day. Around 7,000 properties were affected. These complaints will feed into any decisions made next year.</p>

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
<p>a) Undertake promotional campaigns and raise awareness to reduce the level of litter and fly-tipping</p>	<p>1. Deliver successful promotional campaign</p>	<p>Group Manager Environmental Health and Housing Services</p>	<p>☺</p>	<p>A summary of the 'day of action' promotional campaign in Churchdown is in the comment section of 3(a) above which included action and education on littering and fly-tipping.</p> <p>The press coverage in November on dog fouling also included wider commentary on Tewkesbury Borough Council's enforcement of other enviro crimes including litter and fly tipping.</p>
	<p>2. Reduction in the number of enviro crimes</p>		<p>See LPI Table</p>	<p>This is measured through a performance indicator – see attached LPI report (Appendix 2).</p>
<p>b) Continue to support the Volunteer Litter Picking Scheme</p>	<p>1. Develop action plan and support scheme.</p>	<p>Group Manager Environmental Health and Housing Services</p>	<p>☺</p>	<p>The Volunteer Litter Campaign continues to be a supported scheme by both volunteers and the council. A further five volunteers have been recruited making the total 188 volunteers.</p> <p>All volunteers were invited to the annual event on 9 December and as a result of listened to volunteer requests and suggestions.</p> <p>For future events there is potential to hold an annual event for all the council's volunteers.</p>
<p>c) Work with community groups to assist in reducing litter at community events</p>	<p>1. Promote awareness within communities</p>	<p>Group Manager Environmental Health and Housing Services</p>	<p>☺</p>	<p>There were eight community litter picks during 1 October – 31 December 2015. These were as follows:</p> <p>October 2015 (Three events)</p> <ul style="list-style-type: none"> • Winchcombe Town Centre Community Weeding Event (bins). • Tewkesbury Mop Fair (bins). • Hucclecote Parish Council – Areas of Hucclecote (litter picking equipment). <p>November 2015 (Five events)</p> <ul style="list-style-type: none"> • Tewkesbury Bonfire and Fireworks Display on 7 November 2015 (bins). • Bishop's Cleeve Primary School Annual Bonfire Display (bins). • Tewkesbury Town Christmas Lights Switch-On (bins and litter)

- picking equipment).
- Churchdown Firework Extravaganza (bins and litter picking equipment).
- Stanton Village Remembrance Day (an additional road sweep of the village prior to the event).

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
45 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>Work to provide a substantial natural surface water flood 'bund' in Tirley is now complete. This scheme is the final (and possibly the biggest) scheme from the Flood Response Action Plan, agreed after the flooding of 2007. This part of the scheme was the largest element and now means that the majority of the overall scheme is complete.</p> <p>Two further projects are being planned for commencement in Q4:</p> <ol style="list-style-type: none"> 1. In Chaceley- an outfall into the Severn. 2. Borough wide- a scheme to provide property surveys to properties at risk of flooding. <p>The Tewkesbury Flood Project is jointly funded by Tewkesbury Borough Council and Gloucestershire Rural Community Committee (GRCC). This started in 2014 and has delivered support to a number of high risk communities to help deliver flood alleviation and resilience should flooding happen again. Of particular note is continuing recent work done with parish flood wardens, promotion of community plans and businesses that have flooded.</p> <p>Delivery of all of the above is monitored by the Flood Risk Management Group and reported to the Overview and Scrutiny committee on a quarterly basis.</p>

PRIORITY: IMPROVE RECYCLING AND CARE FOR THE ENVIRONMENT

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

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
<p>b) Advise and signpost local communities when applying for external funding for flood resilience measures.</p> <p>46</p>	<p>1. Monitor number advised and funding gained.</p>	<p>Group Manager Environmental Health and Housing Services</p>	<p>☺</p>	<p>Delivery of projects is monitored by the Flood Risk Management Group and reported to the Overview and Scrutiny committee quarterly. The following is a brief summary of 'live' projects:</p> <p>Tirley: The works to the flood 'bund' is now complete. Additional flood attenuation measures (reopen an outfall into the river and install upstream flood attenuation measures), is being carried out. Funding available: £135,000, planned completion date: end February 2016.</p> <p>Chaceley: Diversion of drainage channel & reopening outfalls. Funding available: £45,000, planned completion date: Spring 2016.</p> <p>Tewkesbury: Work has started on the watercourse maintenance. Funding available: £20,000.</p> <p>River Severn communities: Property survey work to support a current Environment Agency grant bid. Funding available: £40,200, planned completion date: 2016.</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 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.</p>

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
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 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>In December, further training for parish and town flood wardens was successfully delivered 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>Working towards the target for 2015-2020 of 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 who are able to provide support. Key issues continue to be mental health and domestic abuse. Community Family Care are being used to support families as Children Services continue a restructure and are suffering a temporary staff shortage.</p> <p>Detailed numbers are still not available from Gloucestershire County Council, but should be by the end of the financial year. A six monthly update in April will be given at O&S committee.</p>
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PRIORITY: PROVIDE CUSTOMER FOCUSED COMMUNITY SUPPORT

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

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
b) Seek additional partners to increase the number of organisations operating from our public service centre at the council offices	1. Number of additional partners located in the public services centre	Group Manager Finance and Asset Management	☺	No additional partners have been located in the public services centre within quarter three. However it was reported within last 12 months a further three partners (Severn Vale Housing, Bromford Housing and Fire & Rescue Service) were integrated into the Public Services Centre taking the total number to seven organisations operating from this base on a regular basis. Discussions are ongoing with a number of other prospective partners.
48 c) Work in partnership with Citizens Advice Bureau to provide better outcomes for our residents.	1. Monitor effectiveness of outcomes	Group Manager Development Services	☺	The Citizens Advice Bureau continue to work closely with the council: <ul style="list-style-type: none"> • provided advice and assistance to 1,007 residents in the first three quarters on variety of issues relating to benefits, debt, employment, relationships and housing. • Residents benefitting from £268,262 of financial gains. • By being a partner within the Financial Inclusion Partnership. • 23 February will be carrying out an annual presentation to Overview and Scrutiny committee to ensure that the work carried out within the borough provides value for money.
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	☺	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. A demonstration of this system 'Achieve' was presented to members on 26 January 2016. Other customer focused initiatives using ICT have or are being developed such as reporting & monitoring of freedom of information requests, review of complaints framework, tree and playground inspections. Moving forward, the council's website is programmed for review to ensure it is customer focused and in particular is compatible with being accessed from mobile devices and a digital strategy is being developed.

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

6(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, based on evidence in Core Strategy, was approved at Council for public consultation in April 2015. This consultation closed on 10 July 2015 and around 30 responses were received.</p> <p>In addition, 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. The outcomes of this was to undertake further work on viability that would feed into the next stages of CIL.</p> <p>The outcomes of the Viability RTS and the representations made in respect of the PDCS concluded that further work was required on viability and that this should feed into the next stages of CIL.</p>
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				Peter Brett Associates (PBA) have subsequently been commissioned by the JCS authorities to carry out additional work on viability, CIL and affordable housing and this has been ongoing over Winter 2015/16. A draft report was circulated in December. We are awaiting the final version this report will be used as the basis for discussion at each authority on how we may proceed with CIL. A all member seminar will be scheduled early March.
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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
50 b) Develop a place programme of area working across the councils services	1. Monitor delivery of programme.	Group Manager Development Services	☺	Executive Committee approval for roll out of place approach based on Area East pilot. Members from the East Area have been supportive of the place approach and found quarterly meetings informative and useful. Already piloting smaller scale parish place approach with individual parishes, where required.
c) Provide appropriate support for neighbourhood planning and community led planning.	1. Monitor requests from Town & Parish Councils	Group Manager Development Services	☺	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. 11 neighbourhood plans have been designated across 15 parishes. Significantly, both Winchcombe and Highnam Neighbourhood Plans have been formally submitted to the Council for 6 week consultation which end at the end of January 2016. Following this, the Council will be required to appoint an independent examiner and make arrangements for the examination process, which may include public hearing sessions. This is likely to take place during Spring 2016. If successful at examination then the Council will then need to make arrangements for a local referendum to vote on the neighbourhood plans.

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
<p>d) Enable the effective delivery of community led projects across the borough.</p>	<p>1. Type and diversity of projects delivered</p>	<p>Group Manager Development Services</p>	<p>☺</p>	<p>The three Community Development Officers are continuing to work and be located within community venues. As well as generic work, such as supporting communities and partners to address anti-social behaviour complaints, supporting parishes with young people’s projects and assisting parishes now interested in developing neighbourhood plans for their area, a sample of projects include:</p> <p>Area South:</p> <ul style="list-style-type: none"> • Working with Brockworth Community Project to develop new business plan and to explore use of their IT suite as local hub for providing council/public sector services in the locality • Working with Imjin Barracks on Music Festival for June 2016 which aims to focus on strengthening links between the military and armed forces communities. Includes bid to Armed Forces Community Covenant Grant Fund. • Working with Innsworth Community Hall trustees, Innsworth Parish Council and Innsworth Junior School to explore how Innsworth Community Hall can be relaunched • Established cross agency working group for Highnam to look at specific issues around street/gulley cleaning/litter picking • Working with residents in new development area of Trumpeter Road, Badgeworth over issues around access/management of pond and ASB issues. Aim to explore ways for community to take active role in the area via schemes such as Neighbourhood Watch <p>Area North West:</p> <ul style="list-style-type: none"> • Assisting the Ronan’s Trust find a growing space to support bereaved individuals and families and re-build community connections to improve health and wellbeing. • Working from Northway Parish Council Offices to support the parish. The parish is extending their building to make provision for additional community space. • Working with Environmental Health, members of the community

				<p>and wider partners on addressing concerns about an HMO in the area.</p> <ul style="list-style-type: none">• The Borough has now extended the amount of land and the license period for the edible garden project in Priors Park. We have also supported Vision 21 a revenue grant to extend capacity for this project.• Assisting Wheatpieces Parish Council and the local community facilities within the parish to develop their case for enhanced community infrastructure as a result of recent pre-planning applications. <p>Area East:</p> <ul style="list-style-type: none">• Supporting Alderton P C with evidence in relation to an existing capital grant• Supporting Winchcombe Town Council with evidence required for capital grant application• Building relationships with churches and community groups• Exploring integration project for new and existing communities• Held a Youth Providers Network Meeting at Winchcombe Youth Club <p>Community Funding:</p> <ul style="list-style-type: none">• New officer has met with spoken with over ninety community groups in the last 6 months• First round of new Community Grants scheme awarded• Funding seminars planned for next quarter
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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 took place on 16 November, to launch to partners a new Community Safety Partnership structure which will include Neighbourhood Groups and neighbourhood watch. The Community Safety Partnership have continued with restructuring, and have been working on making funds available for community groups to bid for money for projects that meet the PCC priorities. Grant application forms and leaflets were launched at the end of January 2016.
	2. Overall reduction in level of crime		See LPI Table	This is measured through a performance indicator – see attached LPI report (Appendix 2)
53 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 day of action was held in Churchdown recently involving a number of agencies to tackle enviro crimes, concentrating on fly tipping and dog fouling. Officers were on hand to give advice to dog walkers and other residents.
	2. Reduction in reported anti-social behaviour incidents		See LPI table	This is measured through a performance indicator – see attached LPI report (Appendix 2)
	3. Reduction in reported environmental crime incidents.		See LPI table	This is measured through a performance indicator – see attached LPI report (Appendix 2)

PRIORITY: PROVIDE CUSTOMER FOCUSED COMMUNITY SUPPORT

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

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
<p>a) Work with partners to promote sports and leisure activities</p>	<p>1. Monitor activities being delivered</p>	<p>Group Manager Development Services</p>	<p>😊</p>	<p>The following working procedures, projects and programmes enable the Sports Development Officer (SDO) to promote Sport and Physical Activity throughout the Borough.</p> <ul style="list-style-type: none"> • Working with Active Gloucestershire, the County Sports Partnership (CSP) to bring Sportive programme to the borough. This scheme is aimed at less active people. • 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, Place for People, to develop use of the facility for local sports clubs. • 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 with the following events:</p> <ul style="list-style-type: none"> • Every Saturday at 9am Tewkesbury parkrun attracting 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. • 1 Nov- Guy Fawkes 5 mile run, organised by Tewkesbury Athletics Club. <p>Work is underway on the following:</p> <ul style="list-style-type: none"> • Recommendation to be submitted Executive Committee, on 6 April, regarding tender process for the Cold Pool Lane Sports Facility. • Organising the Tewkesbury half marathon event for May.

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	☺	<p>The build of the new leisure centre continues to progress well and is expected to be completed on time and within budget.</p> <p>Brickwork, installation of all external doors, rendering and plastering of the main pool, installation of under floor heating and floor screed are now complete. Mechanical and electrical works are continuing as well as tiling to the pool tanks and installation of the pools filtration system.</p>
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 Leisure Centre on time and on budget. The sports development officer is working closely with the new leisure centre operators to develop use of the facility and increase participation.</p> <p>Social prescribing, linking people up with activities in the community that they might benefit them, is progressing well in Tewkesbury locality with referrals reaching the 40 mark.</p> <p>There is ongoing support for Winchcombe Memory Café with second year of funding for second monthly session</p> <p>Working with parish councils and local sports clubs to plan and deliver projects funded via S106 agreements.</p>

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PRIORITY: DEVELOP HOUSING RELEVANT TO LOCAL HOUSING NEEDS

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


Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
a) Continue to deliver a Joint Core Strategy in accordance with the key milestones.	1. Monitor progress towards achieving the key milestones	Group Manager Development Services	☹	<p>There has been an extensive programme of events to brief members supported by further progress on a joint evidence base.</p> <p>JCS: A key milestone was reached in November 2014 when the Submission plan was submitted to the Secretary of State. From this point onwards the short term progress of the JCS will be largely determined by the Planning Inspectorate. An independent examiner</p>

				<p>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/Summer 2016.</p> <p>In December 2015 the Inspector released some preliminary findings on the Green Belt, Spatial Strategy and Strategic Allocations. These findings provided the Inspector's initial views on the soundness of the allocation sites. These findings are set to be discussed at the end of January 2016.</p> <p>Further 'Stage 3' sessions are then expected to take place in March 2016 to discuss matters of infrastructure and the general plan policies. Following this there may be a need to revisit further work that has been requested of the JCS following the January 2016 sessions.</p> <p>Following the Inspector's final recommendations, each of the JCS authorities will consider main modifications to the plan necessary to make it 'sound' at individual Council meetings prior to a statutory period of public consultation and then adoption in late 2016/early 2017.</p>
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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>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>

c) Ensure policies in the Joint core strategy allow delivery of affordable housing for local needs.	1. Monitor delivery and outcomes of the policies	Group Manager Development Services		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. This will be supported by viability evidence to demonstrate that the level of affordable housing being required through the JCS is robust.
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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
57 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).
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		<p>The Housing Enabling Officer is working across the Borough with six parishes at present to deliver rural affordable housing. Two schemes, Minsterworth and Sandhurst, are currently in the planning process.</p> <p>In addition, we are working with three parishes with council-owned garage land to determine the future use of the land and possible housing opportunities in these rural locations.</p>

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 was published in October 2015. This included a latest 5 year housing land supply position based on the objectively assessed need set out within the Submission JCS. However, there remains uncertainty over any calculation as the objectively assessed needs are still being established through the JCS Examination.
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PRIORITY: DEVELOP HOUSING RELEVANT TO LOCAL HOUSING NEEDS

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



Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
57 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	😊	30 properties were let through Choice based lettings during quarter three, of which: <ul style="list-style-type: none"> • 9 had no housing needs • 21 social housing tenants had specific housing needs: these were assessed as having: significant, urgent or emergency housing needs. These are broke down as follows (below). <ul style="list-style-type: none"> • 11 were let due to medical/ welfare needs. • 7 were let due to overcrowding • 1 was let due to under occupying • 2 were let for sheltered accommodation

Objective 4. Improve the quality of the housing stock

<p>a) Deliver private sector home improvements through the Warm and Well Scheme and through promotion of the governments Green Deal.</p>	<p>1. Promotion of scheme and value of grants delivered</p>	<p>Group Manager Environmental & Housing Services</p>	<p>☺</p>	<p>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), located in Highnam. 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.</p> <p>The Warm and Well Central Heating Fund is now being delivered in the borough. A bid from a consortium of Gloucestershire authorities, including Tewkesbury Borough Council, was successful and was awarded £3.2 million. SWEA are delivering the scheme. The Central Heating Fund (CHF) is a government programme designed to support local authorities to deliver first time central heating systems to ‘fuel poor’ households. The local priority is 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 three are:</p> <ul style="list-style-type: none"> • 55 enquiries received by Warm and Well • 3 home visits completed • 3 events & briefings attended
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PRIORITY: DEVELOP HOUSING RELEVANT TO LOCAL HOUSING NEEDS

Objective 4. Improve the quality of the housing stock

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
b) Work with Public Health to develop new approaches to enablement and adaptations for disabled people.	1. Number & value of grants delivered	Group Manager Environmental & Housing Services		Between 1 April and 31 December 2015, a total of 82 grants have been approved to a value of £394,850.
	2. Monitor development of new approach			<p>Discussions took place on the draft Disabled Facilities Grants Review Report at the final meeting of the O&S Committee working group on 28 January 2016.</p> <p>The work on how to change is being carried out jointly with Severn Vale Housing Society and Gloucestershire Adult Services.</p> <p>Officers continue to participate in the Gloucestershire Disabled Facilities Grant Forum.</p> <p>Through the council's involvement with the Safe at Home, home improvement agency; officers are currently involved in discussions regarding the possible shape of any future contract.</p>

Appendix 2 - Key Performance Indicators 2015-16 Quarter 3 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											
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%	0.9%	■	■	■	This is lower than the county rate of 1.0% and the national rate of 1.8%. Source ONS January 2016	Lead Member Economic Development / Julie Wood

Appendix 2 - Key Performance Indicators 2015-16 Quarter 3 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	4,049 4,650				Housing Benefit claims have started to fall below the caseload figure for last year. Council Tax Support claims are consistently falling.	Lead Member Finance and Asset Management / Richard Horton
4	Number of anti-social behaviour incidents	2508		615	1287	1821		↑		The number of anti-social behaviour incidents continues to fall. There has been a decrease of 2% with 552 incidents in Q3 being reported, against the 563 in Q3 2014/15. This trend has continued throughout the year and is an indicator that the pro-active dealing of ASB amongst partner agencies is having an impact.	Lead Member Community/ Val Garside

Appendix 2 - Key Performance Indicators 2015-16 Quarter 3 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
5	Number of overall crime incidents	2673		782	1533	2297		↓		<p>All reported crime has increased by 14.9% with 764 incidents compared to 665 in Qtr. 3 in 2014-15. Aspects of crime which have considerably increased compared to last year figures (in brackets) are:</p> <ul style="list-style-type: none"> • criminal damage to vehicles by 53.2 %= 72 incidents (47). • Theft crime by 46% = 165 incidents (113). • criminal damage other 52%= 35 incidents (23) 	Lead Member Community/ Val Garside
6	Total number of homeless applications presented	124		35	25	30				The number of homeless applications rose this quarter but this within normal variations and homeless presentations are in line with the out turns of 2014-15.	Lead Member Health and Wellbeing/ Val Garside
7	Total number of homeless applications accepted	88		17	12	16				The number of accepted homeless applications has risen from last quarter. This is likely to be because the number of applications rose. Compared to 2014/15 the homeless acceptances have fallen because of homeless prevention activity.	Lead Member Health and Wellbeing/ Val Garside

Appendix 2 - Key Performance Indicators 2015-16 Quarter 3 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
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 -	1768 937 - 1 bed 564 - 2 bed 197 - 3 bed 59 - 4 bed 8 - 5 bed 3 - 6 bed				The number of housing applications has fallen slightly on last quarter but remains high compared to the outturn of 2014-2015.	Lead Member Health and Wellbeing/ Val Garside
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%	93.82%		↑	☺	Slight delay in payments due to holidays but still on target to be above target by year end.	Lead Member Finance and Asset Management/ Simon Dix
10	Outstanding sundry debt in excess of 12 months old	£49,735	£50,000	£39,450	£29,605	£53,809		↓	☹	£24,527 relates to one invoice and this is currently being managed. The underlying position is £29,282 which is in line with the previous quarter.	Lead Member Finance and Asset Management/ Simon Dix

Appendix 2 - Key Performance Indicators 2015-16 Quarter 3 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
11	Average number of sick days per full time equivalent	8.67	7.00	1.23	2.71	5.20		↑	☹	<p>The increase in average sick days has increased which has been a direct result caused by long term sickness. Seven members of staff were on long term sick during Q3.</p> <p>The number of sick days during 2015/16 totals to: 882.5 days.</p> <ul style="list-style-type: none"> • Q1 = 204.9 • Q2 = 251.6 • Q3 = 426 (210 days of this figure were as a result of long term sick). <p>Although the increase the overall figure is still a decrease compared to Q3 in 2014/15 which was reported as 1364.28 days.</p>	Lead Member Organisational Development/ Graeme Simpson
12	Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant	82.05%	80%	75%	65.22%	73.17%		↓	☹	<p>Improvement on Q2 reflecting the hard work and commitment of the team as a whole. Performance is still affected by senior officer capacity and the number of large scale, complex major applications being received. The planning review has also absorbed staff resource.</p> <p>This target relates to a relatively small number of application so may be able to</p>	Lead Member Built Environment/ Julie Wood

Appendix 2 - Key Performance Indicators 2015-16 Quarter 3 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
										hit target by year end. Recruitment process is under way to appoint to a range of posts which will have a positive effect on performance in terms of both quantity and quality in the longer term.	
13	Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the applicant	90%	90%	70.91%	63.20%	67.02%		↓	☹	See paragraph above relating to performance and recruitment.	Lead Member Built Environment/ Julie Wood
14	Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant	90.28%	90%	79.67%	74.17%	78.57%		↓	☹	See above.	Lead Member Built Environment/ Julie Wood
15	Average number of days to process new benefit claims	18.75	15.00	15.31	13.18	12.34		↑	☺	Performance is continuing to improve. The third quarter's, new claims performance, is the benefit team's best ever performance in this category. Q3 2014-15 it was reported to be 20.53 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	6.61		↑	☺	Performance is continuing to improve. The third quarter's, change in circumstance performance, is the benefit team's best ever performance in this category. Q3 2014-15 it was reported to be 14.87 days.	Lead Member Finance and Asset Management / Richard Horton

Appendix 2 - Key Performance Indicators 2015-16 Quarter 3 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																								
17	Percentage of council tax collected	98.03%	98.00%	29.43%	57.45%	85.66%		↑	☺	The percentage collection rate has climbed above last year's third quarter percentage. The good news is that we have collected £913k more than we did last year at the same stage.	Lead Member Finance and Asset Management/ Richard Horton																								
18	Percentage of NNDR collected	98.72%	98.00%	33.34%	49.42%	84.98%		↑	☺	The business rates collection rate is now above last year's third quarter percentage. The impact of the large reductions in rateable values and refunds has been absorbed.	Lead Member Finance and Asset Management/ Richard Horton																								
19	Total enquires logged by the Area Information Centres (AIC)	1539		514	876	1245				<p>Enquiries received at the AIC's as follows for Q1, Q2 and Q3:</p> <table border="1"> <thead> <tr> <th></th> <th>Q1,</th> <th>Q2,</th> <th>Q3</th> </tr> </thead> <tbody> <tr> <td>Bishops Cleeve:</td> <td>108,</td> <td>78,</td> <td>86</td> </tr> <tr> <td>Brockworth:</td> <td>235,</td> <td>156,</td> <td>181</td> </tr> <tr> <td>Churchdown:</td> <td>84,</td> <td>66,</td> <td>61</td> </tr> <tr> <td>Winchcombe:</td> <td>87,</td> <td>62,</td> <td>41</td> </tr> <tr> <td>Total:</td> <td>514</td> <td>362</td> <td>369</td> </tr> </tbody> </table> <p>During Q3 Christmas closure for all AICs were w/c 21.12.2015 – 05.01.2016.</p>		Q1,	Q2,	Q3	Bishops Cleeve:	108,	78,	86	Brockworth:	235,	156,	181	Churchdown:	84,	66,	61	Winchcombe:	87,	62,	41	Total:	514	362	369	Lead member Customer Focus/ Graeme Simpson
	Q1,	Q2,	Q3																																
Bishops Cleeve:	108,	78,	86																																
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Churchdown:	84,	66,	61																																
Winchcombe:	87,	62,	41																																
Total:	514	362	369																																
Council Plan Priority: Promote economic development																																			
20	Number of business births	440 (2013 figure)				445 (2014 figure)				Business Births – Represents a slight increase in business birth levels from 2013.	Lead Member Economic																								

Appendix 2 - Key Performance Indicators 2015-16 Quarter 3 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
21	Number of business deaths	305 (2013 figure)				285 (2014 figure)				Business Deaths - Shows fewer business deaths in 2014 compared to the previous year. Source: ONS Business demography	Development /Promotion / Julie Wood
22	Number of visitors to Tewkesbury Tourist Information Centre (TIC)	34,077	31,500	9,441	22,713	27,727		↑	😊	The number of visitors to the Heritage Centre has increased dramatically following introduction of free entry.	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	9,285		↑	😊	Winchcombe has had a good year after last year's maintenance work being carried out on the Town Hall - this affected visitor numbers. With the Q3 figure already reaching 2014-15 outturn.	Lead Member Economic Development /Promotion / Julie Wood
Council Plan Priority: Improve recycling and care for the environment											
24	Percentage of waste recycled or composted	51.08%	52%	51.85%	51.68%	51.48%		↑	😊	Whilst there is an increase in the residual waste, this is comparable to Q3 2014-15 and this quarter takes into consideration the Christmas period. Over this Q3 period composting and recycling figures are showing a downward trend however we will be expecting a rise in this figure during Q4 due	Lead Member Clean and Green Environment/ Val Garside
25	Residual household waste collected per property in kgs	428kg	450kg	112kg	223kg	326kg		↓	😊		

Appendix 2 - Key Performance Indicators 2015-16 Quarter 3 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
										to spring and the start of the gardening season.	
69 26	Number of reported enviro crimes	1012	850	305	641	921		↓	☹	<p>280 reported incidents for the Q3 period broken down as;</p> <ul style="list-style-type: none"> Noise – 65 (73) Dog fouling – 18 (9) Fly tipping – 144 (215) Abandoned vehicles- 53 (39) <p>(Q2 figures in brackets). Q3 has had the fewest number of envirocrimes so far this year but is still greater than the target.</p> <p>Environmental Health are taking steps such as promotion and enforcement to combat these issues.</p> <p>The increase in abandoned vehicles is not thought to be a local issue. Due to the decrease in demand for scrap metal international the price for scrap metal has dropped and this is thought to be the case.</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 14 confirmed complaints were received in Q3 although some</p>	Lead Member Clean and Green Environment/ Val Garside

Appendix 2 - Key Performance Indicators 2015-16 Quarter 3 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
										councils reported issues but weren't able to submit precise figures.	
Council Plan Priority: Provide customer focused community support											
27	Total number of people assisted within the borough by Citizens Advice Bureau (CAB)	1457		380	684	1007				<p>Of the 1007 clients seen in the first two quarters of the year heaviest demand has again been from residents in Brockworth (157 clients), Priors Park (107 clients), Cleeve St Johns (91 clients), Cleeve St Michaels (73 clients) and Northway (66 clients). The 5 wards represent 49% (494) of clients seen.</p> <p>Some headlines:</p> <ul style="list-style-type: none"> 74% of client's advice was given face to face in this quarter. 80% 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 over the last three quarters are as follows:</p> <ul style="list-style-type: none"> Benefits: 496 Debt: 434 	Lead Member Economic Development /Promotion / Julie Wood

Appendix 2 - Key Performance Indicators 2015-16 Quarter 3 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
										<ul style="list-style-type: none"> • Employment: 173 • Relationships: 166 • Housing: 131 	
28	Financial gain to clients resulting from CAB advice	£422,869		£59,317	£122,551	£268,262				During the 9 months clients have benefitted from £268,262 of financial gains, of which £191,028 (71%) represent increases in disposable incomes.	Lead Member Economic Development /Promotion / Julie Wood
29	Food establishments in area broadly compliant with food hygiene regulations (%)	90.44%	94%	91.49%	91.97%	92.73%		↑	☹	<p>Although the target has not yet been achieved this quarter, the outturn continues a trend of improvement over the last three quarters and aims to be achieved in Q4.</p> <p>During Q3 2015/16 the total number of known food premises was 895 where the following was found:</p> <ul style="list-style-type: none"> • Broadly Compliant Commercial Premises - 830 • Non-compliant Commercial Premises - 65 • Un-rated Commercial Premises – 24 <p>The number of unrated</p>	Lead Member Clean and Green Environment/ Val Garside

Appendix 2 - Key Performance Indicators 2015-16 Quarter 3 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
										commercial premises has decreased by 9 since Q2 2015/16.	
Council Plan Priority: Develop housing relevant to local needs											
72 30	Number of affordable homes delivered	145	150	46	94	175		↑	😊	<p>We are currently exceeding the 2015-16 150 annual target and it is estimated that 205 new affordable homes will be delivered in 2015/16.</p> <p>Q3 has seen a total of 88 affordable homes delivered across the borough, of which:</p> <ul style="list-style-type: none"> • Alderton (4) • Bishops Cleeve (31) • Brockworth (31) • Longford (12) • Winchcombe (11) <p>Across the tenures as follows: Social Rent- 27 Affordable rent- 10 Shared ownership- 52</p> <p>The largest number delivered since 2007/8.</p>	Lead Member Health and Wellbeing/ Val Garside
31	Total number of homeless prevention cases	94		44	36	47				The number of homeless preventions this quarter exceeds those previously achieved this year. Cumulative preventions this year to date (127) have	Lead Member Health and Wellbeing/

Appendix 2 - Key Performance Indicators 2015-16 Quarter 3 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
										<p>exceeded the outturn figure of 94 during 2014/2015.</p> <p>Housing officers have been resolving housing crises before and during the application process are considered necessary. This has resulted in the increased number of homeless prevention cases.</p>	Val Garside

Appendix 3 - Analysis of Budget by Group Manager Unit

	Full Year Budget	Q3 Budget Position	Q3 Actual Position	Budget Under / (over) spend	Budget Variance %	Notes
Chief Executive	0	177,804	175,924	1,880	1	
Employees	233,103	174,935	170,610	4,325	2.5	
Premises	0	0	60	(60)	0.0	
Transport	2,280	1,712	1,997	(285)	(16.6)	
Supplies & Services	1,600	1,157	3,258	(2,101)	(181.6)	
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	86,739	86,661	78	0	
Employees	109,508	82,144	82,197	(53)	(0.1)	
Premises	0	0	0	0	0.0	
Transport	2,450	1,838	1,812	26	1.4	
Supplies & Services	3,300	2,757	2,652	105	3.8	
Support Services	(115,258)	0	0	0	0.0	
Income	0	0	0	0	0.0	
One Legal	0	813,772	796,636	17,136	2	
Employees	1,088,669	817,780	845,407	(27,627)	(3.4)	1
Premises	0	0	0	0	0.0	
Transport	26,280	18,600	8,993	9,607	51.7	
Supplies & Services	95,088	70,912	150,042	(79,130)	(111.6)	2
Payments to Third Parties	10,160	7,845	4,604	3,241	41.3	
Support Services	(270,279)	0	0	0	0.0	
Income	(949,918)	(101,365)	(212,410)	111,045	(109.5)	3

1) The overspend on employees is due to continuing to have unfilled vacancies in the section and therefore using locums to cover these vacancies. However this overspend is then being offset from additional income being recovered from third parties.

2) The overspend on Supplies and Services is related to disbursements, which is additional work that One Legal have undertaken in the first 9 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 remaining additional income against budget relates to additional work that One legal has done for UBICO, Cheltenham Borough Homes and Worcestershire County Council.

Democratic Services	1,686,891	659,579	573,258	86,321	13	
Employees	224,000	225,235	212,894	12,341	5.5	4
Premises	0	5,107	5,107	0	0.0	
Transport	18,610	13,960	15,647	(1,687)	(12.1)	
Supplies & Services	549,519	380,241	344,329	35,911	9.4	5
Payments to Third Parties	30,106	37,590	21,559	16,030	42.6	6
Support Services	862,297	0	0	0	0.0	
Depreciation	2,609	0	0	0	0.0	
Income	(250)	(2,554)	(26,279)	23,726	(929.0)	7

4) This is due to Temporary staff employed to cover peak times only whilst the on-going impact of IER (Individual Electoral Registration) is assessed to provide the optimum flexibility to meet the statutory requirements of the service

5) Supplies and Services are underspent due to flexible use of staff during the elections resulted in an underspend of £24,000 on the election fees budget.

6) Canvasser Payments in excess of £15,000 usually paid in the 3rd quarter will now be paid in the 4th quarter.

7) A Gov't grant relating to Individual Electoral Registration (£22,828) has been received which had not been included in the budget.

Corporate Services	494,834	960,166	870,219	89,947	9	
Employees	844,510	633,206	570,162	63,044	10.0	5
Premises	0	0	0	0	0.0	
Transport	8,610	6,462	4,459	2,003	31.0	
Supplies & Services	389,343	287,019	286,462	557	0.2	
Payments to Third Parties	47,700	36,629	21,145	15,484	42.3	6
Support Services	(836,598)	0	0	0	0.0	
Depreciation	45,769	0	0	0	0.0	
Income	(4,500)	(3,150)	(12,008)	8,858	(281.2)	

5) As members will now be aware, Corporate Services is the new group which combined the Business Transformation and Policy and Performance Teams. Savings in staff costs have been recognised as the budget was set assuming there would be two group managers in 2015/16. Other staff vacancies within the group e.g. Web Development and Internal Audit posts have also contributed to the saving.

6) This mainly relates to the recoup of monies as a result of apprentices successfully being appointed to post.

Environmental and Housing	3,876,850	2,525,234	2,479,969	45,265	2	
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Employees	937,190	702,991	723,943	(20,952)	(3.0)	7
Premises	3,595	1,968	128	1,840	93.5	
Transport	37,100	27,834	25,736	2,098	7.5	
Supplies & Services	139,126	77,332	77,356	(24)	(0.0)	
Payments to Third Parties	3,737,739	3,139,361	3,162,622	(23,262)	(0.7)	8
Support Services	591,530	0	0	0	0.0	
Depreciation	72,410	0	0	0	0.0	
Income	(1,641,840)	(1,424,252)	(1,509,816)	85,564	(6.0)	9

7) Underspend on staff costs 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.

8) Payments to Third Parties principally relates to the contract with UBICO for the provision of waste and recycling services. The overspend relates to additional costs incurred during the year as a result of additional hire of a vehicle and extra crew.

9) Income is up on garden waste, private hire licensing and also incentive grants for recycling from Gloucestershire CC. Positive positions in all these areas of income against budget is helping contribute to a reasonable surplus at the end of Q3

Finance and Asset	1,266,678	1,205,229	1,260,705	(55,477)	(5)	
Employees	2,519,754	1,783,786	1,757,440	26,346	1.5	10
Premises	621,213	446,742	426,182	20,560	4.6	11
Transport	10,580	7,943	8,746	(803)	(10.1)	
Supplies & Services	648,948	359,435	330,176	29,259	8.1	12
Payments to Third Parties	161,450	122,435	139,682	(17,247)	(14.1)	13
Support Services	(780,172)	0	0	0	0.0	
Depreciation	273,946	0	0	0	0.0	
Income	(2,000,206)	(1,397,486)	(1,302,347)	(95,139)	6.8	14
Treasury Mgt Activity	(188,835)	(117,626)	(99,174)	(18,452)	15.7	15

10) 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). In addition, vacancies and maternity are covered by existing staff rather than reappointing.

11) 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

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

13) 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.

14) 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.

15) 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	610,316	667,679	(57,363)	(9)	
Employees	794,528	595,978	576,815	19,163	3.2	16
Transport	11,610	8,711	8,293	418	4.8	
Supplies & Services	135,092	82,685	94,661	(11,976)	(14.5)	17
Payments to Third Parties	26,750	6,398	7,790	(1,392)	(21.8)	
Transfer Payments - Benefits Service	19,665,790	14,749,343	14,924,000	(174,658)	(1.2)	18
Support Services	426,099	0	0	0	0.0	
Depreciation	9,247	0	0	0	0.0	
Income	(20,239,721)	(14,832,799)	(14,943,881)	111,082	(0.7)	19

16) Savings have been made on employee costs through the first 9 months of the year as there are currently 2 vacant posts in the group and we have not replacing staff as they leave

17) Increase in Bailiff costs carrying out more enforcement against non-payment of local taxes. In addition, we have arranged training for key staff to cover important aspects of revenues and benefits going forward..

18) Demand for benefits has risen slightly over the anticipated budget. Benefit claims are very much demand led. However the impact of welfare reform will mean that Benefit Payments will fall in the longer term.

19) The income covering the cost of the increased payments noted above, has increased to cover the additional benefit payments being made. The additional income received from Central Government does not cover the full increase in payments being made.

Development Services	1,292,867	603,301	(46,097)	649,398	108	
Employees	1,336,035	997,592	970,560	27,032	2.7	20
Premises	41,586	8,061	9,480	(1,419)	(8.9)	
Transport	48,870	35,013	30,175	4,838	16.7	
Supplies & Services	366,707	245,977	179,829	66,148	(6.4)	21
Payments to Third Parties	215,410	122,465	143,553	(21,088)	10.9	22
Support Services	359,364	0	0	0	0.0	
Depreciation	39,897	0	0	0	0.0	
Income	(1,115,002)	(805,807)	(1,379,694)	573,887	(0.6)	23

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

Appendix 4 - Analysis of Capital Budget

	Profile Budget to Q3	Expenditure to Q3	(Over) / Under spend to Q3	% Slippage	Comments
Council Land & Buildings	3,527,358	4,073,500	(546,142)	(15)	- Leisure centre £597k over spend against budget. This is because progress is ahead of schedule on the project. Therefore the payment profile will be earlier than profile. Project is still projected to come within budget. - Roses theatre - Budget was increased to £250k and projected has been completed with capital expenditure meeting this budget figure. - Riverside and town regenerations £50k under budget - no spend as yet as plans are still being developed on how best to utilise this allocated funding.
Equipment	95,000	157,968	(62,968)	(66)	This overspend is due to the need to purchase a new Storage Area Network device that had not been budgeted for in the financial year
Capital Investment Fund	2,010,000	0	2,010,000	100	Assumption was that we would have made our capital investment in Q3 of 15/16 financial year. It now looks as though this will happen late in Q4 or early in the next financial year.
Community Grants	488,039	191,379	296,660	61	There has been slippage in individual organisations starting projects which has resulted in the amount currently invoiced behind profiled budget.
Housing & Business Grants	561,750	799,172	(237,422)	(42)	Additional expenditure is a result of the Flood Repairs grant (£258k) and Deerhurst Flood grant (£24k). These schemes are fully 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
	6,682,147	5,222,019	1,460,128	22	

Appendix 5 - Revenue Reserves for 15/16

Reserve	Balance 31st March 2015	Adjustments	Spent on Reserve Quarter 3	Reserve Remaining	Note
Asset Management Reserve	£296,128		£28,364	£267,764	
Borough Regeneration Reserve	£54,000	-£30,000	£7,631	£16,369	
Business Rates Reserve	£5,433,063		£0	£5,433,063	
Business Support Reserve	£105,554	-£1,611	£13,089	£90,855	
Business Transformation Reserve	£339,822	£175,953	£142,310	£373,466	6
Community Safety Reserve	£2,532		£2,342	£190	
Community Support Reserve	£15,000		£0	£15,000	
Elections Reserve	£9,892		£0	£9,892	
Flood Support and Protection Reserve	£409,230	-£48,389	£143,629	£217,212	1
Health & Leisure Development Reserve	£19,757		£3,140	£16,617	
Housing & Homeless Reserve	£41,260		£5,068	£36,192	
Interest Equalisation Reserve	£150,000	-£58,597	£0	£91,403	
MTFS Equalisation Reserve	£68,178		£0	£68,178	
Organisational Development Reserve	£38,868	-£17,356	£17,226	£4,287	
Development Management Reserve	£243,210		£100,383	£142,827	2
Development Policy Reserve	£470,330		£173,459	£296,871	3
Risk Management Reserve	£47,442		£36,981	£10,461	
Transport Initiatives Reserves	£193,800	-£15,000	£178,800	£0	4
Waste & Recycling development Reserve	£125,000	-£5,000	£60,368	£59,632	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	£1	£961,981	£9,605,835	

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:	23 February 2016
Subject:	Review of Customer Care Strategy
Report of:	Clare Evans, Communications and Policy Manager
Corporate Lead:	Mike Dawson, Chief Executive
Lead Member:	Councillor M Dean, Lead Member for Customer Focus
Number of Appendices:	One

Executive Summary:

In our Council Plan, we make the promise that we will put the needs of our customers at the heart of what we do and listen to what they say, treating people fairly and without bias. This Customer Care Strategy is an important step to making this a reality.

This Customer Care Strategy details how we plan to deliver our customer care and outlines the organisational commitments we will make to our customers.

In addition, our action plan shows where we want to be, and explains how we will monitor and report our progress in achieving these pledges. As part of our commitment to customer care, we will encourage the adoption of common customer care standards across the council.

Recommendation:

To RECOMMEND TO THE EXECUTIVE COMMITTEE that revised Customer Care Strategy be APPROVED as set out at Appendix 1.

Reasons for Recommendation:

We want to provide the best possible service to all of our customers, particularly in terms of resolving queries at the first point of contact. We recognise how important first impressions are, and how vital it is to get things right from the start.

Every time a customer contacts us, we must remember that the way they are treated, the standard of customer care they receive and the quality of the outcome all influence their opinion of us.

Resource Implications:

None directly arising from this report.

Legal Implications:

None directly resulting from this report.

Risk Management Implications:

Without clear customer care standards, there is a risk to our reputation.

Performance Management Follow-up:

Delivery of the strategy will be monitored by Overview and Scrutiny Committee on an annual basis.

Environmental Implications:

None.

1.0 INTRODUCTION AND BACKGROUND

1.1 Our Council Plan highlights our value that we will always put our customers first. We make the promise that we will put the needs of our customers at the heart of what we do and listen to what they say, treating people fairly and without bias. Supporting our values we also have an ethos that whatever we do will be 'better for customers, better for business'. This Customer Care Strategy is an important step to making these commitments a reality.

1.2 The proposed strategy was taken to an Overview and Scrutiny Committee workshop on 11 January where it was endorsed by Members. The standards within the strategy were also reviewed by the Corporate Leadership Team, Operational Team Managers and Group Managers prior to the Overview and Scrutiny Committee workshop.

2.0 PURPOSE OF THE STRATEGY

2.1 While customer care is clearly important to us as a Council, we have never had a Customer Care Strategy before.

2.2 This Customer Care Strategy aims to:

- Introduce a set of customer service standards for staff to follow.
- Make it easier, simpler and more convenient for customers to interact with us when requiring a service.
- Use feedback from our residents' survey to help shape future service delivery.
- Make sure our staff are equipped with the skills to deliver high quality customer service.
- Promote approaches to delivering services that are more convenient for customers and less expensive to deliver for the Council.
- In line with the Council's emerging digital strategy, utilise technology to manage and serve our customers' changing access needs better.
- Work with our partners in the Public Services Centre to ensure our customers experience a seamless and worthwhile experience when visiting the offices.

3.0 CUSTOMER CARE STANDARDS

3.1 This strategy details a set of customer services standards which outline, for the first time, what our customers can expect from their experience with us.

3.2 The standards will be adopted and embraced across the Council, and we will continue to work towards them to become a truly customer focused organisation. They cover:

- What customers can expect from us generally, as well as when they:
 - Phone us
 - Email us
 - Send a letter
 - Visit in person
 - Make an enquiry online
 - Make a formal complaint.

4.0 THE ACTION PLAN

4.1 To help us achieve the commitments we set out in this strategy, it is supported by an annual action plan. The action plan details how we will achieve our commitments to customer care and progress on this action plan will be reported each year to Overview and Scrutiny Committee.

5.0 OTHER OPTIONS CONSIDERED

5.1 None

6.0 CONSULTATION

6.1 The strategy was taken to a workshop of Overview and Scrutiny Committee on 11 January.

The Customer Care Standards were reviewed by CLT, Operational Team Managers and Group Managers prior to the Overview and Scrutiny Committee workshop.

7.0 RELEVANT COUNCIL POLICIES/STRATEGIES

7.1 The Council Plan and emerging Digital Strategy.

8.0 RELEVANT GOVERNMENT POLICIES

8.1 None

9.0 RESOURCE IMPLICATIONS (Human/Property)

9.1 None directly

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

10.1 None

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

11.1 None

12.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

12.1 None

Background papers:

None

Contact Officer:

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01684 272291 Clare.Evans@tewkesbury.gov.uk

Appendices:

Appendix 1 – Customer Care Strategy

Customer care strategy

2016



“ We will put the needs of our customers at the heart of everything we do ”

January 2016

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“excellent customer service

is part of everyone’s role - and not just our customer services team”

Foreword

In our Council Plan, we make the promise that we will put the needs of our customers at the heart of what we do and listen to what they say, treating people fairly and without bias. This Customer Care Strategy is an important step to making this a reality.

Excellent customer service is part of everyone’s role – and not just our Customer Services team. To reflect this we are introducing a set of Customer Care Standards, which sets out how we will approach the way we interact with our customers over the different contact methods. We want to make sure that when our customers contact us, we are helping them get what they need in that first contact or as few as possible, and they are regularly updated along the way.

At the same time, we must support our emerging Digital Strategy to encourage customers to do more general tasks online so that our staff can concentrate on helping customers with more complicated queries.

In addition, we are also placing an emphasis on the importance of gathering customer feedback to help us shape future service delivery – something which we haven’t previously done.



I look forward to seeing this strategy being implemented and welcome the positive outcomes that Tewkesbury Borough’s customers will receive through improved customer service.

Cllr Mike Dean
Lead Member for Customer Focus

Introduction

Our Customer Care Strategy details how we plan to deliver our customer care and outlines the organisational commitments we will make to our customers.

In addition, our action plan (at appendix 1) shows where we want to be, and explains how we will monitor and report our progress in achieving these pledges. As part of our commitment to customer care, we will encourage the adoption of common customer care standards across the council.

Why do we need a strategy?

We want to provide the best possible service to all of our customers, particularly in terms of resolving queries at the first point of contact. We recognise how important first impressions are, and how vital it is to get things right from the start.

Every time a customer contacts us, we must remember that the way they are treated, the standard of customer care they receive and the quality of the outcome all influence their opinion of us.

Given the wider context local government sits in and the changing nature of the way in which people interact with us, we sit within a constantly changing environment. We must be able to respond to the changing needs and circumstances of our customers, while recognising customers who wish to contact us using traditional methods. We must be able to recognise and embrace any new opportunities for our customers and ourselves as they arise.

Who are our customers?

Everyone who lives, works, learns, visits and does business in Tewkesbury Borough is a potential customer of Tewkesbury Borough Council.

We know that:

- According to the Mid 2014 Population Estimates, our population is made up of people aged:
 - 0 to 19 = 19,010
 - 20 to 64 = 48,207
 - 65 to 84 = 16,040
 - Over 85 = 2,527
- Tewkesbury Borough Council now serves a population of 85,784.
- 94 per cent of our population is white British/Scottish/Northern Irish/English (Census 2011).
- 16.5 per cent of population has a disability which limits day-to-day activity (Census 2011).
- The borough’s population has risen in recent years and is predicted to rise significantly in the next 25 years.
- There are more than 3650 companies with a registered address in Tewkesbury Borough.
- Tewkesbury Borough attracts more than 1.5m visitors each year – bringing in £96m spend.

We need to make sure that the council is able to support all our customers so that we can provide an excellent customer experience, whatever their needs.

What are our customers telling us?

We want to provide the best possible service to all our customers. They are the best people to tell us:

- How we are doing.
- What we can do to improve a service.
- What problems they have experienced - this allows us, where appropriate, to apologise, put it right and stop it from happening again.

In developing this strategy we have gained customer feedback from our 2013/14 Residents’ Satisfaction Survey to make sure customers’ views contribute to the direction we will take.

The Residents’ Satisfaction Survey, which we carried out over the summer in 2013, revealed some very positive results including that:

- 80 per cent of people are happy with the way we run things – compared to 52 per cent in 2008.
- 91 per cent of people believe Tewkesbury Borough is a good place to live – compared to 86 per cent in 2008.
- The council is top performing when compared with results nationally, which for satisfaction with the area lived in is 82 per cent and for satisfaction with the local council is 70 per cent.
- 79 per cent of people felt very or fairly well informed by Tewkesbury Borough Council about the services and benefits we provide.
- As well as providing information on general levels of satisfaction, the survey also revealed that satisfaction with specific services has improved overall, including recycling and refuse collection, and keeping public land

clear of litter and refuse. This information was disseminated to services so improvements from our residents’ feedback could be made where possible.

The survey, which is anticipated to be carried out again in spring 2016, was conducted via postal questionnaires using a sample of 3000 addresses. Nearly 700 questionnaires were returned, which provided the council with statistical assurance that the responses were representative of those that would be given by the resident population of Tewkesbury Borough.

For a full breakdown of the survey’s results, please visit www.tewkesbury.gov.uk/satisfactionsurvey

What do we need to do?

Our Council Plan highlights our value that we will always put our customers first. We make the promise that we will put the needs of our customers at the heart of what we do and listen to what they say, treating people fairly and without bias. Supporting our values we also have an ethos that whatever we do will be ‘better for customers, better for business’.

To ensure we achieve this, our Customer Care Strategy aims to:

- Introduce a set of customer service standards for staff to follow.
- Make it easier, simpler and more convenient for customers to interact with us when requiring a service.
- Use feedback from our residents’ survey to help shape future service delivery.

- Make sure our staff are equipped with the skills to deliver high quality customer service.
- Promote approaches to delivering services that are more convenient for customers and less expensive to deliver for the council.
- In line with our emerging digital strategy, utilise technology to manage and serve our customers’ changing access needs better.
- Work with our partners in the Public Services Centre to ensure our customers’ experience a seamless and worthwhile experience when visiting the offices.

Customer experience

It should be a priority for all staff to ensure that we make our customers’ experience a good one.

We have developed customer standards that support the council’s values to create satisfied customers, both internally and externally. These standards cover all our contact approaches including the internet, email, telephone, letter, and reception desk. Our standards will be made public, so that our customers are aware of the commitments we are making.

A separate digital strategy details our online approach to make accessing services more convenient for customers and less expensive for us. Over time we expect this to significantly improve customer experience.

Customer Services team

We also have a dedicated Customer Services team, which operates primarily as our front of house – directing our customers to the correct point of contact. The team also provides customer service at our Advice and Information Centres across the borough, as well as being the main customer contact for Ubico.

The Customer Services team has undergone significant changes in recent months, following a service review carried out in 2015/16.

Prior to the review, the service was recognised as a welcoming service, valued by customers with a friendly ‘can-do’ attitude from officers. The team however was isolated from the rest of the council, lacked clarity on its vision for the service and over its demand/performance data.

Now the review is complete, the structure of the team has been aligned to meet the current demand placed upon it. The team is now set up to meet the concept of a ‘front of house, meet and greet’ including the main point of contact for all Ubico-related enquiries. The team provides information and advice for each different council service and provides access for thousands of different contacts via telephone, online and face-to-face points.

Customer care standards

The customer services standards, which are being introduced as part of this strategy, detail what our customers can expect from their experience with the council.

What customers can expect from us

- We will provide accurate and clear information in response to your enquiries.
- We will be polite, friendly and helpful at all times.
- We will use plain English and will arrange for a translator if required.
- We will be open and honest about what we can or cannot deliver.
- If you need special help we will try to make arrangements that meet your needs.
- We aim to get it right first time, and where this isn’t possible we will ensure that we will keep you updated as we look into your enquiry.

When you phone us

- Our aim is to answer your phone call as quickly as possible during our opening office hours Monday to Friday.
- If we need to transfer your call, we will pass on your details so you don’t have to repeat yourself.
- We will keep our voicemail messages informative and up-to-date so you know when you will get a response, and we will offer an alternative number if your call is very urgent.
- If the employee is on leave, the voicemail message will inform you when he/she will return and will provide an alternative number for you to call.

When you email us

- We will deal with your email as soon as possible.
- We will send a full reply within ten working days or an explanation of any delays with a new date for a full reply
- If the employee you email is away you will receive an automatic reply giving their return date, and the name and number of an alternative contact.

When you send a letter

- We will respond to enquiries made by letter within 10 working days. In most cases this will be a full response but if the issue will take longer to consider or resolve we will tell you.
- The reply will give the name, title, department, telephone number and work address of the person dealing with your query.

When you visit us in person

- Our offices will be clean, tidy and accessible to all customers.
- We will see you as quickly as possible – within five minutes of you arriving - but if there is a delay we will keep you updated and provide an explanation.
- We will regularly review information in receptions to ensure it is up to date.

When you make an enquiry online

- We will ensure information contained on our website is accurate and up-to-date.
- You will receive a response to your enquiry within 10 working days. In most cases this will be a full response but if the issue will take longer to consider or resolve we will tell you.

When you make a formal complaint

- All complaints are treated with respect and in confidence.
- We will acknowledge your complaint within two working days.
- We will provide a full response within 10 working days.

Delivery of customer care

We want to build upon our achievements in delivering quality customer care, and make sure that we support our staff in providing the best possible experience for our customers.







Our commitment through this strategy is to have a ‘can-do’ attitude and support customers by going the extra mile for them. This will be achieved by providing the customer with an efficient service, delivered by welcoming, knowledgeable and professional staff.

To help us achieve this commitment, this strategy is supported by an annual action plan, which details how we will achieve our commitments to customer care. Progress on the action plan, and any new actions, will be reported each year to Overview and Scrutiny Committee.

Customer care strategy action plan 2016/17

The following actions will be completed by April 2017





Appendix one

Action	Description	Responsible officer	current status	Comment
To introduce a set of customer care standards across the council.	To work with staff and councillors to adopt a set of customer care standards, so that our customers receive a consistent service from the council. This will include appropriate promotion of the standards, including posters, online and in our Council Plan.	Policy and communications manager		Once this strategy has been adopted, the standards will be promoted internally and externally.
To provide customer service training to all services across the council.	To ensure staff are trained to understand the importance of customer service, and how to deliver quality customer care.	Policy and communications manager		This work has not yet started - anticipated start date of July 2016
To support the development of a Digital Strategy.	Work with the Policy and Communications team to ensure that quality customer care is a priority within the Digital Strategy. To promote digital methods as a first option to support the Digital Strategy.	Policy and communications manager Customer services team leader		Work has started on this, and quality customer care will be an important feature throughout the strategy.
To support the development of an integrated reception area for the Public Services Centre, which focuses on delivering quality customer care.	As the Public Services Centre develops, our front of house is likely to evolve. It is important that this area has a focus on delivering quality customer care.	Policy and communications manager Customer services team leader		
To review the effectiveness of the Advice and Information Centre buildings	To carry out a review the effectiveness of the AICs and decide whether the buildings they are located within are the most suitable.	Policy and communications manager		Work has not started on this yet - anticipated start date of March 2016.
To carry out a residents' satisfaction survey in 2016/17 and use the feedback to improve future service delivery.	Our last satisfaction survey was carried out in 2013/14. The council made a commitment to carry out a survey every two years so that we understand what our customers think of us. This was also picked up as being an important piece of work within the peer review report.	Policy and communications manager Corporate services officer		A report will go to Executive Committee for a decision on whether to continue to carry out a residents' satisfaction survey.




Customer care strategy action plan 2016/17

The following actions will be completed by April 2017

Appendix one

Action	Description	Responsible officer	current status	Comment
To review customer feedback systems to ensure there is a consistent and approach and feedback is acted upon.	This is an important action from the Peer Review, and will allow us to ensure we are putting our customers' views and feedback into shaping future service delivery.	Policy and communications manager Corporate services officer		Work has not started on this yet but it is anticipated to start in March 2016.
To support the Customer Services team to complete Level 3 NVQs in customer service.	To encourage all members of the customer services team to undertake an NVQ of customer services. This will help us to ensure our team is trained to a high level in this area.	Customer services team leader		Members of the team are currently completing their NVQs.
To introduce a virtual customer forum to gain feedback on various issues, including emerging strategies and policies.	A virtual customer forum would allow us to gather the views of customers when we need it – for example when we are developing a strategy which would have a direct impact on our customers.	Communications and policy manager		An article encouraging members of the public to sign up to the virtual forum will be included in Tewkesbury Borough News spring edition.
To develop a new complaints framework	Review our system and plan how we can run this more effectively – both for the council and for the customer.	Programme officer		The new complaints framework will be introduced in March 2016.

Current status key

-  Work has not started yet
-  Work has started and is progressing
-  Work is on track for completion before April 2016

Clare Evans
Policy and Communications Manager
Tewkesbury Borough Council
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Our customer care standards

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-

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-

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-

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-

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 - We will regularly review information in receptions to ensure it is up to date.
-

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-

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- We will acknowledge your complaint within two working days.
- We will provide a full response within 10 working days.

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	23 February 2016
Subject:	Disabled Facilities Grants Review Report
Report of:	Val Garside, Environmental and Housing Services Group Manager
Corporate Lead:	Rachel North, Deputy Chief Executive
Lead Member:	Councillor J R Mason, Lead Member for Clean and Green Environment
Number of Appendices:	Two

Executive Summary:

A review of the way in which Tewkesbury Borough Council administers Disabled Facilities Grants has been undertaken by a Working Group of the Overview and Scrutiny Committee. The review considered the Council's (and its partners) current approach in administering the grant, and what alternative processes could be used instead of, and in addition to, those currently employed.

The report sets out the findings from the review and makes recommendations in respect of how the grant could be administered in the future.

Recommendations:

To ADOPT the Disabled Facilities Grants Review Report and to refer it for consideration by the Executive Committee.

Reasons for Recommendation:

At a meeting of the Overview and Scrutiny Committee on 21 July 2015, it was agreed to establish a Working Group to review the Council's approach to Disabled Facilities Grants. A Terms of Reference for the Working Group was also approved at that meeting.

Resource Implications:

Officer time to carry out the review has been met from existing allocated resources. The recommendations contained in the report will be implemented using existing resources.

Legal Implications:

As contained in the report.

Risk Management Implications:

If the Council does not have in place effective arrangements for administering DFGs then there is a reputational risk of failing to comply with statutory requirements, leading to potential interventions from the Ombudsman or judicial review. The Council also contributes capital funds, therefore, there are financial risks to not administering grants effectively. There could also be customer dissatisfaction leading to increased complaints.

Performance Management Follow-up:

The recommendations of all Overview and Scrutiny Reviews are monitored every six months. The number and value of Disabled Facilities Grants administered is monitored by means of a performance indicator and this is reported to Overview and Scrutiny Committee on a quarterly basis.

Environmental Implications:

None.

1.0 INTRODUCTION/BACKGROUND

1.1 At a meeting of the Overview and Scrutiny Committee on 21 July 2015, it was agreed to establish a working group to review the Council's approach to Disabled Facilities Grants (DFG). That meeting's report also gave a brief overview of what DFGs are and why Tewkesbury Borough Council administers them. The Group's Terms of Reference are shown at Appendix 1 to this report. At the first meeting, Councillor T A Spencer was elected to chair the group. Other Members are Councillors Mrs G F Blackwell, K J Cromwell and Mrs P E Stokes plus the Lead Member for Clean and Green Environment.

2.0 THE REVIEW FINDINGS

2.1 The review was carried out as there were some issues that Members wished to identify and consider, essentially to ensure that the scheme is 'fit for purpose' and cost-effective. The Working Group was asked:

1. To gain a clear understanding of:
 - a. The statutory and discretionary processes involved in allocating grants and how they are applied locally.
 - b. How grants are funded (including comparisons with other local authorities).
 - c. What agencies are involved in the processes and what role they fulfil (including the involvement of registered providers).
 - d. The potential use of previously adapted properties.
2. To consider the Council's current approach in administering grants, in particular how current practices impact on those who could or do benefit from applying.
3. To look at good practice elsewhere, especially those that provide cost effectiveness and good customer satisfaction.
4. To determine possible ways in which processes can be improved.

2.2 The Working Group met three times, on 24 September and 30 November 2015, and finally on 28 January 2016. Meetings have been attended by Officers from Environmental Health, Finance and the Performance teams. Updates on the progress of the review were given after each Working Group meeting to meetings of the Overview and Scrutiny Committee.

- 2.3** The Working Group concentrated on examining the following areas of potential improvement:
1. Better and earlier information being given to those with a disability regarding their options, including assistance to move to a more suitable property when that is their wish, or one that could be more easily adapted.
 2. Streamlining the application process and the correspondence sent once the grant has been approved.
 3. Potential improvements in the procurement of contractors and equipment, including benefits of using schedules of rates and alternatives to fixed equipment currently being provided.

Other agencies and partners were kept informed of the review and there were positive contributions by other agencies at an Officer level. Some of the recommendations will involve partner agencies to assist with implementation to achieve ideal outcomes.

- 2.4** At the final meeting of the Working Group, Members heard from Mary Morgan, Joint Commissioner (Older People and Better Care Fund), NHS Gloucestershire Clinical Commissioning Group/Gloucestershire County Council. Members were given an overview of the Better Care Fund (which provides finance for Tewkesbury Borough Council to deliver DFGs), local priorities and the national context, including projects being delivered by the fund. Members also debated a draft report and action plan.
- 2.5** The DFG Working Group report and action plan is attached in Appendix 2. It includes an outline of the review findings, provides an update on the current performance of the service and details the progress of the service improvements being undertaken.
- 2.6** After considering current methods of delivery, the performance of Tewkesbury Borough Council compared to partners, and good practice that could be implemented, Members concluded that the recommendations contained in the action plan to the report will help improve the effectiveness (including cost effectiveness) of the service and should provide a service that can react better to future predicted demands.

3.0 OTHER OPTIONS CONSIDERED

- 3.1** The Working Group considered a number of options as part of the review.

4.0 CONSULTATION

- 4.1** Gloucestershire County Council and Severn Vale Housing Society both contributed to the work of the group and have expressed a wish to positively contribute to the improvement of the DFG process.

5.0 RELEVANT COUNCIL POLICIES/STRATEGIES

- 5.1** Council Plan 2012-16 – Priority 4 (Improve the quality of the housing stock): ‘Work with Public Health to develop new approaches to enablement and adaptations for disabled people’.

6.0 RELEVANT GOVERNMENT POLICIES

- 6.1** Housing Grants, Construction and Regeneration Act 1996; Part 1, Chapter 1: ‘Disabled Facilities Grants’.

7.0 RESOURCE IMPLICATIONS (Human/Property)

7.1 Implementing the review recommendations can be met from existing resources.

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

8.1 Effective outcomes will have a positive impact on the most vulnerable people living in the Borough.

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

9.1 Effective outcomes will also have a positive impact on the cost of providing adaptations and will help ensure a safe and healthy environment for applicants.

10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

10.1 None.

Background Papers: None

Contact Officer: David Steels, Environmental Health Manager
01684 272172 david.steels@tewkesbury.gov.uk

Appendices: Appendix 1 - DFG Working Group Terms of Reference
Appendix 2 - Overview and Scrutiny Committee Scrutiny Review of Disabled Facilities Grants Report

Disabled Facilities Grants Review – Terms of Reference

Introduction

An Overview and Scrutiny Working Group will be asked to work with Officers to review the Council's approach to dealing with Disabled Facilities Grants (DFGs).

Purpose of the Review

1. To gain a clear understanding of:
 - a. The statutory and discretionary processes involved in allocating grants and how they are applied locally.
 - b. How grants are funded (including comparisons with other local authorities).
 - c. What agencies are involved in the processes and what role they fulfil (including the involvement of registered providers).
 - d. The potential use of previously adapted properties.
2. To consider the Council's current approach in administering grants, in particular how current practices impact on those who could or do benefit from applying.
3. To look at good practice elsewhere, especially those that provide cost effectiveness and good customer satisfaction.
4. To determine possible ways in which processes can be improved.

Who should we consult?

- Relevant Council Officers (e.g. Environmental Health, Housing, Finance).
- Other agencies involved in the delivery of services (e.g. occupational therapists, Safe at Home improvement agency, works contractors etc).
- Service user representatives.
- Housing providers (e.g. registered providers).
- Neighbouring authorities/good practice authorities.

Support

- David Steels.
- Kevin Wood.
- Corporate Services.
- Democratic Services.

How long will it take?

Aim to start review in September 2015 and complete by December 2015.

Outcomes

To deliver:

- an efficient system;
- best value for the Council; and
- appropriate levels of support for disabled residents.

Overview and Scrutiny Committee

Scrutiny review of disabled facilities grants



February 2016

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Glossary

BCF	Better Care Fund
CCG	Clinical Commissioning Group
CEDM	Community and Economic Development Manager
DFG	Disabled Facilities Grant
EHM	Environmental Health Manager
FM	Finance Manager
GCC	Gloucestershire County Council
HA	Housing Association
HIA	Home Improvement Agency
HTO	Housing Technical Officer
OT	Occupational Therapist
SHM	Strategic Housing Manager
SVHS	Severn Vale Housing Society
TBC	Tewkesbury Borough Council

2. Introduction and background to the report

2.1 Disabled facilities grants (DFGs) help towards the cost of essential adaptations to homes to enable applicants to live more independently. The grant is mandatory for those who need better freedom of movement into and around their home, up to a maximum of £30,000 per applicant. It is subject to a financial means test. It is a statutory function delegated to local housing authorities in England, with Tewkesbury Borough Council’s (TBCs) Environmental Health section administering locally. To apply for a grant, applicants will first need to be assessed by an Occupational Therapist (OT) from Gloucestershire County Council (GCC) who will find out if a major adaptation best meets the customer’s needs.

2.2 The council receives financial support to deliver the service but in addition, current budgeted capital expenditure is £220,000 per annum.

2.3 At Transform Working Group held on 13 November 2014, a paper on DFGs was presented, with the outcome being to refer a review of DFGs to the Overview and Scrutiny Committee. This was due to changes in the way DFGs were financed, the cost of adaptations, the number of different agencies involved and the increasingly ageing population.

2.4 It was felt appropriate that an Overview and Scrutiny Committee Working Group be formed to review the council’s approach to dealing with DFGs. The subject area meets the key criteria for undertaking a scrutiny review:

- The issue impacts upon one or more sections of the community.
- The issue is strategic and significant.
- The scrutiny activity can add value to the process and should lead to effective outcomes.
- It is a community concern.

2.5 Members were informed that DFGs helped towards the cost of essential adaptations to homes to enable applicants to live more independently. It was felt that it was an appropriate time to undertake a review of the council’s approach to dealing with DFGs. It was recommended that a small working group be established to conduct the review with the membership drawn from the Overview and Scrutiny Committee and including the Portfolio Holder for Clean and Green Environment, which covers Environmental Health.

3. Terms of Reference

Introduction

An Overview and Scrutiny Working Group will be asked to work with officers to review the council’s approach to dealing with DFGs.

Purpose of the Review

The working group will be asked:

1. To gain a clear understanding of;
 - a. The statutory and discretionary processes involved in allocating grants and how they are applied locally.
 - b. How grants are funded (including comparisons with other local authorities).
 - c. What agencies are involved in the processes and what role they fulfil (including the involvement of registered providers).
 - d. The potential use of previously adapted properties.
2. To consider the council’s current approach in administering grants, in particular how current practices impact on those who could or do benefit from applying.
3. To look at good practice elsewhere, especially those that provide cost effectiveness and good customer satisfaction.
4. To determine possible ways in which processes can be improved.

Who should we consult?

- Relevant council officers (e.g. Environmental Health, Housing, Finance).
- Other agencies involved in the delivery of services (e.g. OTs, Safe at Home home

improvement agency (HIAs), works contractors etc).

- Service user representatives.
- Housing providers (e.g. registered providers).
- Neighbouring authorities/good practice authorities.

Support

- David Steels - Environmental Health Manager
- Kevin Wood - Environmental Health Technician
- Corporate Services.
- Democratic Services.

How long will it take?

Aim to start review in September 2015 and complete by December 2015.

Outcomes

To deliver;

- An efficient system.
- Best value for the council.
- Appropriate levels of support for disabled residents.

4. Membership and methodology of the task group

4.1 Membership of the task group was:

- Councillor Mrs G F Blackwell
- Councillor K J Cromwell
- Councillor T A Spencer
- Councillor Mrs P E Stokes
- Councillor J R Mason (the Lead Member for Clean and Green Environment.)

4.2 The work of the group was supported by officers across the council and external bodies including Severn Vale Housing Society Ltd (SVHS), and GCC.

4.3 The task group met on 24 September 2015, 30 November 2015 and 28 January 2016. Update feedback was given to meetings of the Overview and Scrutiny Committee after each meeting.

5. Findings

What is a Disabled Facilities Grant?

5.1.1 Mandatory DFGs were first introduced in legislation in 1989 and are available (subject to a financial means test) for essential adaptations to give disabled people better freedom of movement into and around their homes and to give access to essential facilities within the home. The types of work that mandatory DFGs cover is:

- Making it easier to get into and out of the dwelling by, for example, widening doors and installing ramps.
- Ensuring the safety of the disabled person and other occupants by, for example, providing a specially adapted room in which it would be safe to leave a disabled person unattended or improved lighting to ensure better visibility.
- Making access easier to the living room.
- Providing or improving access to the bedroom, and kitchen toilet, washbasin and bath (and/or shower) facilities; for example, by installing a stair lift or providing a downstairs bathroom.
- Improving or providing a heating system in the home which is suitable to the needs of the disabled person.
- Adapting heating or lighting controls to make them easier to use.

- Improving access and movement around the home to enable the disabled person to care for another person who lives in the property, such as a spouse, child or another person for whom the disabled person cares.
- Facilitate access to and from a garden by a disabled occupant or make access to a garden safe for a disabled occupant.

5.1.2 DFGs are monitored at TBC by way of a local performance tracker. Information regularly provided includes numbers of grants and total budget allocated.

5.1.3 A person can apply for a DFG for themselves or someone living in the property if they have a disability. Under the terms of the National Assistance Act 1948 or the Children Act 1989, someone is disabled if:

- Their sight, hearing or speech is substantially impaired.
- They have a mental disorder or impairment of any kind.
- They are physically substantially disabled by illness, injury impairment present since birth, or otherwise.
- They are registered disabled (or could be registered) with the social services department.

5.1.4 Before issuing a DFG we must know that the works are necessary and appropriate to meet the needs of the disabled person and are reasonable and practicable depending on the age and condition of the property. In reaching a decision the authority will consider whether the proposed adaptations or improvements:

- Are needed to provide for a care plan to be implemented which will enable the disabled occupant to remain living in their existing home as independently as possible.
- Would meet, as far as possible, the assessed needs of the disabled person taking into account both their medical and physical needs.
- Distinguish between what is desirable and possible legitimate aspirations of the disabled person, and what is actually needed and for which grant support is fully justified.

5.1.5 We must consult social services authorities in coming to a view on whether the proposed works are ‘necessary and appropriate’ – in addition we must decide whether those works are ‘reasonable and practicable.’ We do this by working with OTs, most of which now work on the ground floor of the Tewkesbury Borough Public Services Centre.

5.1.6 A local authority must give a DFG if the applicant meets the conditions of getting one.

5.2 Finance

5.2.1 The financial test of applicants largely mirrors the system of calculating entitlement to housing benefit. The amount paid is usually based on a financial assessment (a means test) of a person's average weekly income in relation to their outgoings. Even if they have been assessed as in need of an adaptation the grant will be affected if their income and

savings exceeds the limit of the test of resources. They may receive a full grant or may be required to make a contribution towards the cost of the works. The maximum grant limit in England is £30,000. Certain payments to the most seriously disabled service personnel are disregarded for the purposes of assessing eligibility. The means test does not apply where an application for grant is made by the parent or guardian of a disabled child or young person (under 19 years).

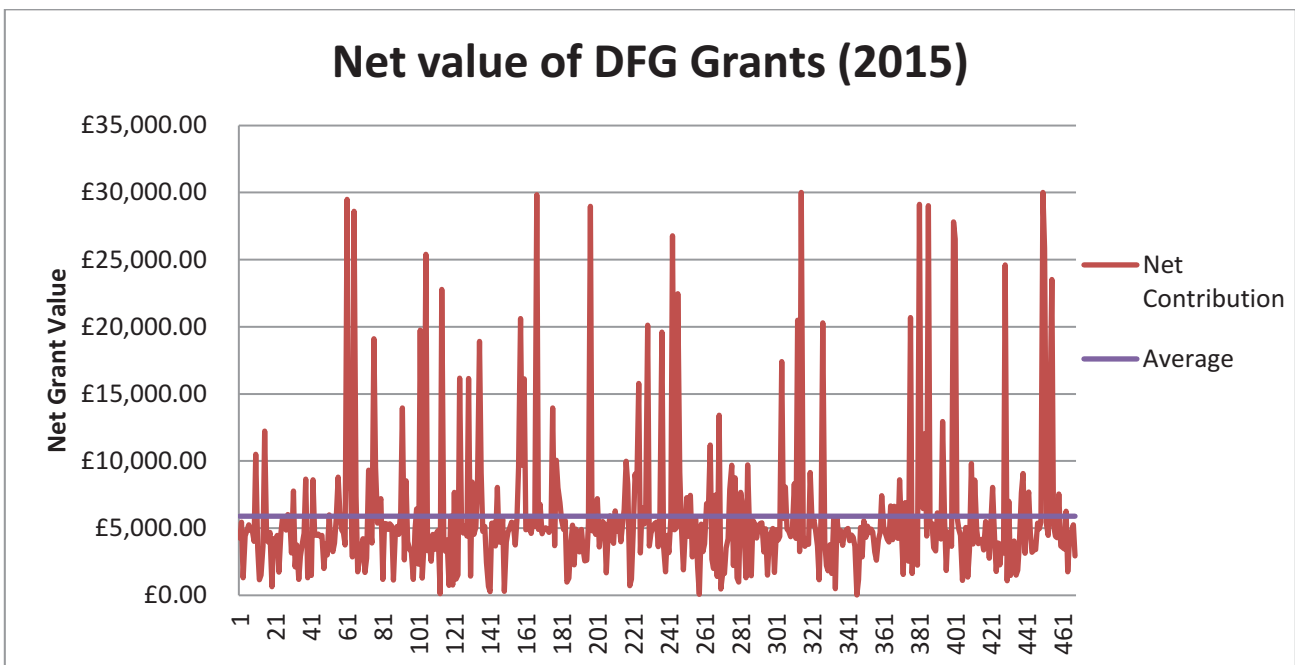
5.2.2 The last major change to grant regulations by government was in 2007. At this time the means test in respect of grants for children was scrapped and subsequently the maximum grant amount was raised from £25,000 to £30,000.

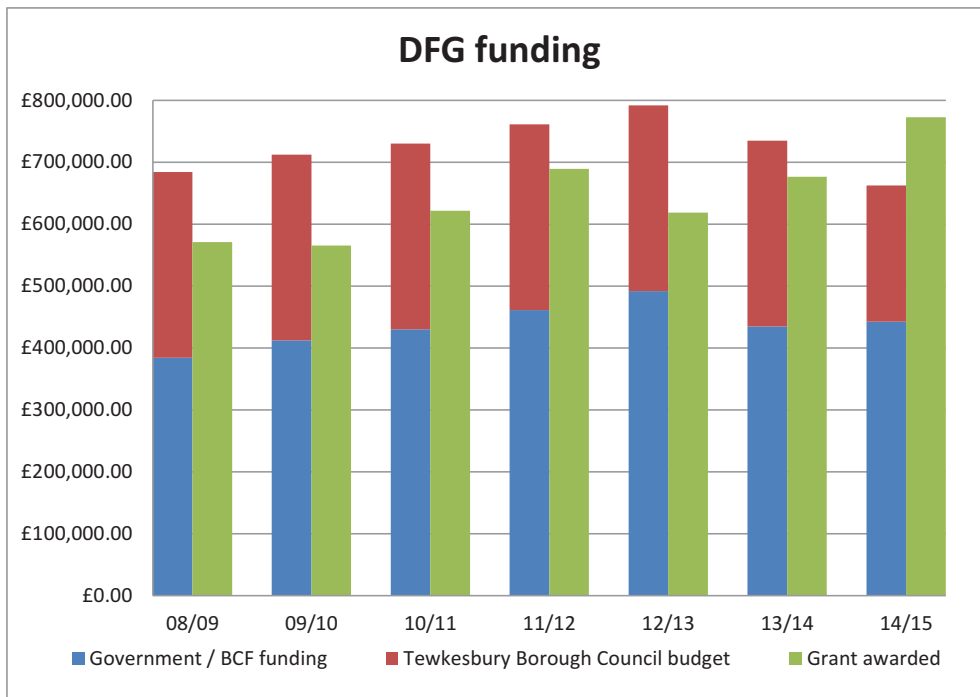
5.2.3 In 2012/13, overall expenditure on DFGs by TBC was £618,521, in 2013/14, it was £676,577 and in 2014/15 it was £772,409.

5.2.4 Although central government funding has gradually risen over the past 15 years it has only kept pace with inflation. Consequently the central government subsidy only accounts for a proportion of the resources LAs put into DFGs. TBCs medium term financial plan offers £220,000 of capital funding over the next five years to meet the local demand (most authorities do the same; all in Gloucestershire do so) but as more capital projects are approved we may have to look at other ways of financing DFGs or find ways of reducing our contribution. The graph on page six shows DFG historical capital allocation over and above the government / Better Care Fund (BCF) (see 5.2.6) allocation compared with the total grant awarded.

“A local authority must give a DFG if the
applicant meets the conditions
of getting one”

	2010/11	2011/12	2012/13	2013/14	2014/15
Referrals	157	129	152	162	150
Approvals	115	110	101	117	135
Completed	111	109	108	118	129
Grants completed £1,000 - £5,000	55	69	56	65	78
Grants completed £5,000 - £10,000	44	30	40	42	39
Grants completed over £10,000	12	10	12	11	12
Spend Total	£621,627	£689,192	£618,521	£676,577	£772,409





5.2.5 Housing association (HA) tenants are entitled to apply for a DFG. All do, including SVHS tenants. The cost of the adaptation falls to the local authority and not the HA. Spend on housing association properties averages around 40% per year. Figures in the past two years for other Gloucestershire authorities without their own stock or an ALMO range from 39% to 64% of the budget spent on HA properties.

5.2.6 As part of the June 2013 Spending Review the government announced the creation of a pooled fund to enable the NHS and local authorities to jointly commission health and social care services. The 2015-16 allocations to the Better Care Fund for Gloucestershire have been confirmed by the Gloucestershire Health and Wellbeing Board as follows: Total: £39.948m comprising £35.989m from the Clinical Commissioning Group (CCG) to the Better Care Fund; £1.409m Social Care Capital

Grant; and £2.550m DFG. This year the funding allocation to all districts for DFGs has been ring-fenced at the capital levels from 2014/15, however, this ring-fence ceases next financial year, i.e. the administrators of the fund are not obliged to specifically provide funding for DFGs. Nevertheless the direction of travel is a move to more planned care and to avoid unplanned admissions to hospitals and care homes where care can be provided more effectively in people’s homes or the community.

5.2.7 It is ultimately the health service rather than local authorities that benefit financially from the preventative measures of DFGs and funding mechanisms need to reflect this reality. A number of studies have recognised that there is a financial benefit to the government as a whole in providing DFGs that enable applicants to remain in their own homes. When weighed

up against the cost of a place in a residential home, the cost of a DFG which allows an applicant to remain in their own home makes financial sense.

making any contributions over and above that amount if the situation remains unchanged.

5.2.8 The CCG have no intention of recommending a reduction of the ring fenced funding identified for DFGs in the Better Care Fund moving forward. However, they have expressed a firm view that HAs should be funding adaptations in their own stock through revenue contributions and would not therefore be

5.2.9 There is already pressure on the DFG budget across the whole of the country and this will only increase as people are living longer and the percentage of the older population increases.

5.3 Staffing by Tewkesbury Borough Council

Officer	Description of work	Approx. weekly hours spent on DFGs
Environmental Health Manager	Operational Management Grant approvals Payments Authorise completion	2
Technical Housing Officer	Means test Property surveys Liaising with contractors Liaising with OTs “Snagging” visits Advice and Information Completion visits	30
Administrative Officer	Advice and information Correspondence Arrange for payments	15

5.4 Demographics

5.4.1 In Gloucestershire, the number of people aged 75 and over (the ages at which home adaptations and other service support is most likely to be required) is projected to increase each year by an average of 1,500 between 2010 - 2020 and by 2,300 each year between 2020 and 2035.

5.4.2 According to 2012 population projections, numbers aged over 65 in Tewkesbury borough will rise from 20,000 in 2016 to 30,000 in 2037.

5.5 The application process

5.5.1 The group considered the process below which describes the method whereby a grant applicant's home is adapted. It describes a 'usual' process which most grants follow, however it is recognised that many projects could be subject to additional steps due to their unusual nature. These tend to be bespoke and therefore impossible to describe for every situation in this report. Stairlifts are an example of a type of adaptation which tends to involve less of the process due to OTs obtaining quotations for work.

5.5.2 The initial approach to social services can be either from the person themselves or a referral from elsewhere such as a GP. An OT will arrange to visit the applicant to assess their needs and will produce a report with recommendations for the specific work that needs to be carried out.

5.5.3 The OT will refer the case to TBC on a (countywide agreed) referral form. This will provide address and personal details.

5.5.4 The applicant will be visited by an officer who will help complete the application form and will collect information to help complete the means test and identify both the applicant and the owner of the property to be adapted. The officer will also identify if and how the wishes of the OT can be realised in the applicant's home.

5.5.5 The assumption is made that the applicant will receive a DFG. Officers make enquiries as to if the applicant would like to move, but it was felt that this happens too late in the process and few options are offered to the applicant. It was recognised that moving may not be the answer for everyone as they may be in the most suitable accommodation for them. Also the applicant may not want to move and there is no way to either force someone to move or to threaten not to pay a grant if they are eligible.

5.5.6 The officer will carry out the means test and inform the applicant if they have any contribution to make. The officer will complete a schedule of works and ask the client or their agent to see two quotations for the work required.

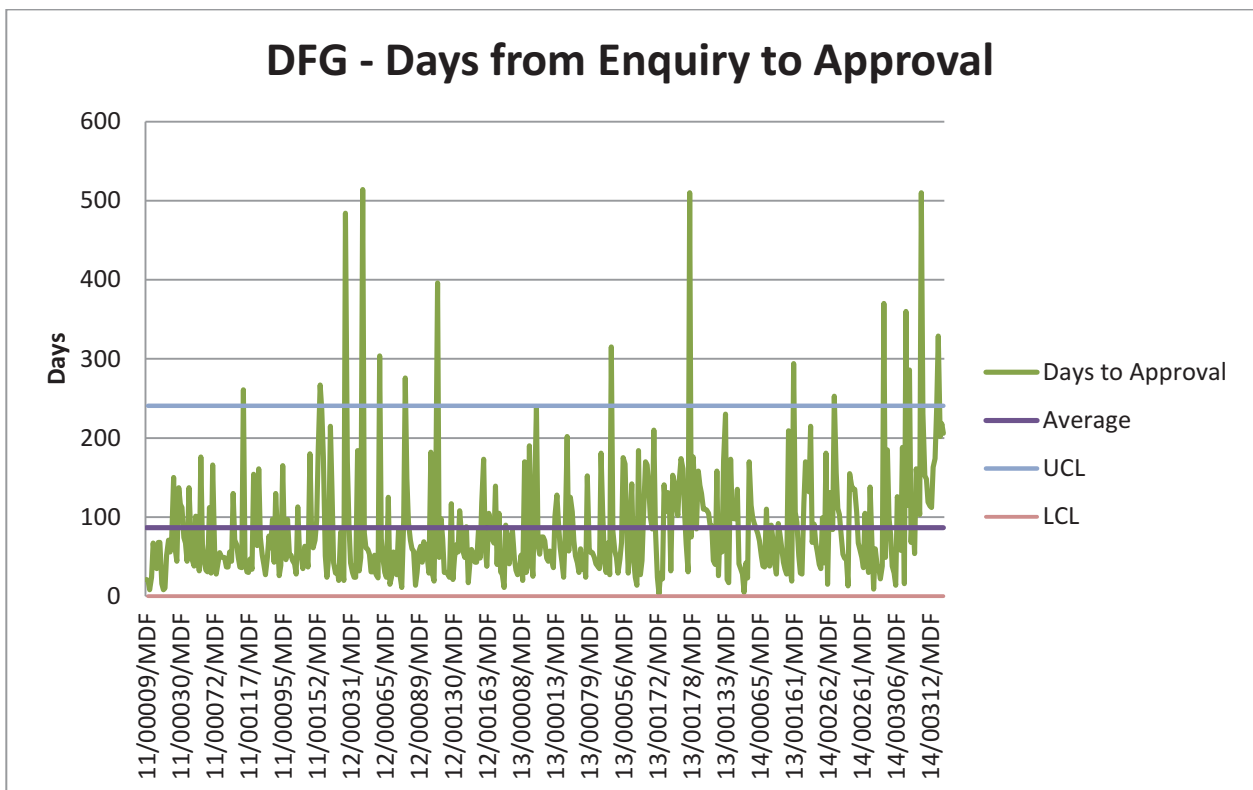
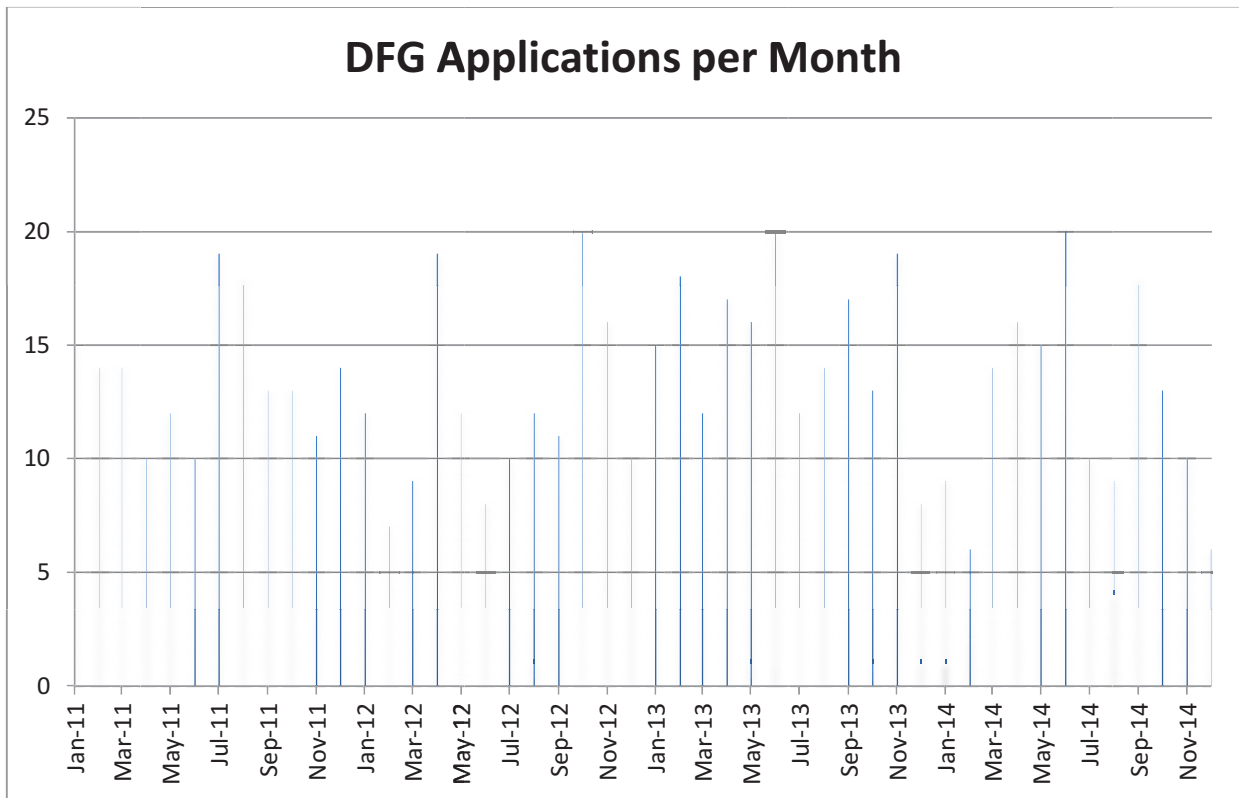
5.5.7 The OT is invited to pass opinion as to if the schedule will meet the needs of the applicant.

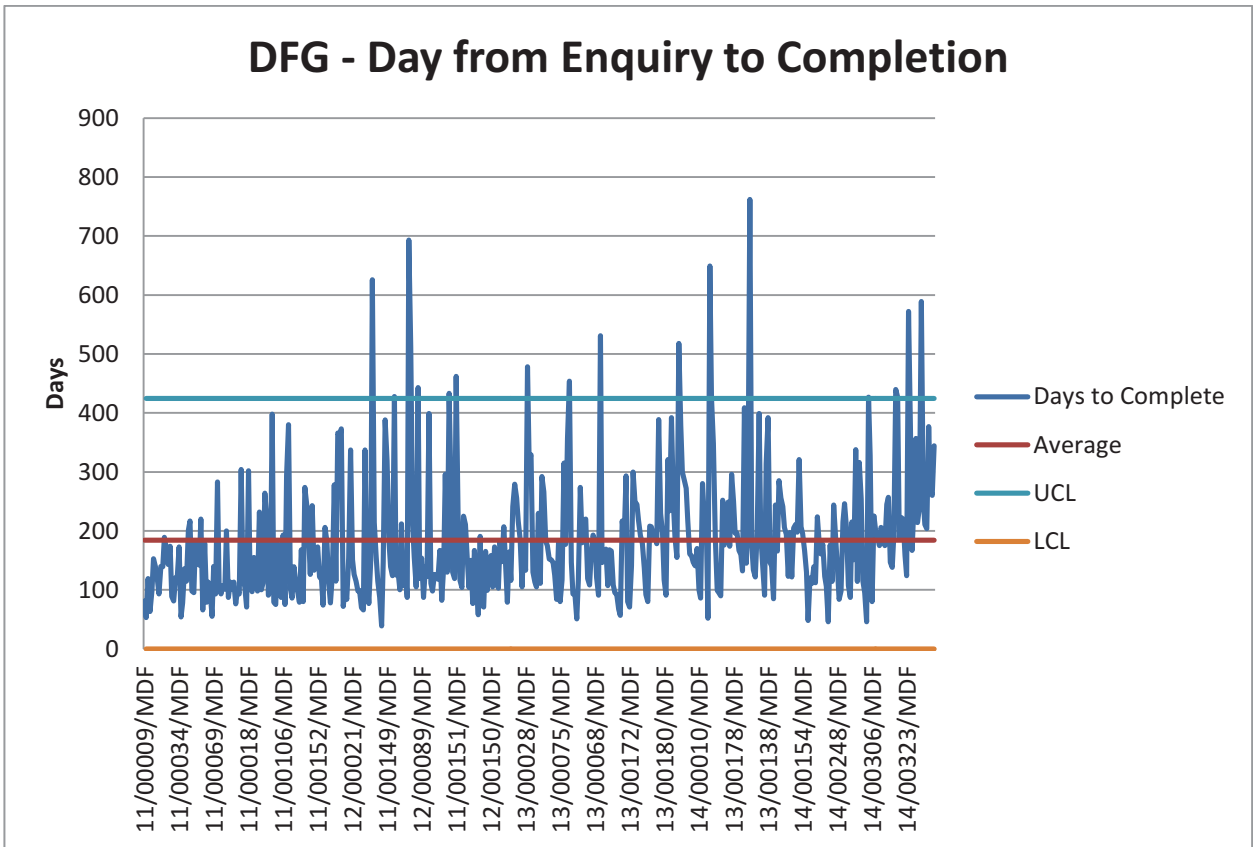
- 5.5.8** Once valid quotations are received, the grant is approved.
- 5.5.9** The applicant or their agent arranges for the work to be carried out.
- 5.5.10** For larger jobs, builders may ask for interim payments which are honoured if the work is seen to be satisfactorily complete. Progress checks may also be made on all jobs.
- 5.5.11** Once complete, the work is checked that it meets the requirements of the schedule. The OT is also invited to comment (sometimes a joint final visit is made to make sure the works meet the needs of the applicant although this is not always necessary).
- 5.5.12** Systems have been built up over time which means that all parties are kept informed, however this means that there is a lot of paperwork, some of which, although desirable isn't always necessary (e.g. there is no statutory requirement to carry it out). Also there has been no review carried out to see if the information meets the needs of the applicant.
- 5.5.13** Where the applicant is elderly, the time taken for the whole process to be completed has meant that they have little time to benefit from the adaptation before their requirements change. This may result in them applying again or reopening an existing grant application.

- 5.5.14** The group felt that currently there was a lot of duplication of work and effort, for instance completing forms on site and re-entering information on the back office computer database when back in the office.
- 5.5.15** The Gloucestershire Safe at Home HIA service is available for applicants to use, to help with the work involved in adapting their home. They tend to be used by the most vulnerable people who are unable to find contractors themselves.

5.6 Statistics

- 5.6.1** For applications approved between 1/4/2011 and 31/12/2014: Numbers of passported applications (i.e. applicant in receipt of a qualifying benefit):
- 312 applications approved
 - 244 passported
 - 78.2%
- 5.6.2** For applications approved between 1/4/2011 and 31/12/2014: Applications approved where the applicant has a financial contribution to pay:
- 312 applications approved
 - 38 with a contribution to make
 - 12.2%
 - 30 with no contribution to make
 - 9.6%



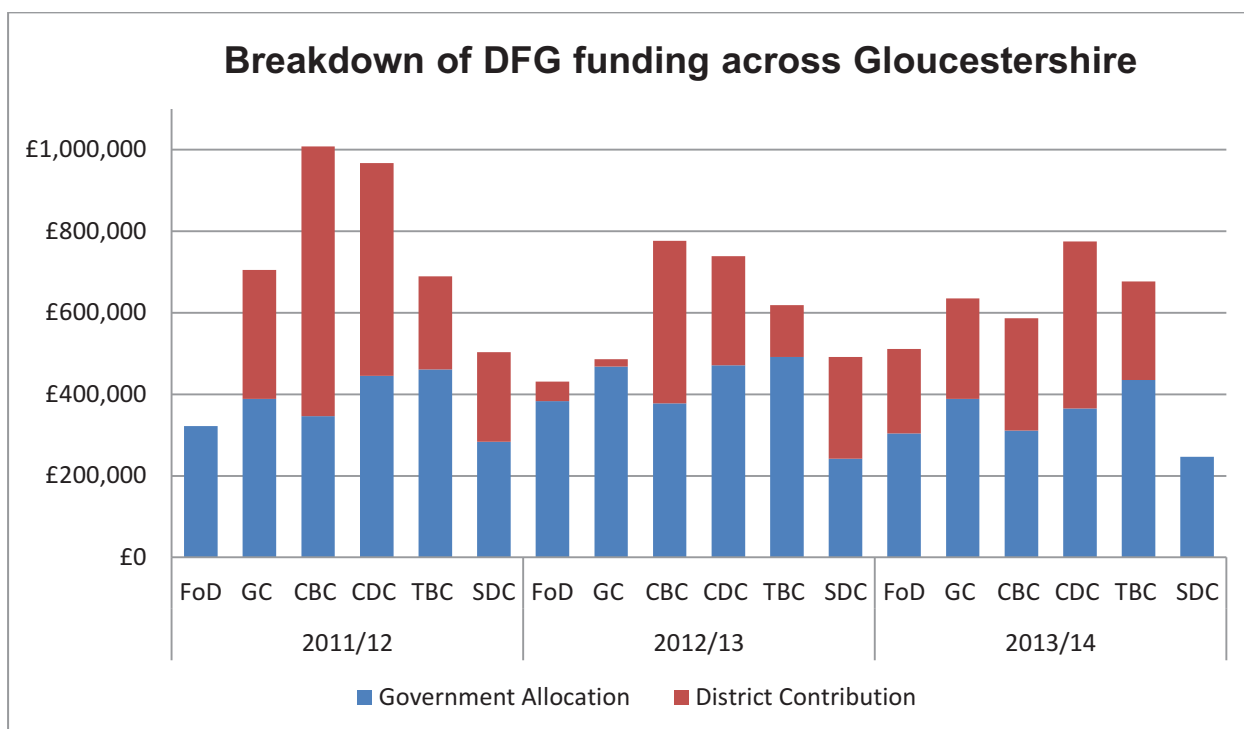


5.7 Benchmarking

5.7.1 The following tables provide information for comparison on the delivery of DFGs in all Gloucestershire districts.

		Cheltenham Borough Council	Cotswold District Council	Forest of Dean District Council	Gloucester City Council	Stroud District Council	Tewkesbury Borough Council
2013/14	Total DFG budget spend	£586,665	£ 775,250	#####	£635,429	£167,379	£676,577
	Total Net DFG budget spent on HA	£85,273	£494,998	£248,311	£56,413	£3,719	*
	% DFG budget spent on HA	15%	64%	49%	9%	2%	*
	Additional ALMO or Council HRA spend on adaptations	£439,587			£368,380	£300,261	
2012/13	Total DFG budget Spend	£490,516	£738,913	£431,552	£485,835	£276,328	£618,521
	Total Net DFG budget spent on HA	£36,399	£426,666	£166,901	£136,222	£3,124	£237,948
	% DFG budget spent on HA	7%	58%	39%	28%	1%	38%
	Additional ALMO or Council HRA spend on adaptations	£286,203			£393,826	£215,101	
2011/12	Total DFG budget Spend	£689,336	£967,148	£322,213	£704,736	£307,571	£689,192
	Total Net DFG budget spent on HA	£111,190	£487,009	£126,262	£121,232	£18,407	£334,619
	% DFG budget spent on HA	16%	50%	39%	17%	6%	49%
	Additional ALMO or Council HRA spend on adaptations	£318,741			£338,909	£195,569	

“Close co-operation between all partners will produce **consistency of service** and improved communication”



6. Conclusions

6.1 The Task Group reflected on the information and evidence they had considered throughout the review and arrived at the following conclusions:

6.2 TBC officers work closely with OTs and other districts in Gloucestershire to offer as joined-up a service as possible and as such many joint processes and procedures have been developed over time. It was noted by the group that one other district in Gloucestershire has shown interest in the work of the group and officers.

6.3 Long delivery times from enquiry to delivery are not desirable and we should explore ways to address them.

6.4 The cost of providing each type of adaptation should be reduced where possible.

6.5 Some of the paperwork can be complicated and unnecessary; this should be simplified wherever possible.

6.6 Close co-operation between all partners will produce consistency of service and improved communication.

6.7 Housing options for potential applicants should always be explored, including if it is better for the applicant (and less of an impact on the budget) for them to move into suitably adapted (or more easily adapted) accommodation if that is what they want. This would include offering a grant both to move and to adapt the accommodation they are moving to if this would cost less than adapting the existing property.

- 6.8** Officers are reliant on technology to produce letters, to calculate the financial means test and to track progress. In the past 12 months paperwork has been minimised by relying on electronic methods of communicating and scanning in paper documents. However there has been a reluctance to completely abandon paper. Therefore further use of technology to speed up the process and assist applicants should be explored.
- 6.9** The delivery of DFGs involves a number of agencies and council departments working closely together for the best outcome. The work carried out as part of this review can therefore be used as a way to inform similar processes that may require agencies to work together on health and wellbeing issues. Therefore this review can be used as a learning tool for when health and wellbeing strategies, policies and processes need reviewing.
- 6.10** In addition, the successful delivery of the action plan must involve a (continued) close working partnership between officers at TBC, GCC and SVHS as well as other agencies in order to deliver the best possible outcomes for applicants. This may also include fostering new operational relationships when this improves the service.

Disabled Facilities Grant Working Group Action Plan January 2016			
Action Number	Recommendation details	Delivery date	Delivered by
1	Those enquiring who may be eligible for DFG, to be supported to see if a possible move to more suitable accommodation would be a better outcome for them, and to provide suitable assistance and support to help make this happen, should the person so wish.	March 2016	EHM / SHM / SVHS / OT
2	Look at methods of procuring work, such as (but not limited to) schedules of rates and preferred contractors, as ways that could reduce the time taken for a contractor to be on site.	May 2016	EHM / HTO
3	Review all existing paperwork connected with the DFG process at TBC: <ul style="list-style-type: none"> a. Eliminate unnecessary paperwork b. Review the content of the DFG application form and the way it is completed c. Combine documents into one where this is possible d. Use electronic methods of communication wherever possible e. Work with stakeholders to identify any communication gaps where additional advice or information could be given. 	May 2016	EHM / HTO
4	Explore the further use of technology (by officers and applicants) to speed up the process and assist applicants.	July 2016	EHM
5	Use the learning gained from this review to inform local health and wellbeing plans, strategies and processes.		
6	Review the effect of the actions in 1 to 5 above on the costs of delivering the service and subsequently reduce the TBC capital contribution due to depleting capital resources	August 2016	EHM/FM



TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	23 February 2016
Subject:	Review of Effectiveness of Overview and Scrutiny Committee
Report of:	Graeme Simpson, Corporate Services Group Manager
Corporate Lead:	Mike Dawson, Chief Executive
Lead Member:	Councillor Mrs E J MacTiernan, Lead Member for Organisational Development
Number of Appendices:	None

Executive Summary:

The corporate peer challenge completed in November 2014, facilitated by the Local Government Association, recognised how the Overview and Scrutiny Committee makes an impact and contributes well to policy development. The final peer challenge report encouraged that the Committee's contribution is maximised to provide even greater value. In February 2015, the views and experiences of the previous Overview and Scrutiny Committee were obtained to identify any areas where the Committee can add more value. An action plan was developed to aid this effectiveness.

Since May 2015, new Members have taken their place on the Overview and Scrutiny Committee. A similar workshop was held on February 9 2016 to obtain the views of the new Committee which has led to the development of a new action plan. This plan can be found at Appendix 1. The opinion of the Committee was sought on a number of areas including:

- The Committee's work programme
- The Committee's review of performance management information
- Choosing areas for review
- The challenge role currently provided by the Committee
- Its role as a 'community' Committee
- Training and development

RECOMMENDATION

To APPROVE the Overview and Scrutiny Committee Review of Effectiveness Action Plan as set out at Appendix 1.

Reasons for Recommendation:

It makes good business practice to ensure the Overview and Scrutiny Committee is adding as much value as possible. The good work of the Committee was recognised through the corporate peer challenge which encouraged that the Committee's contribution be maximised.

<p>Resource Implications:</p> <p>None directly arising from this report.</p>
<p>Legal Implications:</p> <p>None directly arising from this report.</p>
<p>Risk Management Implications:</p> <p>If the Committee does not add value to the operations of the Council then there is a risk it will not wholly fulfil its Terms of Reference.</p>
<p>Performance Management Follow-up:</p> <p>The action plan will be monitored during the year by the Corporate Services team and progress reported to Overview and Scrutiny Committee Members.</p>
<p>Environmental Implications:</p> <p>None.</p>

1.0 INTRODUCTION/BACKGROUND

- 1.1 The corporate peer challenge completed in November 2014, facilitated by the Local Government Association, recognised how the Overview and Scrutiny Committee makes an impact and contributes well to policy development. The final peer challenge report encouraged that the Committee's contribution is maximised to provide even greater value. In February 2015, the views and experiences of the previous Overview and Scrutiny Committee were obtained to identify any areas where the Committee can add more value. An action plan was developed to aid this effectiveness.
- 1.2 Since May 2015, new Members have taken their place on the Overview and Scrutiny Committee. A similar workshop was held on 9 February 2016 to obtain the views of the new Committee which has led to the development of a new action plan. This plan can be found at Appendix 1.

2.0 FEEDBACK RECEIVED

- 2.1 A workshop was held on 9 February 2016 of which 10 of the 15 Committee Members were in attendance. The opinion of the Committee was sought on a number of areas including:
- The Committee's work programme
 - The Committee's review of performance management information
 - Choosing areas for review
 - The challenge role currently provided by the Committee
 - Its role as a 'community' Committee
 - Training and development

2.2 The workshop was well received and provided a good platform for the Committee, particularly new Members, to provide feedback on how the Committee has been operating and any improvements that could be made. A summary of specific issues raised included:

- The opportunity to scrutinise and receive information from external partners and organisations was beneficial. Specific organisations were put forward for future invite.
- Ongoing training and development for Committee members was welcomed. This included the potential for an independent person to watch and critique the workings of the Committee.
- To trial a pre-briefing immediately before the main Committee on key areas for scrutiny.
- Task and Finish Working Groups add real value and can make a difference.
- Quarterly performance management information provides the Committee with a good overview of what is going on in the Council and has led to a number of reviews being undertaken as a result of questions raised.
- Are willing to learn from others but only if there is real value to be added.

A more detailed analysis from the feedback received can be found at Appendix 1. Each action is annotated with one of the following:

✓ - suggestion can be implemented into existing working practice

X – this was discussed but the committee did not feel this would add value

3.0 OTHER OPTIONS CONSIDERED

3.1 None

4.0 CONSULTATION

4.1 None

5.0 RELEVANT COUNCIL POLICIES/STRATEGIES

5.1 Council Plan 2012-2016

6.0 RELEVANT GOVERNMENT POLICIES

6.1 None

7.0 RESOURCE IMPLICATIONS (Human/Property)

7.1 None

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

8.1 None

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

9.1 None

10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

10.1 None

Background Papers: None

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

Appendices: Appendix 1 – Overview and Scrutiny Committee Review of Effectiveness Action Plan

Review of effectiveness of Overview and Scrutiny Committee

February 2016

Key

- ✓ Suggestion can be implemented into existing working practice.
- X This was discussed but the committee did not feel this would add value.

Feedback received	Status
1. Committee Work Programme	
a) Members of the Committee would like to see more challenge/review of/presentations of external organisations and key partners. Specific organisations mentioned were Severn Vale Housing Society, Fire Service and Healthwatch Gloucestershire.	✓
b) Very supportive of the updates given at Committee on Police and Crime Panel and Health and Care Overview and Scrutiny Committee and this should continue.	✓
c) The Committee adds real value through its Task and Finish Review Working Groups and policy reviews. Two to three Working Groups per year can be accommodated.	✓
2. Review of performance management information	
a) Quarterly performance management information provided a good overview to Members on how well the Council is performing and should continue in its current format. Officers will look at further improvements to how it is presented in light of the new Council Plan.	✓
b) Where appropriate, give consideration to Lead Members attending Committee meetings where issues in their Portfolio have arisen.	✓
c) The financial position overview supporting the performance information was more detailed than previously reported. This current format was well received and should continue.	✓

Review of effectiveness of Overview and Scrutiny Committee February 2016

Feedback received	Status
d) The potential of forming a Performance Management Sub-Group that could scrutinise the performance information in more detail and feed back to the main Committee was discussed. There was strong opinion regarding how this arrangement would work and it was felt the whole Committee should receive the information and be able to challenge.	X
3. Choosing areas for review	
a) A neighbouring Council includes within its annual report a form so that members of the public can put forward potential review subjects. Members felt this would not add value and could potentially lead to vexatious requests. Officers had contacted other Councils on this and confirmed there had been limited success.	X
b) Members agreed they need to keep eyes and ears open to things that might be coming up and not necessarily rely on Officers – horizon scanning.	✓
4. The challenge role currently provided by the Committee	
a) The potential for Lead Members to attend Overview and Scrutiny Committee and be challenged on their Portfolio – see 2b) above.	✓
b) A pre-briefing, immediately before the main Committee on key areas for challenge – it was acknowledged this should not become a Committee-type meeting in itself. Agreed to try as a pilot. An alternative may be to email Members with key areas for consideration.	✓
c) The critique that, generally, individual Members need to be more challenging and that, overall, the Committee, where relevant needs to show the attributes of a Select Committee. Members agreed for an independent person to watch and critique the workings of the Committee.	✓
d) The potential of changing the dynamics of challenge in relation to performance management. Performance management information could first be presented at Executive Committee with the decisions and response from that Committee then subject to scrutiny. Members strongly agreed that the current system works well.	X

Review of effectiveness of Overview and Scrutiny Committee February 2016

Feedback received	Status
5. Role as a 'community' Committee	
a) The potential to take the committee out into the community, for example, holding meetings within other parts of the Borough was not strongly supported as this had been tried in the past but without great success.	X
b) There was recognition though that this would work well with regard to certain Working Groups, where members of the public may have an interest.	✓
6. Training and development	
a) All new Members to the Committee should receive an induction on the role of the Committee – this is 'one-off' action and has been completed. Members commented on how comprehensive induction had been.	✓
b) Training needs to be ongoing and not just at the induction stage.	✓
c) A quarterly bulletin on local and national scrutiny topics has been produced and issued to all members – feedback on this is welcomed.	✓
d) A link to the Centre for Public Scrutiny website has been sent to Overview and Scrutiny Committee Members so they can subscribe to alerts.	✓
e) Look to learn from others, for example, how other Councils undertake scrutiny – Members would be supportive of this but only if adds value. A Member suggestion to consult the facilitator who undertook the scrutiny training to advise on possible best practice Councils was supported.	✓

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	23 February 2016
Subject:	Review of Scheme for Public Participation at Planning Committee
Report of:	Lin O'Brien, Democratic Services Group Manager
Chief Officer:	Sara Freckleton, Borough Solicitor
Lead Member:	Councillor R J E Vines
Number of Appendices:	One

Executive Summary:

At its meeting on 14 April 2015, the Council resolved that a Scheme for Public Participation at Planning Committee be introduced for a one year trial period starting with the new term of the Council in May 2015 and so commenced with the Planning Committee in June. It is proposed that an Overview and Scrutiny Committee Working Group be established to conduct a review of how the scheme has worked since its introduction in order to make a recommendation to the Council as to whether or not the scheme should continue and, if so, whether any amendments need to be made.

Recommendation:

- 1. To establish an Overview and Scrutiny Working Group to review the Scheme for Public Participation at Planning Committee.**
- 2. To APPROVE the proposed Terms of Reference for the Working Group as set out at Appendix 1.**
- 3. To name seven Members to serve on the Working Group.**

Reasons for Recommendation:

To undertake an assessment of how the Scheme for Public Participation at Planning Committee has worked since its introduction at the Planning Committee meeting in June 2015 in order to inform the Council as to whether the scheme should continue and, if so, whether any amendments need to be made.

Resource Implications:

No additional resources will be required to undertake this review.

Legal Implications:

None specifically arising from this report. There is no requirement for Planning Committees to operate a public speaking scheme but, where they do, it must be operated fairly in practice both in respect of provisions and application of the scheme.

Risk Management Implications:

None specifically arising from this report but there could be a reputational risk to the Council depending upon the outcome of the review and the Council's decision.

Performance Management Follow-up:

The review must result in a report to Council in May to enable Members to determine whether the Scheme for Public Participation at Planning Committee should continue beyond the trial period of one year.

Implications for Biodiversity:

None.

1.0 INTRODUCTION/BACKGROUND

1.1 At its meeting on 14 April 2015, the Council resolved that a Scheme for Public Participation at Planning Committee be introduced for a one year trial period starting with the new term of the Council in May 2015 and so commenced with the Planning Committee in June.

2.0 OVERVIEW AND SCRUTINY COMMITTEE WORKING GROUP

2.1 As the one year trial period will shortly be coming to an end, it is necessary to undertake an assessment of how the Scheme for Public Participation at Planning Committee has worked since its introduction at the Planning Committee meeting in June 2015 in order to inform the Council as to whether the scheme should continue and, if so, whether any amendments need to be made.

2.2 It is proposed that an Overview and Scrutiny Committee comprising seven Members be established to work with Officers to review the scheme. The proposed Terms of Reference for the review are attached at Appendix 1.

3.0 OTHER OPTIONS CONSIDERED

3.1 Officers could prepare a report asking Council to determine whether it wished the scheme to continue in place after May but this would not provide the depth of review proposed involving Members.

4.0 CONSULTATION

4.1 The review will involve consultation with all parties involved in the scheme.

5.0 RELEVANT COUNCIL POLICIES/STRATEGIES

5.1 Scheme for Public Participation at Planning Committee

6.0 RELEVANT GOVERNMENT POLICIES

6.1 None directly relevant to this report.

7.0 RESOURCE IMPLICATIONS (Human/Property)

7.1 The impact of administering the scheme will be examined as part of the review.

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

8.1 None

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

9.1 None directly arising from this report.

10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

10.1 Council Decision – 14 April 2015

Background Papers: Scheme of Public Participation at Planning Committee

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Appendices: Appendix 1 – Proposed Working Group Terms of Reference

Scheme for Public Participation at Planning Committee Review – Terms of Reference

Introduction

An Overview and Scrutiny Working Group comprising seven Members will be asked to work with Officers to review the Scheme for Public Participation at Planning Committee following the Council's decision to introduce a scheme for a one year trial period commencing in May 2015.

Purpose of the Review

- To undertake an assessment of how the Scheme for Public Participation at Planning Committee has worked since its introduction at the Planning Committee meeting in June 2015.
- To inform the Council as to whether the scheme should continue and, if so, whether any amendments need to be made.

Consultees

- a) Users of the scheme
 - i) Parish/Town Councils;
 - ii) members of the public speaking in support or objection of applications; and
 - iii) Ward Councillors who are not Members of the Planning Committee.
- b) Officers involved in the administration of the scheme
 - i) Planning
 - ii) One Legal
 - iii) Democratic Services
- c) Members of the Planning Committee

Process

- To receive and consider representations from the consultees listed above.
- To review other schemes, identify best practice and undertake a comparison with the Council's scheme.

Timetable

Working Group Meeting 1	Tuesday 1 March PM
Working Group Meeting 2	Monday 7 March PM
Working Group Meeting 3	Thursday 17 March 2.00pm
Working Group Meeting 4	Thursday 31 March 2.00pm
Overview and Scrutiny Committee	Tuesday 12 April 2016 4.30pm
Planning Committee	Tuesday 10 May 2016 9.00am
Council	Tuesday 17 May 2016 6.00pm

Outcome

A full review of the Scheme for Public Participation at Planning Committee and a report to Council recommending whether or not the scheme should continue and, if so, whether any amendments to the scheme should be made.