

26 August 2016

<b>Committee</b>	Overview and Scrutiny
<b>Date</b>	Tuesday, 6 September 2016
<b>Time of Meeting</b>	4:30 pm
<b>Venue</b>	Committee Room 1

**ALL MEMBERS OF THE COMMITTEE ARE REQUESTED TO ATTEND**



**for Sara J Freckleton  
Borough Solicitor**

<b>Agenda</b>
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**1. ANNOUNCEMENTS**

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

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

**2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

To receive apologies for absence and advise of any substitutions.



Item	Page(s)
<b>3. DECLARATIONS OF INTEREST</b>	
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.	
<b>4. MINUTES</b>	1 - 14
To approve the Minutes of the meeting held on 19 July 2016.	
<b>5. CONSIDERATION OF THE EXECUTIVE COMMITTEE FORWARD PLAN</b>	15 - 19
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.	
<b>6. OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2016/17</b>	20 - 25
To consider the forthcoming work of the Overview and Scrutiny Committee.	
<b>7. HEALTHWATCH GLOUCESTERSHIRE PRESENTATION</b>	
To receive a presentation from Healthwatch Gloucestershire.	
<b>8. PERFORMANCE REPORT - QUARTER 1 2016/17</b>	26 - 56
To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.	
<b>9. COMPLAINTS REPORT</b>	57 - 66
To consider the complaints received by Tewkesbury Borough Council and the Local Government Ombudsman and to determine whether any further action is required.	

**DATE OF NEXT MEETING**  
**TUESDAY, 18 OCTOBER 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 July 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, R D East, D T Foyle, Mrs R M Hatton, Mrs H C McLain, T A Spencer, Mrs P E Stokes, M G Sztymiak, H A E Turbyfield and M J Williams

**also present:**

Councillors R E Allen, D M M Davies, R E Garnham and Mrs E J MacTiernan

**OS.18 ANNOUNCEMENTS**

- 18.1 The evacuation procedure, as noted on the Agenda, was advised to those present.
- 18.2 The Chair welcomed Councillor R E Garnham, the Council's representative on the Gloucestershire Police and Crime Panel, to the meeting and indicated that he would be providing an update on the last meeting of the Panel at Agenda Item 7. He also welcomed Councillor D M M Davies, Lead Member for Built Environment, who was present for Agenda Item 9 – Planning Systems Thinking Review Presentation. Councillors R E Allen and Mrs E J MacTiernan were also present as observers.

**OS.19 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

- 19.1 Apologies for absence were received from Councillors Mrs J E Day and P D Surman. There were no substitutions for the meeting.

**OS.20 DECLARATIONS OF INTEREST**

- 20.1 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.
- 20.2 There were no declarations made on this occasion.

**OS.21 MINUTES**

- 21.1 The Minutes of the meeting held on 14 June 2016, copies of which had been circulated, were approved as a correct record and signed by the Chair.

**OS.22 CONSIDERATION OF THE EXECUTIVE COMMITTEE FORWARD PLAN**

22.1 Attention was drawn to the Executive Committee Forward Plan, circulated at Pages No. 17-20. 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.

22.2 A Member indicated that 'Recruitment of Environmental Warden' was still included on the Forward Plan for the meeting on 23 November 2016, however, the report in respect of Agenda Item 10 of the present meeting, Enviro-Crimes Update, referred to this item being taken to the Executive Committee on 12 October 2016. The Deputy Chief Executive advised that, at the last meeting of the Overview and Scrutiny Committee, it had been suggested that this item be brought forward from 23 November as Parish Councils were likely to have set their precepts by that time. She confirmed that it was intended to take the report to the meeting on 12 October 2016 on the basis of that suggestion and she undertook to ensure that the Forward Plan was updated accordingly.

22.3 A Member drew attention to the Mobile Homes and Caravan Site Licensing Policy, included on the Executive Committee Forward Plan for the meeting on 12 October 2016, and questioned whether this item should be considered by the Licensing Committee in advance of that. The Environmental Health Manager agreed with this suggestion and indicated that the next Licensing Committee meeting was due to be held on 13 October 2016 so the Policy would then need to be taken to the Executive Committee meeting on 23 November 2016.

22.4 It was

**RESOLVED**

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

2. That the following amendments be made:

- Recruitment of Environmental Warden – to be moved from 23 November 2016 to 12 October 2016; and

- Mobile Homes and Caravan Site Licensing Policy – to be moved from 12 October 2016 to 23 November 2016 in order for the Policy to be considered by the Licensing Committee at its meeting on 13 October 2016.

**OS.23 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2016/17**

23.1 Attention was drawn to the Overview and Scrutiny Committee Work Programme 2016-17, circulated at Pages No. 21-27, which Members were asked to consider.

23.2 A Member noted that the Agenda for the meeting on 18 October 2016 was quite heavy and, given that the main focus of that meeting would be the Joint Waste Team and Grounds Maintenance Updates, he suggested that the Gloucestershire Families First Update be moved to the meeting on 29 November 2016. The Deputy Chief Executive agreed that this would be appropriate and undertook to update the Work Programme accordingly. The Chair stressed that the presentation from Healthwatch Gloucestershire, due to be considered at the next meeting of the Committee, should last for no longer than 10 minutes in order to allow adequate time for Members to ask questions and Officers undertook to ensure that the presenter was fully briefed in that regard.

23.3 It was

**RESOLVED**

1. That the Overview and Scrutiny Committee Work Programme 2016/17 be **NOTED**.
2. That the Gloucestershire Families First Update be moved from the meeting on 18 October 2016 to 29 November 2016.

**OS.24 GLOUCESTERSHIRE POLICE AND CRIME PANEL UPDATE**

24.1 Members received an update from Councillor R E Garnham, the Council's representative on the Gloucestershire Police and Crime Panel, on matters discussed at the last meeting of the Panel held on 18 July 2016.

24.2 Councillor Garnham advised that, as it was the first meeting since the Police and Crime Commissioner's re-election, the Agenda had been fairly light. The meeting had begun with the election of a Chair and Vice-Chair and the status quo remained with County Councillor Roger Wilson appointed as Chair and County Councillor Barry Kirby appointed as Vice-Chair.

24.3 It was noted that, at eight pages long, the Chief Executive's report was a considerable improvement on the information that had been provided a year ago. As well as covering local Gloucestershire matters, such as Police estates, complaints and Freedom of Information requests, the report had touched upon the Policing and Crime Bill which aimed to "finish the job of police reform" and "enable fire and police services to work more closely together and develop the role of our elected and accountable Police and Crime Commissioners". The Commissioner had stated previously that he had no wish to take over the running of the Fire Service but it was pointed out that Brandon Lewis MP had now been appointed as the new Government Police and Fire Minister; the post was previously just annotated Police Minister. Developing the role of the Commissioner could include taking responsibility for Criminal Justice, including Youth Justice, and the Crown Prosecution Service in Gloucestershire, all of which, as the Commissioner had pointed out, could double the workload. The Commissioner's Office had also established a Commissioner's Forum with representatives from, amongst others, the media, business, further education and the voluntary sector, to act as critical friends. The panel was 25 strong and there had been a discussion over the role of the Forum and that of the Police and Crime Panel with assurance being provided that the two bodies were different.

24.4 Members were reminded that it was a statutory duty of the Police and Crime Panel to receive the Commissioner's Police and Crime Plan and make comment or recommendation. An early draft of the 2017-21 Plan had been presented and the Commissioner had explained that his priorities remained the same as his first term of office: access and accountability; older but not overlooked; young people becoming adults; safer days and nights; safe and social driving; and safe cyber. In addition, the Commissioner gave his commitment to developing Neighbourhood Policing, protecting rural policing, spending £1M per year on the Commissioner's Fund and improving data sharing between public bodies. The need to carry out "a review of the Constabulary's crime reduction function" had also been highlighted. The draft report had led to a further discussion that, without knowing expected outcomes and having some statistics, the Panel could not know if the Commissioner was adhering to his Plan and therefore were impeded in their responsibility to hold him to account. It was agreed that a workforce planning meeting would be held in late August between the Police and Crime Panel and the Commissioner's Office to discuss this matter further to see if a more helpful approach could be found. Members noted that the next meeting of the Police and Crime Panel was on 9 September 2016 by which time the Police and Crime Plan should be finalised.

24.5 A Member raised concern that he had been unable to find details for the co-ordinator of the Neighbourhood Watch and he questioned whether there was such a position in Gloucestershire. The Deputy Chief Executive indicated that, whilst there was nobody employed directly, Gloucestershire Constabulary provided support to help communities run their own Neighbourhood Watch initiatives. Councillor Garnham indicated that the Police and Crime Commissioner had stated how much he valued Neighbourhood Watch and he suggested that the Member could write to Richard Bradley at the Police and Crime Commissioner's Office about any particular issues.

24.6 A Member questioned whether there were any reserves earmarked to cover the vacancy created by the military not having a police officer and Councillor Garnham undertook to find out and report back following the meeting.

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

**RESOLVED** That the feedback from the last meeting of the Gloucestershire Police and Crime Panel be **NOTED**.

## **OS.25 GLOUCESTERSHIRE HEALTH AND CARE OVERVIEW AND SCRUTINY COMMITTEE UPDATE**

25.1 In the absence of Councillor Mrs J E Day, the Council's representative on the Gloucestershire Health and Care Overview and Scrutiny Committee, the Chair of the Overview and Scrutiny Committee, who also sat on the Gloucestershire Health and Care Overview and Scrutiny Committee as part of his role as a County Councillor, gave an update on matters discussed at the last meeting held on 12 July 2016.

25.2 Members were advised that the Committee had welcomed three representatives from Arriva Transport Solutions Limited and the Gloucestershire Clinical Commissioning Group (GCCG) Commissioning Implementation Manager to assist with a review of performance in respect of the contract for the Non-Emergency Patient Transport Service. The Committee had been disappointed to note that, despite assurances given last year that there was a robust action plan in place to address concerns, Arriva Transport Solutions Limited was still struggling to meet some Key Performance Indicators. Given Members' concerns, it was agreed to receive an update in six months' time.

25.3 The Committee had also received a presentation on the proposals relating to the opening hours of Minor Illness and Injury Units (MIIUs) in Gloucestershire; the main impact of the proposals would be in Stroud and Cirencester. The MIIUs were currently open 24/7 and none of the proposals included options for overnight opening at any Units across the County. The Committee expected to receive the outcome of the engagement exercise at its meeting in September. The Committee had also welcomed the annual Gloucestershire Safeguarding Adults Board Report and the meeting had been attended by the Independent Chair and the Head of Adult Safeguarding. It had been good to see the proactive work being undertaken and the joint work in place with partners to address safeguarding concerns, especially in terms of protection and prevention. Guidance had been developed in relation to hoarding, which had been a particular concern, and this would sit within the Self-Neglect Policy.

25.4 In terms of adult social care and public health, there continued to be good performance against employment and settled accommodation targets but challenges remained in relation to direct payments and reassessment of service users' needs. Following a successful recruitment exercise in the Learning Disability Operations Team, it was anticipated that performance against reviews would improve. The GCCG performance report demonstrated that it was performing well against the majority of targets, although there were still challenges in respect of accident and emergency, diagnostic tests and 62 day cancer targets. It was noted that social prescribing was working well and was available to all GPs. The Committee had not discussed ambulance service targets at the meeting as it was scheduled to meet with the Chief Executive of the South Western Ambulance Service at its meeting on 13 September 2016.

25.5 The Chair indicated that the update would be circulated to Members via email following the meeting and it was

**RESOLVED** That the feedback from the last meeting of the Gloucestershire Health and Care Overview and Scrutiny Committee be **NOTED**.

## **OS.26 PLANNING SYSTEMS THINKING REVIEW PRESENTATION**

26.1 The Chair welcomed the Development Manager, Paul Skelton, to the meeting and indicated that he would be giving a presentation on the Planning Systems Thinking Review which had been requested by the Overview and Scrutiny Committee at a previous meeting.

26.2 The Development Manager advised that the second phase of the review of the Development Management team was now underway. Phase 1 had focused on the end-to-end times for planning applications from the point of receipt to the time when a decision was made. A number of administrative processes had been streamlined as a result of the review which had helped to eliminate waste and reduce the number of transactions between administration staff and Planning Officers. In respect of householder applications, which constituted the bulk of work for the Development Management team in terms of numbers, Officers had also become more proactive at the validation stage; rather than writing to the applicant or agent to advise that something was missing from the application, Officers tried to telephone instead which often meant that the missing documentation could be sent over by email on the same day. Householder applications no longer had a hard copy file as Case Officers now used iPads on site visits; this enabled them to view plans and take photographs on the same device. It had been intended to extend this approach to other types of application; however, Members were advised that the action plan for Phase 2 of the review had been pared back due to resource issues and to enable Officers to focus on what was really important.

26.3 Members were informed that the Phase 2 Action Plan included a workstream on Customer Service improvements and the ICT Team had helped with customer contact data capture. Officer has also logged every telephone call, email and letter received within the department over a certain period and this would be compared with a similar data capture exercise completed last year. It was intended to arrange visits to other local authorities to investigate how they dealt with customer service in terms of contacting officers and to organise customer forums for agents and Parish and Town Councils. Alternative options for dealing with phone calls and responses would also be explored and an action plan would be pulled together to enable the changes to be put into practice. A review of the records management processes was planned during Phase 2 and had been identified as a high priority by the Corporate Leadership Team following a complaint which had



highlighted some shortfalls in the way information was currently held and what should be available within the public domain. The Borough Solicitor was leading that particular workstream which was already well underway and had an agreed action plan in place.

- 26.4 The Development Manager advised that it had become clear that there were a number of roles within the team, particularly at senior level, that were not working as effectively as they might. For example, the Team Leaders for the North and South of the Borough were Officers with a great deal of experience and knowledge who worked on large scale applications, however, they also had day-to-day responsibilities associated with being team leaders. On that basis, another workstream within Phase 2 was to review the Development Management Team management structure and that work would commence in August 2016. A second element would be to explore alternative software and applications which could help to enhance the Uniform system which was currently used by the Planning department. Consideration would be given as to whether there were alternative ways to communicate with customers and provide information and this would be picked up with the Programme Officer later in the year. In terms of recruitment, Members were aware that there were a number of vacant posts within the Planning department. These roles had been advertised and interviews had resulted in the successful appointment of a Landscape Officer and Senior Planning Officer. Further interviews were planned for the Planning Officer and Graduate Planner posts and, depending on the outcome, a further round of recruitment may be necessary. It was noted that the Council seemed to have difficulty appointing staff to lower level roles, particularly graduate positions, and the Development Manager had been in touch with a former Council employee, Nick Croft, who worked in the Planning School at the University of the West of England to try to establish if there would be merit in re-advertising on the basis that it was the time of year when students would be finishing courses and looking for work. Members were advised that there may be potential for introducing some apprenticeship roles at a later date. The Development Manager acknowledged that there was also a need to review the enforcement process, which included the team structure; however, he hoped to firstly make an appointment to the role of Principal Enforcement Officer/Team Leader so that person could lead the review and that was dependent on the outcome of the review of the senior team structure.
- 26.5 It was noted that a further workstream for Phase 2 related to website improvements to make it easier for customers to find information. A project team had been appointed and had already identified a number of changes which it was hoped could be implemented by November. Assurance was provided that it would be easy to migrate information if the implementation date for this project did not coincide with the introduction of the new corporate website.
- 26.6 A Member queried how happy the Development Manager had been with Phase 1 of the review and he indicated that, overall, he had been very pleased with the outcomes. Phase 1 had identified a lot of waste and the review had been a real team effort with all members of staff questioning what they did and why they did it. The Member asked whether there was likely to be an improvement in communication once the vacant posts had been filled and the Development Manager advised that improvements had already been made and he was sure that would continue if Officers were under less pressure in terms of the volume of workloads. The Deputy Chief Executive explained that planning was the first service which was really bearing the impact of changes to the public sector and private sector competition and difficulties with recruitment and retention were exacerbated by the unprecedented demand for the service. The improvement plan included potential collaboration and commercial opportunities which would be explored during the second phase of the review and may change how the service

operated in the longer term. It should be borne in mind that it was a difficult environment to work in and to try to make improvements.

- 26.7 A Member noted that consideration was being given to alternative IT channels and it had been resolved that changing from the Uniform system to another provider would not be expedient. In response, the Development Manager advised that the only solution which would be better than the current system would be to develop a bespoke system which would mean that the Council would not have to renew licences or buy new software from a particular provider; however, this would be prohibitively costly so it was considered that a watching brief should be kept on what others were doing and the Council could adopt something similar, if and when that opportunity came along. A Member noted that the number of planning appeals was increasing and he questioned how this impacted upon Officer time. Members were informed that it was the larger appeals which took up a significant amount of resource and, although a lot of that work was outsourced, the Case Officer was inevitably involved. If the Council opted not to outsource, a particularly large appeal could take a Senior Officer away from their usual role for a period of six months which was clearly not sustainable. He stressed that decisions were made on the merits of each individual planning application and, unfortunately, appeals had to be dealt with when they came along; outsourcing meant that this was not a huge issue and it was a situation which had become familiar to the Council in recent times. In response to a further query, the Development Manager confirmed that the appeals process was very costly but it would be even greater if the Council was to fully resource a team to deal with appeals based on the worst case scenario when a number of large appeals were received.
- 26.8 A Member raised concern that a number of actions from Phase 1 of the review were still outstanding and he questioned how Phase 2 could be implemented without the previous stage being completed. In addition, he sought clarification as to how actions would be monitored to ensure that performance continued to improve. With regard to Phase 1, the Development Manager advised that a lot of the actions had already been implemented and the next stage would be to see whether any particular issues arose from those changes and whether there had been some unintended consequences which saved time in one particular part of the process but added to responsibilities elsewhere. The review would be self-policing and assurance was provided that if things started to slip he would be made aware, either through Members, the Corporate Leadership Team or via the corporate complaints process. In addition to this, the Deputy Chief Executive pointed out that one of the actions was to develop a set of local performance metrics which would help Managers to monitor performance. In terms of recruitment, the Member went on to question whether consideration had been given to partnering with an architectural college. The Development Manager felt that this was a very good suggestion and he indicated that, during the last round of recruitment, the University of the West of England had been specifically targeted; Birmingham City and Oxford Brookes Universities were relatively close by and had good planning schools. A number of courses often included sandwich years which would be a good opportunity to bring in potential future Officers.
- 26.9 A Member questioned whether there would be any benefit in establishing an Overview and Scrutiny Committee Working Group to assist with the delivery of Phase 2 of the review, particularly given that some of the actions, such as visiting other local authorities, would be quite time consuming for Officers. The Deputy Chief Executive indicated that, to date, the review had been very Officer-led and the Committee did need to be mindful of its workload, however, if it was something of particular interest to Members then, of course, it could be considered. It was noted that there may be opportunities for Members to become more involved at a later stage when there was a clearer idea of potential alternative models which the Council might like to adopt. The Member went on to raise concern that complaints continued to be received about the length of time it took Officers to respond to

queries and this was something he felt needed to be addressed sooner rather than later. The Development Manager provided assurance that Tewkesbury Borough Council stacked up well in terms of dealing with planning applications in comparison to the other local authorities within Gloucestershire, however, he recognised that customer service was an issue and this was something which would be at the forefront of Officers' minds when they went to visit the other authorities. There was a whole host of examples of different ways of working; some Councils monitored telephone calls very closely and Customer Services Advisers chased Officers if there was no response within a certain time frame. He reiterated that this was a high priority and something which they would look to deal with quickly. In addition, the Corporate Services Group Manager explained that his team had been asked to look at the state of play within Planning in terms of costs, staff numbers, processing times etc. to see how that compared with others.

- 26.10 A Member suggested that it would be beneficial to look at the software used by other local authorities and was advised that this would be carried out as part of the visits. Another Member sought clarification as to which Officers would be going on the visits and which authorities they intended to go to. The Development Manager explained that no decisions had been made about which authorities to visit as yet, although South Oxfordshire District Council was likely to be included, based on its similarity to Tewkesbury Borough Council in terms of the challenges it faces, as well as some of the local authorities within the County. It was intended that a range of Officers would carry out the visits; it was likely they would include the Development Manager, the Planning Support Services Leader, an Administration Officer and two Planning Officers.
- 26.11 In response to a query regarding the new Senior Planning Officer, Members were informed that she was from Bath and North East Somerset Council and therefore had experience of dealing with the same type of issues experienced within Tewkesbury Borough e.g. large rural areas, historic environment etc. She had been working as a Planning Officer for some time and was keen to make the step up to senior level. In terms of lead-in times for training, this very much depended upon the person; however, it was likely to take an apprentice six or seven years to become a fully qualified member of the Royal Institute of Town Planning. The Borough Council had been successful advocates for this approach in the past, taking on apprentices who had gone on to leave the authority as highly qualified, professional planners. A Member went on to query whether an apprenticeship scheme could be put in place quite quickly and the Development Manager advised that it would be necessary to take stock of the position once the current round of recruitment had been fully completed but it was his intention to look at apprentices as a way forward.
- 26.12 The Lead Member for Built Environment indicated that an unprecedented amount of planning applications were currently being received and it seemed that, when one issue was resolved within the Planning department, three more popped up in its place. He welcomed the review, which he hoped would help to dispel the negative perception of the Planning department, and he thanked the Development Manager and everyone who had worked on the action plan. Another Member was of the opinion that the Planning team was one of the best around, something which was demonstrated by the amount of Officers who had been successful in taking up positions in the private sector upon leaving the authority. Unfortunately, she felt that this was something that would always be an issue for local government which could not compete with the wages and opportunities within the private sector. The Deputy Chief Executive explained that Tewkesbury Borough was a great platform for new planners to learn the trade with its large urban allocations, listed buildings, Conservation Area and Area of Outstanding Natural Beauty. There may be an

opportunity to exploit this further in a commercial sense by bringing in additional work, as had been successfully achieved within One Legal, and work had commenced with the Association for Public Service Excellence (APSE) to understand how that might work within planning.

26.13 Having considered the information provided, it was

**RESOLVED** That the Planning Systems Thinking Review Presentation be **NOTED**.

## **OS.27 ENVIRO-CRIMES UPDATE REPORT**

27.1 Attention was drawn to the report of the Interim Environmental and Housing Services Group Manager, circulated at Pages No. 28-53, which provided Members with the latest information on the extent of enviro-crime within the Borough and how the Council was tackling it, with particular focus on fly-tipping. Members were asked to consider the information provided.

27.2 The Environmental Health Manager explained that, at its meeting in April, the Overview and Scrutiny Committee had received an annual report on Ubico and Members had requested additional information in relation to enviro-crimes. Page No. 30, Paragraph 2.1 of the report, summarised the enviro-crimes reported to the Overview and Scrutiny Committee in the past two financial years. A review of the way in which the Council investigated enviro-crimes had previously been undertaken by an Overview and Scrutiny Committee Working Group and the report, attached at Appendix 1, had subsequently been adopted by the Executive Committee on 16 July 2014. Closure of the monitoring of the review recommendations had been approved by the Overview and Scrutiny Committee in January 2016. Since that time, the transfer of waste services to Ubico in April 2015 had resulted in enforcement activities around enviro-crimes being taken on by the Council's Environmental Health department. The report before Members focused on the three main enviro-crimes: dog fouling, abandoned vehicles and fly-tipping.

27.3 Members were advised that dog fouling was a perennial issue for all local authorities and Officers were working hard to raise its profile. The Executive Committee was due to consider a report regarding the recruitment of an Environmental Warden at its meeting on 12 October 2016 and dog fouling was likely to feature highly in the proposed work plan for that role as it had been especially requested by the Parish and Town Councils. The report would include details of how the position(s) would be resourced, as well as reporting and accountability issues. Parish and Town Councils were aware of the proposal and consultation had commenced on whether they would like to partner in the arrangement. Depending upon the response, this role could be in place by April 2017. Abandoned vehicles were an increasing problem within Tewkesbury Borough and a growing issue nationally. A County group, which included representatives from the local authorities, Parish Councils and Gloucestershire Fire Service, had been investigating how to bring resources together to ensure that there was an efficient process in place for dealing with this problem. Gloucestershire County Council was the local waste disposal authority which was responsible for the cost of disposing of vehicles; an agreement within the County meant that Tewkesbury Borough Council managed the process locally and was recompensed by the County Council for the cost of disposal. Fly-tipping was another problem area, particularly in certain parts of the Borough which were 'hotspots' for that specific enviro-crime. Officers within the Environmental Health section were currently working on a project that aimed to achieve a significant reduction of fly-tipping incidents and subsequent clean-up costs. The project was

at quite an advanced stage and it would be difficult to divulge information to the Committee without compromising the effectiveness of the operation but Officers had included as much detail as possible within the report.

- 27.4 A Member noted that there had been 1,314 incidents of noise, dog fouling, fly-tipping and abandoned vehicles in the period 1 April 2015 – 31 March 2016 and he questioned how many of those had resulted in prosecution. The Environmental Health Manager confirmed that, although there had been no prosecutions, four fixed penalty notices had been issued and it was hoped that there would be a successful result in terms of fly-tipping in the near future. The Member questioned what was preventing the Council from making prosecutions and was advised that it was different for each type of enviro-crime. Environmental Health had a duty to enforce against noise complaints, which tended to peak in the summer, and he provided assurance that action was taken where appropriate. With regard to dog fouling, the figures had increased partly because the Council had sought wider reporting on the number of incidents. In terms of going forward, it was hoped that the numbers would be reduced through the introduction of the Environmental Warden and community 'days of action' to raise the profile; whilst this would not necessarily result in prosecutions, it would send a message that this was something which the Council was looking to do. It was noted that there was often inadequate evidence to issue fixed penalty notices as witnesses were needed in order to be able to take action. In relation to fly-tipping, when an incident was reported it would be looked at very quickly by Ubico to establish what type of vehicle was needed to clean-up the fly-tip and, ideally, they would also see whether there was any evidence which could be used to take action, e.g. receipts, letters etc. Only a handful of cases produced any information and this usually pointed to a dead-end. It was noted that Officers also tried to be proactive by carrying out work in hotspot areas to prevent fly-tipping. With regard to abandoned vehicles, it was often discovered that the vehicle was not abandoned and was actually just parked. Officers worked with the Police to try to establish who the vehicle belonged to but cars could end up being scrapped without knowing who the owner was. There was a lot of action which could be taken, including issuing fixed penalty notices, and the Council would look to do whatever it could.
- 27.5 With regard to abandoned vehicles, a Member questioned whether there would be any merit in setting up an amnesty centre so that people had a place to take their old cars. The Environmental Health Manager indicated that car companies often had this type of scheme in place and he would be happy to take this suggestion to the County group. A Member could not understand why people would abandon their cars rather than taking them to a scrapyards and he suggested that a list of scrapyards could be included in the Tewkesbury Borough News. Members were advised that the price of metal had decreased dramatically and, although there was no definite link, this could be why people were not using scrapyards. It was noted that an article on abandoned vehicles was being included in the Tewkesbury Borough News to encourage people to report incidents to the Council as quickly as possible. An article had previously been included on fly-tipping which had highlighted the importance of not disturbing any potential evidence.
- 27.6 In terms of dog fouling, a Member suggested that Paws on Patrol volunteers could be provided with high-visibility jackets, similar to those worn by the volunteer litter pickers, to raise their profile in the area and send a message that this was being monitored. The Environmental Health Manager undertook to raise this with the Paws on Patrol organisers. A Member questioned how dog fouling was monitored and was advised that, if an incident was reported and Officers did not believe there was enough evidence to serve a fixed penalty notice or to prosecute, they would write to the person who had been witnessed allowing their dog to foul. Whilst they were not accused of committing the enviro-crime, it was made clear that someone had reported them. If evidence had been obtained, for instance from CCTV cameras, then action would be taken immediately. It was to be borne in mind that

it was very difficult to obtain evidence as dog walking times tended to be early morning and late evening so it would be beneficial to have an Environmental Warden with enforcement experience who could issue on-the-spot fines.

- 27.7 A Member indicated that his Ward had historically been a hotspot for fly-tipping but this had recently not been an issue; he believed that, rather than eliminating the problem, it had simply moved to another area. A Member indicated that signs had previously been erected in his Ward and had successfully acted as a deterrent; however, they had subsequently become overgrown and he felt that routine maintenance was needed to ensure they remained visible. The Environmental Health Manager agreed that signs could be a good deterrent; however, it was important to ensure that the problem was not being moved to another area. The Deputy Chief Executive explained that the approach to enforcement had changed over the last two years and Officers now played a more proactive role. They were not scared to take action and, whilst it was a long process, gathering evidence was necessary to secure prosecutions. A Member indicated that a lot of fly-tips were as a result of house clearances, as they often included boards from estate agents, and he suggested that estate agents be contacted to ensure that they used licensed operators. He also felt that companies should display their waste transfer licences on the side of their vehicles so that people could be confident that their waste was being disposed of lawfully. The Environmental Health Manager indicated that, whilst it was a great idea, this was not something which could be enforced by the Borough Council; waste transfer licences were enforced by the Environment Agency and it was mandatory for businesses to use an operator with a licence.
- 27.8 With regard to the Environmental Warden, a Member sought further clarification as to how that person's time would be apportioned if Parish and Town Councils contributed different amounts to the role. The Environmental Health Manager explained that his initial conversations had suggested that there was a general recognition that not all Parish Councils had the precepts to make it viable to contribute significant amounts to the role and the larger Parish Councils had indicated that they would be happy for the Warden to spend some time in other parts of the Borough. Some Parish Councils found that dog fouling was a problem in a particular area, for instance, Shurdington Parish Council had indicated that this was an issue on the playing fields, and they would be happy for the Warden to focus on that area. Assurance was provided that, prior to the report being taken to the Executive Committee, consideration would be given to the consultation to see what Parish Councils felt would be best. Once a decision had been made, a formal recruitment process would be put in place and an agreement drawn up with the Parish Councils. A Member sought clarification as to which Parish Councils had been approached to date and the Environmental Health Officer indicated that he had spoken to Brockworth, Churchdown, Sandhurst and Shurdington Parish Councils and Hawling Parish Meeting. An email had been sent out to all Town and Parish Councils the previous week so they were all aware of the proposal, and a more detailed questionnaire would shortly be sent out to those who expressed an interest regarding their preferences.
- 27.9 A Member sought clarification as to whether the Borough Council had any statutory duties in relation to dog fouling and was advised that, whilst there were no duties, there were several powers available, some of which were transferable to Parish Councils. The Environmental Warden post would be jointly funded but would be managed by the Borough Council. A Member raised concern that it was a big job for one person and the Environmental Health Manager explained that the post could be shared by more than one person, or it might be possible to have more than one post; this was dependent on the amount of money provided by Parish and Town Councils. It may be more effective for the role to be undertaken outside of normal office hours and a full job description would be put together based on what the Parishes wanted. In response to a Member query regarding the budget

the Borough Council had set aside for the position, the Deputy Chief Executive advised that it was not intended to provide any funding. Whilst this would be covered in more detail in the report to the Executive Committee, she explained that the principle of the role was to provide additional capacity to deal with environmental crimes, and to support Parish Councils to do this in a more proactive way with professional leadership from the Borough Council which had an understanding of the legislation and could offer relevant training and supervision.

- 27.10 A Member noted that it had been stated that all of the recommendations arising from the Enviro-Crime Review had been implemented and he questioned whether that was actually the case as he could see very few tangible outcomes. The Environmental Health Manager confirmed that all of the actions had been completed and significant progress had been made since the report had been published, for instance, the dog fouling poster campaign to make people aware that children could be at risk had been very successful in raising awareness. It was noted that the Review Report was attached at Appendix 1 to the report and, within that, Appendix B contained a summary of the recommendations together with timescales and whether they had been implemented. With regard to recommendation 14, carry out educational campaigns at local schools to make them aware of the dangers of dog fouling, a Member sought clarification as to which schools this applied to. In response, the Environmental Health Manager explained that no schools had been visited but information had been posted on the Headmasters extranet, via Gloucestershire County Council, regarding the resources available and how they could obtain copies of the literature which had been produced by the Borough Council. The Member drew attention to recommendation 15, procure portable signs warning that dog fouling will not be tolerated and enforcement action will be taken, and questioned whether the signs were available throughout the Borough, whether Parish Councils were aware that they existed and whether, in relation to fly-tipping, signs were automatically erected upon notification of a fly-tip. The Environmental Health Manager confirmed that signs were available and this had been brought to the attention of Town and Parish Councils, although it may be useful to remind them of this. In terms of fly-tipping, he reiterated that hotspot areas were identified and monitored to establish whether action could be taken to bring about a prosecution. As previously mentioned, signage did tend to displace the problem from one area to another and they were used at the discretion of Officers. There were two sets of signs in respect of dog fouling; signs which could be downloaded and used in problem areas, and signs which informed the public that the area was being actively monitored. In respect of recommendation 12, launch a Paws on Patrol type initiative to encourage witnesses to report dog fouling, a Member questioned how successful this had been and what the Borough Council was doing to ensure that this work was ongoing. Members were reminded that 'Paws on Patrol' was run by the Community Team and representatives had attended a number of community events with leaflets handed out in an attempt to recruit new volunteers; he undertook to find out how many volunteers there were currently and to report back to Members. The Member expressed the view that there was a very small minority of offenders and nothing was likely to change unless they were made an example. She felt that fixed penalty notices and prosecutions were the only way to make those people take notice.

27.11 The Chair recognised that enviro-crimes continued to be a serious concern for Members, and several issues had been raised for Officers to address. Rather than reconvening the Working Group, he proposed that a report be brought back to the Committee in six months' time to consider the progress which had been made and it was subsequently

**RESOLVED** That the Enviro-Crimes Update Report be **NOTED** and that a further report be brought to the Committee in six months' time to consider the progress which had been made.

## **OS.28 HOUSING STRATEGY REVIEW**

28.1 Attention was drawn to the report of the Housing Services Manager, circulated at Pages No. 54-59, which asked Members to establish an Overview and Scrutiny Committee Working Group, comprising six Members plus the Lead Member for Built Environment, to develop a new Housing Strategy and to approve the proposed Terms of Reference for the Working Group as set out at Appendix 1 to the report.

28.2 The Housing Services Manager explained that the Council's current Housing Strategy was due to end in 2016 and a new document needed to be developed to pull together the strategic priorities around housing, including homelessness and tenancy management, for the period 2017-21. Given the importance of this work in delivering the Council Plan, at its last meeting the Overview and Scrutiny Committee had agreed to support the development of this work. It had originally been intended to hold a workshop in respect of the Gold Standard for Housing and the Homelessness elements of the strategy but Officers were confident that this could be combined into one overarching Housing Strategy document within the necessary timescales. As such, it was now proposed that an Overview and Scrutiny Committee Working Group be established to assist with the preparation of the new strategy which would be presented to Council in January 2017. The proposed Terms of Reference for the Working Group were attached at Appendix 1 to the report and attention was drawn to the timetable which proposed five meetings of the Working Group.

28.3 It was subsequently

**RESOLVED** 1. That an Overview and Scrutiny Committee Working Group be established to develop a new Housing Strategy comprising the following Members:

Councillors Mrs G F Blackwell, Mrs R M Hatton, Mrs H C McLain, T A Spencer, Mrs P E Stokes and H A E Turbyfield plus the Lead Member for Built Environment.

2. That the Terms of Reference for the Working Group be **APPROVED** as set out at Appendix 1 to the report.

## **OS.29 PEER CHALLENGE ACTION PLAN**

29.1 The report of the Corporate Services Group Manager, circulated at Pages No. 60-91, outlined the progress made in delivering the recommendations within the Peer Challenge Action Plan. Members were asked to consider the report.



29.2 Members were advised that the Council's peer challenge had taken place during November 2014 and the process had been an excellent learning opportunity for the Council, providing an external health check of the Council's position and how it was set up to meet its future challenges. Following the Peer Challenge, a formal report had been received, attached at Appendix 1 to the report, which summarised the findings of the team. The report included a number of recommendations for further improvement and the Council had approved an action plan to progress these recommendations on 19 February 2015. The action plan and a summary of progress in delivering the recommendations was set out at Appendix 2 to the report. This confirmed that all of the actions were being progressed or had been implemented. The outstanding recommendations related to website development; Member development programme; review of the Council's Constitution; and workforce development. It was anticipated that all recommendations would be implemented, and that the action plan could be signed-off, when the Committee received the next update in six months' time.

29.3 It was

**RESOLVED** That the progress made in delivering the recommendations within the Peer Challenge Action Plan be **NOTED**.

The meeting closed at 6:45 pm

## EXECUTIVE COMMITTEE FORWARD PLAN

**AUGUST 2016 TO FEBRUARY 2017 (No meeting in September or December)**

**REGULAR ITEM:**

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

**Addition to 31 August 2016**

- Designation of Neighbourhood Plan Areas: The Leigh and Stoke Orchard & Tredington.
- Street Naming and Numbering.

**Committee Date: 12 October 2016**

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Medium Term Financial Strategy (MTFS) (Annual).	To recommend to Council the adoption of the five year MTFS which describes the financial environment the Council is operating in and the pressures it will face in delivering its services and a balanced budget over the period.	Simon Dix, Finance and Asset Management Group Manager.	No.
Performance Management Report – Quarter 1 2016/17 (Annual).	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter one performance management information.	Graeme Simpson, Corporate Services Group Manager.	No.
<del>Policy for the Localism Agenda on Revenues and Benefits.</del>	<del>To consider a new discretionary relief for business rates under the Localism Agenda.</del>	<del>Richard Horton, Revenues and Benefits Group Manager.</del>	Yes – Deferred until further information is received from the Government.

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Agenda Item 5

<b>Committee Date: 12 October 2016</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Review of Procurement Strategy.	To approve the Procurement Strategy.	Simon Dix, Finance and Asset Management Group Manager.	No.
<b>Whistleblowing Policy.</b>	<b>To approve the Council's Whistleblowing Policy.</b>	<b>Graeme Simpson, Corporate Services Group Manager.</b>	No.
<b>Recruitment of Environmental Warden.</b>	<b>To consider the recruitment of an Environmental Warden.</b>	<b>Richard Kirk, Interim Environmental and Housing Services Group Manager.</b>	<b>Yes – Brought forward from November.</b>
<b>Anti-Fraud and Corruption Policy.</b>	<b>To approve the Anti-Fraud and Corruption Policy.</b>	<b>Simon Dix, Finance and Asset Management Group Manager.</b>	No.
<b>Respect at Work.</b>	<b>To agree the amendments to the current Anti-Bullying and Harassment Policy (renamed to Respect at Work Policy) to take effect from 1 September 2016.</b>	<b>Graeme Simpson, Corporate Services Group Manager.</b>	<b>Yes – Deferred from August to allow time for further work to be undertaken.</b>
<b>Free Christmas Parking</b>	<b>To approve a change to the free Christmas parking from the last Saturday in the month to the first to coincide with 'Small Business Saturday'.</b>	<b>Julie Wood, Development Services Group Manager.</b>	No.

**Committee Date: 23 November 2016**

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Financial Update – Quarter 2 Performance (Annual).	To consider the quarterly budget position.	Simon Dix, Finance and Asset Management Group Manager.	No.
<del>Recruitment of Environmental Warden.</del>	<del>To consider the recruitment of an Environmental Warden.</del>	<del>Richard Kirk, Interim Environmental and Housing Services Group Manager.</del>	Yes – taken to October meeting instead.
Review of Safeguarding Children Policy.	To consider and review the Safeguarding Policy.	Richard Kirk, Interim Environmental and Housing Services Group Manager.	No.
<del>Homeless Strategy.</del>	<del>To consider the draft Homeless Strategy 2016–21. This Strategy will be progressed in advance of the overarching Housing Strategy to comply with statutory obligations.</del>	<del>Richard Kirk, Interim Environmental and Housing Services Group Manager.</del>	Removed from the Forward Plan – will be considered as part of the Housing Strategy and will go to Council in January 2017.
Fee Charging Strategy.	To consider and agree a Fee Charging Strategy for the Council.	Simon Dix, Finance and Asset Management Group Manager.	No.

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<b>Committee Date: 4 January 2017</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Performance Management Report – Quarter 2 2016/17 (Annual).	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter one performance management information.	Graeme Simpson, Corporate Services Group Manager.	No.
<del>Housing Strategy.</del>	<del>To approve the Housing Strategy.</del>	<del>Richard Kirk, Interim Environmental and Housing Services Group Manager.</del>	Removed from the Forward Plan – will be considered by Council in January 2017.
<b>Tree Management Policy.</b>	<b>To approve the Tree Management Policy.</b>	<b>Andy Noble, Asset Manager.</b>	<b>No.</b>

<b>Committee Date: 1 February 2017</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Budget 2017/18 (Annual).	To recommend a budget for 2017/18 to Council.	Simon Dix, Finance and Asset Management Group Manager.	No.
Treasury Management Strategy (Annual).	To approve the Treasury Management Strategy.	Simon Dix, Finance and Asset Management Group Manager.	No.
Financial Update – Quarter 3 Performance (Annual).	To consider the quarterly budget position.	Simon Dix, Finance and Asset Management Group Manager.	No.

OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2016/17

REGULAR ITEMS:

- Executive Committee Forward Plan
- Overview and Scrutiny Committee Work Programme 2016/17

Committee Date: 18 October 2016			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Update from Joint Waste Team	To receive an update from the Joint Waste Team on the business plan.	Richard Kirk, Interim Environmental and Housing Services Group Manager / David Steels, Environmental Health Manager	No.
Grounds Maintenance Update	Update on performance in respect of grounds maintenance.	David Steels, Environmental Health Manager.	No – item arising from Ubico update report considered by the Committee in April 2016.
Scrutiny of the Community Safety Partnership	To consider - six month update.	Paula Baker, Housing Services Manager	No.
Gloucestershire Police and Crime Panel Update	To receive an update from the Council's representative on matters considered at the last meeting.	N/A	No.
<b>Gloucestershire Health and Care Overview and Scrutiny Committee Update</b>	<b>To receive an update from the Council's representative on matters considered at the last meeting.</b>	N/A	<b>Yes – was included on Agenda for 6 September but the next Health and Care O&amp;S meeting is not until 13 September so too early to feed back.</b>

Committee Date: 29 November 2016			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Report – Quarter 2 2016/17.	To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee	Graeme Simpson, Corporate Services Group Manager	No.
Disabled Facilities Grants Review Monitoring Report	To consider – six month update.	David Steels, Environmental Health Manager	No.
<b>Gloucestershire Families First Update</b>	<b>To consider – six month update.</b>	<b>Adrian Goode, Community Development Officer</b>	<b>Yes – deferred from 18 October due to the need to streamline that Agenda in order to focus on waste/grounds maintenance items (requested by the O&amp;S Committee on 19 July 2016)</b>
<del>Gold Standard for Housing and Homelessness Strategy</del>	<del>To consider the findings of the Overview and Scrutiny Committee workshop and make a recommendation to the Executive Committee.</del>	<del>Paula Baker, Housing Services Manager</del>	<del>No. New strategy to be developed through O&amp;S Working Group.</del>
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.	N/A	No.
Gloucestershire Police and Crime Panel Update	To receive an update from the Council's representative on matters considered at the last meeting.	N/A	No.



Committee Date: 10 January 2017			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Housing Strategy Review Report	To consider the Housing Strategy Review Report and to refer it to Council for adoption at its meeting on 24 January 2017.	Paula Baker	No.

Committee Date: 7 February 2017			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
<b>Enviro-Crimes Update</b>	<b>To consider the progress made over the last six months.</b>	<b>David Steels</b>	No.
Peer Review Action Plan	To consider - six month update	Graeme Simpson, Corporate Services Group Manager	No.
Review of the Effectiveness of the Overview and Scrutiny Committee.	To consider progress against the action plan.	Graeme Simpson, Corporate Services Group Manager	No.
Annual review of the effectiveness of the Council's involvement in the Gloucestershire Health, Community and Care Overview and Scrutiny Committee	In order to authorise payment of the Council's contribution to the running costs for the forthcoming year.	Graeme Simpson, Corporate Services Group Manager	No.

**Committee Date: 21 March 2017**

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Performance Report – Quarter 3 2016/17.	To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee	Graeme Simpson, Corporate Services Group Manager	No.
Complaints Report	To consider - six monthly update.	Graeme Simpson, Corporate Services Group Manager	No.
Flood Risk Management Group Report	To receive an annual report on the progress against the Flood Risk Management Action Plan and to recommend to the Executive Committee that the Flood Risk Management Group Terms of Reference be adopted for the next 12 months.	David Steels, Environmental Health Manager	No.

<b>Committee Date: 2 May 2017</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Overview and Scrutiny Committee Work Programme 2017/18.	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 2016/17.	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.
Review of Ubico	To consider – annual update.	Richard Kirk, Interim Environmental and Housing Services Group Manager / David Steels, Environmental Health Manager	No.
Gloucestershire Families First Update	To consider - six monthly update.	Adrian Goode, Community Development Officer	No.
Scrutiny of the Community Safety Partnership	To consider - six monthly update.	Paula Baker, Housing Services Manager	No.
Customer Care Strategy	To consider- annual update.	Clare Evans, Communications and Policy Manager	No.
Disabled Facilities Grants Review Monitoring Report	To consider - six monthly update.	David Steels, Environmental Health Manager	No.

## PENDING ITEMS

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>
Risk Management Strategy Review	Agreed by the Overview and Scrutiny Committee at its meeting on 14 June 2016.
Absence Management Policy Review	Agreed by the Overview and Scrutiny Committee at its meeting on 14 June 2016.
Gloucestershire Fire and Rescue Service Presentation	Requested during the Review of the Effectiveness of Overview and Scrutiny Committee.
Economic Development and Tourism Strategy Review Report	Report to be presented once the Working Group has concluded its review.
Financial Inclusion	Requested by the Overview and Scrutiny Committee on 12 April 2016 – report to be considered by the Committee prior to the Executive Committee.

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	6 September 2016
<b>Subject:</b>	Performance Management – Quarter 1 2016/17
<b>Report of:</b>	Graeme Simpson, Corporate Services Group Manager
<b>Corporate Lead:</b>	Mike Dawson, Chief Executive
<b>Lead Members:</b>	Councillor Mrs E J MacTiernan, Lead Member for Organisational Development
<b>Number of Appendices:</b>	1

**Executive Summary:**

New Council Plan priorities (2016-2020) were approved by Council on 19 April 2016. Supporting the priorities is a set of objectives and actions. Progress in delivering the objectives and actions are reported through a Council Plan Performance Tracker (Appendix 1). The tracker is a combined document which also includes performance on a key set of performance indicators. This tracker is reported to Overview and Scrutiny Committee on a quarterly basis. The outcome of Overview and Scrutiny Committee review is then reported to Executive Committee by the Chair of Overview and Scrutiny.

**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.

**1.0 INTRODUCTION/BACKGROUND**

- 1.1** New Council Plan priorities (2016-2020) were approved by Council on 19 April 2016. Supporting the priorities is a set of objectives and actions. Progress in delivering the objectives and actions are reported through a Council Plan Performance Tracker (Appendix 1). The tracker is a combined document which also includes performance on a key set of performance indicators. This tracker is reported to Overview and Scrutiny Committee on a quarterly basis for Members to review and scrutinise the performance. The outcome is then reported to Executive Committee by the Chair of Overview and Scrutiny.
- 1.2** This is the first quarterly monitoring report for 2016/17. The majority of information within the performance tracker reflects the progress of Council Plan actions as at the time of writing the report. The key performance indicator information is of a statistical type nature so represents the position as at the end of June 2016 (Qtr 1).

**2.0 COUNCIL PLAN PERFORMANCE TRACKER**

- 2.1** The Council Plan (2016-2020) has four priorities which contribute to the overall Council Plan vision "Tewkesbury Borough, a place where a good quality of life is open to all". The priorities are:
- Finance and Resources
  - Economic Development
  - Housing
  - Customer Focused Services

Each of the four 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 monitor delivery of each Council Plan action. The actions are reviewed and where appropriate refreshed on an annual basis.

**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

Grey – project has not yet commenced

✓ – action complete or annual target achieved

For monitoring of key performance indicators the following symbols are used:

↑ - PI is showing improved performance on previous year

↔ - PI is on par with previous year performance

↓ - PI is showing performance is not as good as previous year

**2.3** The majority of actions are progressing well, for example, key activities to bring to Members attention include:

- The introduction of a new commercial theme to the Council's business transformation programme.
- Procurement of a new waste and recycling fleet is progressing in accordance with key project milestones.
- Opening of the new leisure centre.
- The Cascades demolition project has commenced.
- An economic assessment of the borough has been commissioned for completion by September.
- A successful bid of £130k grant funding to kick start developing a vision for J9.
- Formation of an Overview and Scrutiny Committee Working Group to support development of a new Housing Strategy.
- Commencement of phase two of the Planning service review.
- Development of a new website is progressing well for implementation in November.

- 2.4 Due to the complex nature of the actions being delivered then inevitably some may not progress as smoothly or quickly as envisaged. Actions with either a ☹️ or 😊 are highlighted below: -

Action	Status and reason for status
Develop the Tewkesbury Borough Plan	☹️ - focus has been on progressing the JCS.
Let out the top floor of the Public Services Centre	☹️ - proposals are still being considered. A pathway has yet to be approved.

Five actions have yet to commence as these are programmed to start later in the financial year with the majority of these targeted for completion by the end of the financial year.

### 3.0 KEY PERFORMANCE INDICATORS (KPIs)

- 3.1 The set of Key Performance Indicators (KPIs) 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 end of June 2016.

- 3.2 Of the 17 indicators with targets, their status as at the end of quarter 1 is :

☹️ (achievement of target is unlikely)	😊 (on target)	😊 (target likely to be achieved by the end of the year)
2	11	4

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

↑ (better performance than last year)	↓ (not as good as last year)
11	6

**Note:** the direction of travel for KPI 27 and 28 - anti-social behaviour and crime incidents. There are no targets for these indicators but the direction of travel is positive with a reduction in reported incidents.



**3.3** Key indicators of interest include:

- KPI 14 – processing major planning applications. Performance is currently below target and not as good as last year but this can change significantly as the calculation is based on low application numbers
- KPI 15 &16 – processing minor and other planning applications. Performance is currently below target but improved upon 2015/16.
- KPI 20 – number of enviro crimes. Reported incidents suggest the target for 2016/17 will be exceeded.
- KPI 23 & 24 – processing of benefit claims and change of circumstances. Performance is not as good as 2015/16 but remains top quartile nationally.
- KPI 29 – sickness absence. Long term sickness is impacting on the ability to meet target.
- KPI 30 – recycling. Both the direction of travel and keeping on target is positive.
- KPI 32 – broadly compliant food establishments. Both the direction of travel and keeping on target is positive.

**4.0 OTHER OPTIONS CONSIDERED**

4.1 None

**5.0 CONSULTATION**

5.1 None

**6.0 RELEVANT COUNCIL POLICIES/STRATEGIES**

6.1 Council Plan 2016-2020.

**7.0 RELEVANT GOVERNMENT POLICIES**

7.1 None directly.

**8.0 RESOURCE IMPLICATIONS (Human/Property)**

8.1 None directly.

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

9.1 Linked to individual Council Plan actions.

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

10.1 Linked to individual Council Plan actions.

**11.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS**

**11.1** Council Plan 2012-16 approved by Council 19 April 2016.

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**Background Papers:** None

**Contact Officer:** Graeme Simpson, Corporate Services Group Manager  
01684 272002 [graeme.simpson@tewkesbury.gov.uk](mailto:graeme.simpson@tewkesbury.gov.uk)

**Appendices:** Appendix 1 – Council Plan Performance Tracker Qtr 1 2016/17

## Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2016-17 Progress Report (Quarter 1)

Council Plan tracker actions/ KPI progress key:		KPI direction of travel key:	
😊	Action progressing well/ PI on or above target	↑	PI is showing improved performance on previous year
😐	Action has some issues/delay but not significant slippage/ PI below target but likely to achieve end of year target	↔	PI is on par with previous year performance
😞	Significant risk to not achieving the action or there has been significant slippage in the timetable, or performance is below target/ PI significantly below target and unlikely to achieve target	↓	PI is showing performance is not as good as previous year
	Project has not yet commenced/ date not available or required to report		
✓	Tracker action is complete or annual target achieved		

### PRIORITY: FINANCE AND RESOURCES

Actions	Performance tracker	Responsible Officer/Group	Progress to date	Comment
<b>Objective 1. Start on the path to being financially independent of the government's core grants.</b>				
a) Deliver the council's transformation programme.	1. Delivery of approved programme.	Corporate Leadership Team (CLT)	😊	Delivery of the programme is monitored by Transform Working Group (TWG). There are a number of projects within the programme and which are at different stages of implementation. Key projects include: website development, Spring Gardens/ Oldbury road regeneration, housing development company, letting of second floor, planning and environmental health service review. A new theme around commercialisation is to be added to the programme.
b) Implement a Fees and Charges Strategy to maximise return in the medium term.	1. Approval of strategy.	Group Manager Finance & Asset Management		Work not scheduled to commence until second half of the financial year.

**PRIORITY: FINANCE AND RESOURCES**

Actions	Performance tracker	Responsible Officer/Group	Progress to date	Comment
<b>Objective 2. Maintain a low council tax.</b>				
a) Produce a medium term strategy which ensures that council tax remains in the lowest quartile nationally.	1. Benchmark to confirm lowest quartile.	Group Manager Finance & Asset Management		Work not scheduled to commence until second half of the current financial year.
<b>Objective 3. Investigate and take appropriate commercial opportunities.</b>				
a) Develop a programme of commercial projects, including developing an entrepreneurial-type culture for councillors and staff.	1. Implement agreed programme.	Corporate Leadership Team (CLT)	☺	Commercial workshop for members and senior managers has taken place. Further workshops and training facilitated by Association for Public Service Excellence (APSE) has been programmed for the second quarter. As part of this, a cohort of officers, including staff from partnership organisations, will be reviewing six proposed commercial opportunities (trade waste, pest control, funeral services, Out of the Hat tourist information centre, selling service, expansion of One Legal) as well as developing a pipeline of further opportunities. Support from APSE to provide commercial skills and capacity has also been agreed.
	2. Develop entrepreneurial culture.			Training and involving a wide group of officers from all levels across the organisation will help to embed an entrepreneurial culture.
b) Produce a business case alongside partner authorities for the formation of a housing development company.	1. Development of business case.	Group Manager Finance & Asset Management	☺	The four partner authorities are harvesting information on existing and proposed housing development companies. In addition, five sites have been identified to carry out viability appraisals. A high level financial analysis has also been conducted for presentation to the project board in early July. It is envisaged that if the financial analysis is positive the project board will engage with professional support to deliver a business case.

**PRIORITY: FINANCE AND RESOURCES**

Actions	Performance tracker	Responsible Officer/Group	Progress to date	Comment
<b>Objective 3. Investigate and take appropriate commercial opportunities.</b>				
c) Undertake a review of the discretionary trade waste service to ensure it is operating on a viable commercial level.	1. Undertake and complete review.	Interim Group Manager Environmental and Housing		This will be jointly undertaken with Ubico - date has yet to be agreed. There is a potential for an overview and scrutiny role in this project.
<b>Objective 4. Use our assets to provide maximum financial return.</b>				
a) Ensure value-for-money procurement of a new waste and recycling fleet.	1. Deliver against project milestones	Interim Group Manager Environmental and Housing Services	☺	Work is progressing in accordance with the requirements of the timetable and is on schedule with project milestones for new vehicles to be in place for April 2017.
b) Deliver the council's asset plan.	1. Monitor delivery of asset plan.	Group Manager Finance & Asset Management	☺	A number of key asset related activities are progressing including: <ul style="list-style-type: none"> <li>• Completion of the new leisure centre.</li> <li>• Approval of Spring Gardens and Oldbury Road regeneration project including the establishment of a member reference panel.</li> <li>• Decommissioning of Cascades site and tender for demolition.</li> <li>• Purchase of investment property approved and progressing.</li> <li>• Renewal of lease for caravan site in Tewkesbury agreed.</li> </ul>

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### Key performance indicators for priority: Finance and resources

KPI no.	KPI description	Outturn 2015-16	Target 2016-17	Outturn Q1 2016-17	Outturn Q2 2016-17	Outturn Q3 2016-17	Outturn Q4 2016-17	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
1	Percentage of creditor payments paid within 30 days of receipt.	94.12%	94.00%	94.96%				↑	☺	Above target due to bi-weekly payment runs and quicker turnaround of invoices by budget holders.	Lead Member Finance and Asset Management/ Simon Dix
2	Outstanding sundry debt in excess of 12 months old.	£44,609	£50,000	£30,866				↑	☺	Good progress has been made tackling very old debt, especially trade waste.	Lead Member Finance and Asset Management/ Simon Dix

### PRIORITY: ECONOMIC DEVELOPMENT

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
<b>Objective 1. Be the primary growth engine of Gloucestershire's economy.</b>				
a) Carry out an economic assessment within the borough.	1. Complete assessment	Group Manager Development Services	☺	Bruton Knowles have been appointed and will be complete by September 2016. Feedback will be provided via a member seminar in the Autumn.
b) Produce, deliver and launch a new Economic Development and Tourism Strategy.	1. Approval of new strategy	Group Manager Development Services	☺	An Economic Development and Tourism Strategy Working Group has been formed to support the production of a new strategy. The economic assessment, employment land review and business survey that Bruton Knowles are currently carrying out, will feed into this work. A key component to the strategy is an emerging vision 'For Tewkesbury borough to be the engine that delivers growth in Gloucestershire'. It is expected that the new strategy will be in place by the end of the year.

**PRIORITY: ECONOMIC DEVELOPMENT**

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
<b>Objective 2. Identify and deliver employment land within the borough.</b>				
a) Produce an employment land review of sites within the borough.	1. Complete review	Group Manager Development Services	☺	The review has been commissioned to look at the economic growth options and potential sites. A member seminar to present the assessment by Bruton Knowles will take place on 13 October 2016. This will form a key part of the evidence base to inform the Tewkesbury Borough Plan and the Economic Strategy.
b) Allocate and deliver employment land through the JCS and Tewkesbury Borough Plan.	1. Allocate and deliver through JCS	Group Manager Development Services	☺	The latest economic evidence has been used to inform the JCS. The latest evidence has suggested a need to support delivery of a minimum of 192ha of B class employment land and 39,500 jobs over the plan period to 2031. This is a significant increase on the employment provision in the existing Submission JCS (Nov 2014) of 82ha and 28,000 jobs. However, the JCS authorities have evidenced how this growth can be delivered through the JCS and district-level plans.  These latest growth aspirations are proposed to be set out through revised policies that will form the main modifications to the plan
	2. Allocate and deliver through borough plan			The JCS will set out the strategic employment needs and will also note that some of this need is to be met through the delivery of the Borough Plan. The Employment Land Review study will provide the evidence about the potential for new and existing employment sites to meet this need.

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**PRIORITY: ECONOMIC DEVELOPMENT**

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
<b>Objective 3. Maximise the growth potential of the M5 junctions within the borough.</b>				
a) Produce a vision for the J9 area.	1. Produce a vision	Group Manager Development Services	☺	A successful bid to the Large Sites Infrastructure Fund (LSIF) for funding (£130,000) to enable the commissioning of specialist support to help with areas of work including visioning, community engagement and programme management for the J9 area. The successful agency/company will work with the J9 Member Reference Panel and partners to help develop and adopt a vision for the J9 area.
b) Work with our partners, including the JCS partners and the LEP, to promote the M5 Growth Zone.	1. Initiatives to promote growth zone	Group Manager Development Services	☺	This links to the Economic Strategy work that is currently underway and to the final outcomes of the emerging JCS. The borough plan will identify opportunities and policies for the M5 growth zone. We are working with LEP, Gloucestershire County Council (GCC), Highways England (HE) and other partners on transport projects relating to A46/ A438/ J9 and J10.
c) Work with partners to build a case for an all-ways M5 junction 10.	1. Production of economic business case	Group Manager Development Services	☺	We are currently working with the LEP, GCC and other partners on a bid to the Department of Transport's Large Local Major Transport Schemes fund for funding to develop a business case.
<b>Objective 4. Deliver regeneration for Tewkesbury town.</b>				
a) Put in place a plan to regenerate Spring Gardens, following the opening of the new leisure centre.	1. Regeneration plan	Group Manager Development Services/ Group Manager Finance & Asset Management	☺	Development proposal agreed at Council in April 2016. Professional services appointed through Scape framework. A member working group has been established. Alternative scheme layouts reviewed and preferred layout established. A number of surveys of the area have been carried out. Tender has been awarded to carry out the demolition of Cascades. Officers are currently looking at options for the area to provide a mixed use scheme whilst also retaining adequate car parking and providing for the twice weekly market and Mop Fair.

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**PRIORITY: ECONOMIC DEVELOPMENT**

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
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**Objective 4. Deliver regeneration for Tewkesbury town.**

<p>b) Work with Tewkesbury Regeneration Partnership to progress projects that regenerate Tewkesbury Town.</p>	<p>1. Delivery of projects</p>	<p>Group Manager Development Services</p>	<p>😊</p>	<p>After 67 years the 'Missing Link' has been completed. This provides an improvement to the riverside walk. The Heritage Walks and Interpretation project has progressed with initial designs being presented to the working group. The design concept was well received and work is ongoing to finalise the content within the start of the next quarter. The final stages of the draft new business website have taken place at the end of the quarter, with the aim of launching it within the first few weeks of Q2.</p> <p>An Expression of Interest form has been submitted for the Townscape Heritage Lottery Initiative, to focus on shop front improvements, alleyways, public realm and public engagement. A Lottery officer will meet with Tewkesbury Borough Council officers in Q3 to discuss the full bid, with submission in September 2017.</p>
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**Key performance indicators for priority: Economic development**



KPI no.	KPI description	Outturn 2015-16	Target 2016-17	Outturn Q1 2016-17	Outturn Q2 2016-17	Outturn Q3 2016-17	Outturn Q4 2016-17	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
3	Employment rate 16-64 year olds.	83.7%		84%						84% relates to 45,900 people within the borough. This is higher than the county rate of 79.9%.	Leader Member Economic Development/ Julie Wood
4	Claimant unemployment rate.	1%		0.9%						0.9% relates to 485 people within the borough. This rate is lower than the county rate of 1% (Source: ONS June 2016)	Leader Member Economic Development/ Julie Wood

**Key performance indicators for priority: Economic development**

KPI no.	KPI description	Outturn 2015-16	Target 2016-17	Outturn Q1 2016-17	Outturn Q2 2016-17	Outturn Q3 2016-17	Outturn Q4 2016-17	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
5	Number of business births.	445 (2014 figure)								Not yet available. The 2015 figures should be released in November 2016.  Source: ONS Business demography.	Leader Member Economic Development/ Julie Wood
6	Number of business deaths	285 (2014 figure)									
7	Number of visitors to Tewkesbury Tourist Information Centre (TIC)	31,485	31,000	10,094				↑	😊	Numbers have increased by 653 compared to Q1 2015/16. A 'pop-up' TIC was provided for the Antiques Roadshow assisting 350 people.	Leader Member Economic Development/ Julie Wood
8	Number of visitors to Winchcombe Tourist Information Centre (TIC)	10,187	10,000	4,302				↑	😊	Numbers have increased by 544 compared to Q1 2015/16.	Leader Member Economic Development/ Julie Wood



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**PRIORITY: HOUSING**

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
<b>Objective 1. Increase the supply of suitable housing across the borough to support growth and meet the needs of our communities.</b>				
a) Continue working with our partner councils to ensure the Joint Core Strategy is adopted.	1. Adoption of JCS	Group Manager Development Services		<p>The inspector's interim report was published at the end of May 2016. Hearing sessions took place during June and July to discuss the report and the councils proposed approach to them.</p> <p>Following the July hearing sessions the councils will then be required to prepare a main modifications plan during August. The Inspector will then hold a further set of hearing sessions to specifically discuss the main modifications that are to be proposed in the JCS in September 2016.</p> <p>The JCS will then be brought back to each council in October 2016 to approve the final main modifications to the plan for a six week public consultation.</p> <p>There has been significant slippage on the original expected timetable. However, the examination is now progressing and moving towards adoption by early 2017.</p>
b) Develop the Tewkesbury Borough Plan.	1. Adoption of Tewkesbury Borough Plan.	Group Manager Development Services		<p>A draft plan was subject to public consultation between 27 February and 13 April 2015.</p> <p>The timetable is inextricably linked to the JCS.</p> <p>Focus has been on progressing the JCS and this has had the knock-on impact of delaying progress of the plan.</p> <p>Nevertheless, officers have been developing the evidence base in respect of Gypsy and Travellers, employment land, housing land, open space and community facilities. These will all have an important contribution towards the plan.</p> <p>A number of Neighbourhood Plans are also being progressed. These will form part of the overall development plan and will inform plan.</p>

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**PRIORITY: HOUSING**

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
<b>Objective 1. Increase the supply of suitable housing across the borough to support growth and meet the needs of our communities.</b>				
c) Support Neighbourhood Development Plans across the borough where communities bring them forward.	1. Promotion of and number of plans supported	Group Manager Development Services		<p>11 neighbourhood plans have been designated across 15 parishes. A twelfth neighbourhood plan is awaiting designation.</p> <p>Most advanced of the plans are the Winchcombe &amp; Sudeley and Highnam Neighbourhood Plans which both completed their examinations in June 2016. Both plans have been successful at examination subject to changes being made to them that has been recommended by the examiner. The next step is to make these modifications and make arrangements for a local referendum to vote on the plans.</p> <p>A number of other Neighbourhood Plans are also advancing and officers have particularly been working with the Alderton, Ashchurch Rural, Churchdown &amp; Innsworth, Down Hatherley, Norton &amp; Twigworth, Gotherington and Twyning neighbourhood plan groups.</p>
d) Utilise new tools available under the Housing and Planning Bill.	1. Identify and implement relevant tools	Group Manager Development Services		Officers will continue to monitor new planning tools made available through the bill. In May 2015 the Bill achieve royal ascent and is now an act of parliament. Tools such as the permission in principle and the brownfield register are identified as particularly pertinent and we await further guidance on their implementation.
<b>Objective 2. Achieve a five year supply of land.</b>				
a) Ensure adequate land is allocated within the Joint Core Strategy and Tewkesbury Borough Plan to meet housing needs.	1. Allocate of adequate land	Group Manager Development Services		The JCS (Nov 2014) identified a housing need of 30,500 dwellings across the JCS and 10,100 for Tewkesbury Borough. Over the course of the examination new evidence using the latest demographic population and household formation data has been required. This has produced a new housing requirement of 31,830 (8,640 for Tewkesbury). The Inspectors Interim Report (May 2016) recommends further uplifts to the Objectively Assessed Needs (OAN) to take into account of economic growth and a 5% uplift to increase affordable housing delivery and flexibility. This is still subject to discussion but

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				would raise the housing requirement for 35,175 (9,983 for Tewkesbury). The JCS is required to demonstrate how this housing requirement will be met and ensure that there is a 5 year supply of housing land. The JCS identifies larger Strategic Allocation sites that will contribute significantly to meeting these needs. However, the TBP will also be required to allocate land for smaller-scale non-strategic growth at the Rural Service Centres and Service Villages and Tewkesbury town.
b) Continue to promote sustainable development throughout the borough.	1. Ways to promote sustainable development	Group Manager Development Services	😊	Through the JCS and TBP the strategy for growth and the identification of sustainable sites to deliver it will be identified. The plans will also provide general development management policies that, in accordance with the National Planning Policy Framework, will enable to ensure that any additional growth is delivered in a sustainable way and against the objectives of the plans.

**PRIORITY: HOUSING**

Actions	Performance tracker	Reporting Officer/Group	Progress to date	Comment
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**Objective 3. Deliver the homes and necessary infrastructure to create new sustainable communities in key locations.**

a) Monitor annually the delivery of homes within the borough.	1. Annual monitoring mechanism	Group Manager Development Services	✓	Housing and land monitoring completed for 2014/15 and the Annual Monitoring Report was published in October 2015. The 2015/16 monitoring has now been completed and the report has been published onto the council's website in July 2016. This report provides information on how many homes have been delivered within this year. Work to the 2016/17 annual report will commence in Spring 2017.
b) Work with partners, infrastructure providers and developers to progress the delivery of key sites.	1. Identification and delivery of key sites	Group Manager Development Services	😊	Through the development of the JCS the authorities have been working extensively with infrastructure providers to ensure the delivery of the strategic allocations. This has been necessary to provide sufficient evidence to demonstrate that the sites are deliverable and that their impacts can be mitigated.  A particularly important area of infrastructure has been around highways and a close partnership has developed between the JCS authorities, Gloucestershire County Council (GCC) and Highways England (HE) to find the right solutions for the road network in the area.

**Objective 4. Deliver affordable homes to meet local need.**

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<p>a) Develop a new Housing and Homelessness Strategy for 2016-2020.</p>	<p>1. Approval of strategy</p>	<p>Interim Group Manager Environmental and Housing</p>	<p>😊</p>	<p>Terms of reference and a working group was agreed at O&amp;S committee on 19 July 2016. The first meeting of the working group is due to take place on 18 August 2016. The target date for the new strategy approval is January 2017.</p>
<p>b) Deliver 150 affordable homes each year.</p>	<p>1. Delivery of more than 150 homes</p>	<p>Interim Group Manager Environmental and Housing</p>	<p>😊</p>	<p>We are currently on track with our target with an estimate of 149 new affordable homes to be delivered during this financial year. (See KPI 13 for quarterly figures).</p> <p>We have seen 43% of affordable homes being built to the Sustainable Homes code level 4 (a level above Building Regulations); these have been built at Homelands two and Cleavelands in Bishops Cleeve and Invista in Brockworth</p> <p>There have been 39% of the homes built this quarter to Lifetime Homes Standard; all of which are on the Homelands two and Cleavelands developments.</p>
<p>c) Work in partnership to prevent residents becoming homeless.</p>	<p>1. Partnership working initiatives</p>	<p>Interim Group Manager Environmental and Housing</p>	<p>😊</p>	<p>We are continuing to work with partners to prevent homelessness in the borough. For example, working with other local authorities in Gloucestershire and West Oxfordshire to introduce a more effective Choice Based Lettings (CBL) and housing advice, prevention, and homelessness management system.</p> <p>We have also worked with Orbis and Travelodge to ensure that there is a robust out of hours homelessness service across the county. Along with working with the financial inclusion partnership to forecast and tackle unaffordability on individual households within our area before they lose their homes. Our prevention funding is used to engage the private rented landlords to meet the housing need of those facing homelessness and ease the pressure on the social housing system.</p>

**Key performance indicators for priority: Housing**

KPI no.	KPI description	Outturn 2015-16	Target 2016-17	Outturn Q1 2016-17	Outturn Q2 2016-17	Outturn Q3 2016-17	Outturn Q4 2016-17	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
9	Total number of homeless applications presented	111		28				↑		This figure is lower than Q1 2015/16 figures, which was reported at 35. The positive emphasis on homeless prevention has helped lower the numbers.	Lead Member Health and Wellbeing/ Richard Kirk
10	Total number of homeless applications accepted	57		13				↑		This figure has decreased compared to Q1 2015/16, where it was reported to be 17.	Lead Member Health and Wellbeing/ Richard Kirk

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**Key performance indicators for priority: Housing**

KPI no.	KPI description	Outturn 2015-16	Target 2016-17	Outturn Q1 2016-17	Outturn Q2 2016-17	Outturn Q3 2016-17	Outturn Q4 2016-17	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
11	Total number of active applications on the housing register	1887 972 – 1 bed 623 – 2 bed 208 -3 bed 71 – 4 bed 12 – 5 bed 1 – 6 bed		1924 1012–1 bed 630–2 bed 198–3 bed 74 – 4 bed 8 – 5 bed 2 – 6 bed						The number of active households registered on CBL has continued to rise steadily, particularly those with a one bedroom need. The demand for social housing has risen across the county and is likely to be because of welfare reform.	Lead Member Health and Wellbeing/ Richard Kirk
12	Total number of homeless prevention cases	172		54				↑		Housing Services prevented more households becoming homeless than ever recorded during a quarter. Performance has also kept homeless applications and homeless accepted duties at their lowest for several years.	Lead Member Health and Wellbeing/ Richard Kirk

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**Key performance indicators for priority: Housing**

KPI no.	KPI description	Outturn 2015-16	Target 2016-17	Outturn Q1 2016-17	Outturn Q2 2016-17	Outturn Q3 2016-17	Outturn Q4 2016-17	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
13	Number of affordable homes delivered	229	150	93				↑	☺	Of homes delivered: <ul style="list-style-type: none"> <li>• 18 Social rent</li> <li>• 33 Affordable rent</li> <li>• 31 Shared ownership</li> <li>• 11 discounted sale</li> </ul> Within areas: <ul style="list-style-type: none"> <li>• Bishops Cleeve- 36</li> <li>• Brockworth- 17</li> <li>• Longford- 15</li> <li>• Stoke Orchard- 11</li> <li>• Winchcombe- 14</li> </ul>	Lead Member Health and Wellbeing/ Richard Kirk
14	Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant.	87.50%	80%	58.82%				↓	☹	Performance is based on a low number of applications. However figures are expected to improve throughout the year to meet the target.	Lead Member Built Environment/ Julie Wood
15	Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the applicant.	70.11%	90%	76.67%				↑	☹	There are still some capacity issues, however recruitment is ongoing with some positive appointments already made. Will be a challenge to meet the target by year end but it is achievable.	Lead Member Built Environment/ Julie Wood

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16	Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant.	79.13%	90%	85%						See KPI 15 above.	Lead Member Built Environment/ Julie Wood
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### PRIORITY: CUSTOMER FOCUSED SERVICES

Actions	Performance Tracker	Reporting Line	Progress to date	Comment
<b>Objective 1. Maintain and improve our culture of continuous service improvement.</b>				
47 a) Deliver phase two of the planning and environmental health service reviews.	1. Completion of review	Group Manager Development Services/ Interim Group Manager Environmental and Housing	☺	Phase two of the planning service review has commenced and a presentation on the key actions was delivered to Overview and Scrutiny Committee in July 2016. We are now moving forward to deliver these actions.  Environmental Health Service- A report was presented to the Project Programme Board setting out the context of the review and that exploratory work is currently being undertaken before the project is formally established in Q2. The work in the first quarter concentrated on reviewing information technology options to enable more flexible and remote working, with officers from environmental health and IT departments commencing trials with a number of products.
b) Consider our approach to enviro-crimes, with particular focus on fly-tipping and dog fouling.	1. Deliver different approval to enviro crimes	Interim Group Manager Environmental and Housing	☺	A report was presented to the overview and scrutiny meeting on the 19 July 2016 outlining the current position regarding enviro crimes and the proposed work to combat these issues.  For fly tipping, a proactive project to tackle the issue is reaching maturity and it is hoped that positive and hard hitting action will be taken as a result. Additional signs and cameras are due to be used to help combat the issue in due course. The project has also brought about a formal agreement with Gloucestershire Constabulary to share intelligence.  A prosecution was taken against a commercial operator for not

				<p>transporting and disposing of their waste correctly. Unfortunately this case was unsuccessful. Nevertheless the case helped officers gain experience of such issues and they are keen to take positive action in future cases.</p> <p>Parish councils have been contacted about a proposed joint venture to employ an 'environmental warden' to help combat enviro-crimes. A report to the Executive Committee is proposed for October.</p>
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**PRIORITY: CUSTOMER FOCUSED SERVICES**

<b>Actions</b>	<b>Performance Tracker</b>	<b>Reporting Line</b>	<b>Progress to date</b>	<b>Comment</b>
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**Objective 2. Develop our customer service ethos to ensure that we deliver to the needs of residents.**

48	a) Adopt and promote customer care standards to further improve the quality of service our residents receive.	1. Approval and role out	Group Manager of Corporate Services	✓	Customer care standards have been adopted as part of the Customer Services Strategy. The strategy was approved at Executive Committee on 9 March 2016. The standards have been promoted and this promotion will continue.
	b) Roll out a programme of customer services training for staff across the council.	1. Roll out of training programme	Group Manager of Corporate Services		Training programme and provider has yet to be investigated. This action has an internal completion date of 31 March 2017 and will be delivered in accordance with this date. With regards to the customer services team, three of the team are currently undertaking an NVQ in Customer Service.

**Objective 3. Further expansion of the Public Services Centre (bring in other partners).**

a) Work with partners to investigate the potential for a reception refurbishment and integrated customer services team.	1. Explore potential options	Group Manager of Corporate Services		The provision of an integrated customer services team is dependent upon the strategic 'jigsaw' of partner services operating from the PSC. Likewise, any potential refurbishment.
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**PRIORITY: CUSTOMER FOCUSED SERVICES**

Actions	Performance Tracker	Reporting Line	Progress to date	Comment
<b>Objective 3. Further expansion of the Public Services Centre (bring in other partners).</b>				
b) To let out the top floor of the Public Services Centre.	1. Let out and receive income	Group Manager Finance and Asset Management	☹️	Proposal to integrate additional public services into the building, incorporating large scales works to the ground floor, refurbishment of the top floor and the re-use of Lower Lode depot have been reviewed with regard to the financial viability. Re-design and feasibility appraisal was concluded in July with decision taken on whether to progress this option taken to Corporate Leadership Team (CLT). Further possibilities are being investigated and will be presented back to CLT in September.
<b>Objective 4. Improve and expand our partnership both public and private sector and explore opportunities to do this.</b>				
49 a) Continued delivery of the proposed One Legal expansion.	1. Delivery of project milestones	Corporate Leadership Team (CLT)/	😊	The original proposal to merge the Gloucestershire County Council legal services is no longer able to proceed. However One Legal continues to explore and take up appropriate opportunities to expand its client base by delivering services to other public bodies which are yet to be established.
b) With partners, develop and implement a programme for financial inclusion.	1. Approval and roll out of programme	Group Manager Revenues and Benefits	😊	The programme for developing financial inclusion is underway and a report identifying the impacts of welfare reform has been written and was discussed at the financial inclusion meeting on the 27 July 2016. A financial inclusion action plan was also brought to the group. Essentially, key areas for development have been identified and groups will be set up to follow through on the recommendations.
c) Work with partners to improve digital links between public services to make life simpler for customers.	1. Deliver digital initiatives	Group Manager of Corporate Services	😊	This is a key strand of the digital strategy. One project currently progressing is partnership working with GCC which is at an advanced stage and will provide improved customer access at Bishops Cleeve library. This includes the potential for customers to use video conferencing to services within the council.

**PRIORITY: CUSTOMER FOCUSED SERVICES**

Actions	Performance Tracker	Reporting Line	Progress to date	Comment
<b>Objective 5. To improve customer access to our services and service delivery through digital methods.</b>				
a) Develop and deliver a Digital Strategy.	1. Approval and delivery of strategy actions	Group Manager of Corporate Services	☺	The council's first ever digital strategy was approved at Executive Committee on 6 April 2016. The strategy has key actions which will be monitored moving forward. Progress of those actions will be reported in future performance trackers.
b) Develop and roll out a new website to reflect our commitment to excellent online services.	1. Launch new website	Group Manager of Corporate Services	☺	The corporate services team are working on an innovative approach to the website design. In layman's term it is a build your own website which is significantly cheaper than procuring through the traditional route. A temporary website developer role has recently been advertised to support delivery. Targeted implementation is November 2016.

**Key performance indicators for priority: Customer focused services**

KPI no.	KPI description	Outturn 2015-16	Target 2016-17	Outturn Q1 2016-17	Outturn Q2 2016-17	Outturn Q3 2016-17	Outturn Q4 2016-17	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
17	Total enquiries logged by the Area Information Centre (AIC).	1708		499						Enquiries received at the AIC's are as follows for Q1:  Bishops Cleeve: 131 Brockworth: 199 Churchdown: 102 Winchcombe: 67 <hr/> Total: 499	Lead member Customer Focus/ Graeme Simpson
18	Total number of people assisted within the borough by Citizens Advice	1363		370						Heaviest demand has been: Brockworth 16%, Priors Park 11%, Churchdown St. Johns 9%, Cleeve St.	Lead Member Economic Development /Promotion /

	Bureau (CAB).									<p>Michaels 8% and Winchcombe 7%. The five wards represents 51% of clients seen.</p> <p>The five main areas where advice was given:</p> <ul style="list-style-type: none"> <li>• Benefits 27%</li> <li>• Debt 25%</li> <li>• Employment 13%</li> <li>• Housing 7%</li> <li>• Relationships 7%</li> </ul>	Julie Wood
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**Key performance indicators for priority: Customer focused services**

KPI no.	KPI description	Outturn 2015-16	Target 2016-17	Outturn Q1 2016-17	Outturn Q2 2016-17	Outturn Q3 2016-17	Outturn Q4 2016-17	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
19	Financial gain to clients resulting from CAB advice	£332,197		£92,585						During this quarter clients have benefitted from £92,585 of financial gains, of which £57,476 (62%) represent increases in disposable income.	Lead Member Economic Development /Promotion / Julie Wood
20	Number of reported enviro crimes	1314	1000	424				↓	☹	Breakdown is: <ul style="list-style-type: none"> <li>• Noise – 79 (56)</li> <li>• Dog fouling – 12 (36)</li> <li>• Fly tipping – 261 (229)</li> <li>• Abandoned vehicles – 61 (72)</li> </ul> (Q4 2015/16 in brackets).	Lead Member Clean and Green Environment/ Richard Kirk

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**Key performance indicators for priority: Customer focused services**

KPI no.	KPI description	Outturn 2015-16	Target 2016-17	Outturn Q1 2016-17	Outturn Q2 2016-17	Outturn Q3 2016-17	Outturn Q4 2016-17	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
21	Community Groups assisted with funding advice	N/A (new KPI)		80						<p>Community groups assisted have received £55,961 (£178,861) worth of external grants and £33,185 (£162,679) worth of TBC Community Grants. Cumulative figures since July 2015 in brackets.</p> <p>Resulting in 245 groups being supported with funding advice.</p> <p>A Community Funding Event was held in May 2016 88 people from local community groups attended.</p>	Lead Member Economic Development/ Promotion / Julie Wood

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**Key performance indicators for priority: Corporate**

KPI no.	KPI description	Outturn 2015-16	Target 2016-17	Outturn Q1 2016-17	Outturn Q2 2016-17	Outturn Q3 2016-17	Outturn Q4 2016-17	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
22	<p>Benefits caseload:</p> <p>a) Housing Benefit</p> <p>b) Council Tax Support</p>	<p>4,032</p> <p>4,627</p>		<p>4,049</p> <p>4,571</p>						<p>A slight rise in housing benefit claims. However council tax support claims continue to fall.</p>	Lead Member Finance and Asset Management/ Richard Horton

**Key performance indicators for priority: Corporate**

KPI no.	KPI description	Outturn 2015-16	Target 2016-17	Outturn Q1 2016-17	Outturn Q2 2016-17	Outturn Q3 2016-17	Outturn Q4 2016-17	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
23	Average number of days to process new benefit claims	12.76	15.00	16.49				↓	☹️	During this quarter we have seen an increase in claims. This was due to a resource issue and the team carrying out reviews on working age. Q1 2015/16 it was reported as 15.31. However, we are on track to achieve a good performance over the remaining quarters. (Although target is higher compared to 2015-16 outturn, the figure remains the top quartile nationally).	Lead Member Finance and Asset Management/ Richard Horton
24	Average number of days to process change in circumstances	5.22	10.00	6.48				↓	😊	Currently monitoring the impacts of the increase in the national living wage rates which has created additional changes to process.	Lead Member Finance and Asset Management/ Richard Horton

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25	Percentage of council tax collected	98.24%	98%	29.45%				↑	☺	Collection rate is very healthy and slightly up on the first quarter of 2015/16 which was 29.43%.	Lead Member Finance and Asset Management/ Richard Horton
<b>Key performance indicators for priority: Corporate</b>											
KPI no.	KPI description	Outturn 2015-16	Target 2016-17	Outturn Q1 2016-17	Outturn Q2 2016-17	Outturn Q3 2016-17	Outturn Q4 2016-17	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
26	Percentage of NNDR collected	99.24%	98%	32.01%				↓	☺	Collection rate down on last year but is rapidly improving. Last year 33.34%	Lead Member Finance and Asset Management/ Richard Horton
27	Number of anti-social behaviour incidents	2447		620				↑		This is a decrease of 8% for the same period in the previous year.	Lead Member Community/ Richard Kirk
28	Number of overall crime incidents	3071		741				↑		This is a decrease of 5% for the same period in the previous year.	Lead Member Community/ Richard Kirk
29	Average number of sick days per full time equivalent	8.74	7.00	2.55 (10.21 annual equivalent)				↓	☹	The number of sick days during Q1 totals to 435 days. This figure is significantly higher than Q1 2015/16 (210 days). Due to the impact of continuing long term sickness- 63% of sickness was long term. Short term sickness is also higher (56% higher than Q1 2015/16) per employee.	Lead Member Organisational Development/ Graeme Simpson

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**Key performance indicators for priority: Corporate**

KPI no.	KPI description	Outturn 2015-16	Target 2016-17	Outturn Q1 2016-17	Outturn Q2 2016-17	Outturn Q3 2016-17	Outturn Q4 2016-17	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
55 30	Percentage of waste recycled or composted	50.68%	52%	54.76%				↑	😊	<p>Compared to Q1 2015/16, almost all the tonnages have improved.</p> <p>The food waste campaign is still having an effect and increasing the tonnage from last year. There has also been a high demand for blue and brown bins for bins is extremely high which has resulted in more blue and garden waste bins being delivered. Demand for the garden waste service has increased and customer numbers now exceed 15000.</p> <p>Proactive work has mitigated the needle contamination issue.</p>	Lead Member Clean and Green Environment/ Richard Kirk

**Key performance indicators for priority: Corporate**

KPI no.	KPI description	Outturn 2015-16	Target 2016-17	Outturn Q1 2016-17	Outturn Q2 2016-17	Outturn Q3 2016-17	Outturn Q4 2016-17	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Group Manager
31	Residual household waste collected per property in kgs	427kg	430kg	109kg				↑	☺	Waste to landfill has decreased overall (see KPI 30) which is a good sign considering the national trend. There has been a slight increase in the tonnage for bulky collections and also the non-recyclable waste at the MRF.	Lead Member Clean and Green Environment/ Richard Kirk
32	Food establishments in area broadly compliant with food hygiene regulations (%)	92.19%	93%	93.95%				↑	☺	During quarter 1 the total number of 843 premises: <ul style="list-style-type: none"> <li>• 792 were broadly compliant</li> <li>• 51 non-compliant</li> <li>• 16 unrated premises</li> </ul> In July officers carried out a successful prosecution. This resulted in a fine and good publicity.	Lead Member Clean and Green Environment/ Richard Kirk

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## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	6 September 2016
<b>Subject:</b>	Complaints Report
<b>Report of:</b>	Graeme Simpson, Corporate Services Group Manager
<b>Corporate Lead:</b>	Mike Dawson, Chief Executive
<b>Lead Member:</b>	Councillor M Dean, Lead Member for Customer Focus
<b>Number of Appendices:</b>	Two

**Executive Summary:**

The formal complaints framework was reviewed in early 2016 leading to the approval of a new complaints policy. The policy is also supported by a new reporting and monitoring system to help ensure complaints are effectively managed. The framework is also monitored by a designated officer within the Corporate Services Team. As with previous arrangements, a report will be presented on a six monthly basis to the Overview and Scrutiny Committee. This report provides details of complaints received in the first quarter of 2016/17(April-June). The new system went live on 6 April 2016. The report also includes information received from the Local Government Ombudsman on complaints that have been referred to them.

**Recommendation:**

**To CONSIDER the information provided and whether any further action is required.**

**Reasons for Recommendation:**

To ensure there is effective complaints monitoring and there is evidence of learning so as to improve service delivery and customer satisfaction.

**Resource Implications:**

There is a manpower resource to investigate any complaints that are received.

**Legal Implications:**

The Local Government Ombudsman has power to investigate complaints of maladministration against the Council (subject to certain exceptions) and may make recommendations as to how such complaints may be resolved. Where considered appropriate the ombudsman has the power to issue a formal report on any particular case for consideration by the Council. Although not legally bound to accept any recommendations from the ombudsman it is important that the Council takes careful note of them and learns from any recommendations that he makes.

**Risk Management Implications:**

If complaints are not handled in accordance with the corporate complaints procedure and the Council does not learn from the complaints received then there is a potential reputational risk to the Council.

**Performance Management Follow-up:**

Customer complaints, including those made to the Ombudsman are reported to Overview and Scrutiny Committee on a six monthly basis.

**Environmental Implications:**

None directly.

**1.0 INTRODUCTION/BACKGROUND**

**1.1** The formal complaints framework was reviewed in early 2016. A new complaints policy was approved supported by a new reporting and monitoring system to help ensure complaints are effectively managed. This went live on 6 April 2016. The framework is also monitored by a designated officer within the Corporate Services Team.

**1.2** Part of the review was to improve the signposting on how to make a complaint and clearly differentiate between a service type complaint/request and a formal complaint which requires more detailed investigative action. The Council's website was updated to reflect this. Complaints may be reported onwards to the Local Government Ombudsman by the complainant once the complaint has been dealt with through the Council's complaints framework.

**2.0 COMPLAINTS RECEIVED APRIL 2016 to JUNE 2016**

**2.1** 26 formal complaints were received within the reporting period. Of these, 23 were responded to within time i.e. 20 days. Three complaints were also subject to a stage two review of which one was justified. A breakdown of the complaints by service area, nature of complaint and remedy can be found in Appendix 1. This also includes a summary of lessons learned.

**Note:** Seven formal complaints were received in the period January 2016 to March 2016. These were received through the old complaints system which was recommended for review by internal audit, hence the introduction of the new system.

### 3.0 COMPLAINTS ANALYSIS FOR PREVIOUS PERIODS

3.1 Previous number of complaints reported to the Committee are detailed below:

Reporting period	Total complaints	Response within target time	Complaints upheld	Number of appeals	Appeals upheld
Jan-June 2014	28	18	4	3	0
July-Dec 2014	20	9	1	4	0
Jan-June 2015	15	7	2	0	0
July-Dec 2015	9	3	0	0	0

### 4.0 OMBUDSMAN COMPLAINTS

4.1 The Local Government Ombudsman deals with complaints against all local government authorities in England (except Parish and Town Councils) and certain other bodies. Each year the Local Government Ombudsman publishes an "Annual Review Letter" for every authority which details the number of complaints and enquiries received and the decisions made. This letter is attached to this report at Appendix 2. It is also published on the Local Government Ombudsman website.

4.2 During 2015/16, the Local Government Ombudsman received 10 complaints/enquiries relating to Tewkesbury Borough Council (compared to 11 in 2014/15). They are as follows:

Benefits and tax	1	Referred back for local decision
Environmental services and public protection and regulation	5	3 – closed after initial enquiries
		1 – upheld no further action
		1 – referred back for local resolution
Highways and transport	1	1 - Closed after initial enquiries
Housing	1	1 - Upheld in part – upheld maladministration but no injustice
Planning and development	2	1 – referred back for local resolution
		1 – not upheld.

### 5.0 OTHER OPTIONS CONSIDERED

5.1 None

- 6.0 CONSULTATION**
- 6.1 None
- 7.0 RELEVANT COUNCIL POLICIES/STRATEGIES**
- 7.1 Corporate Complaints Policy
- 8.0 RELEVANT GOVERNMENT POLICIES**
- 8.1 Local Government Act 1974
- 9.0 RESOURCE IMPLICATIONS (Human/Property)**
- 9.1 Officer time to monitor and investigate complaints received.
- 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 Due regard is paid to the relevant policies and schemes during the investigation and resolution of complaints. Outcomes arising from improvement actions as a result of a complaints investigation may be beneficial in these areas.
- 12.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS**
- 12.1 None.

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**Background Papers:** None

**Contact Officer:** Graeme Simpson, Group Manager – Corporate Services  
01684 272002 [Graeme.simpson@teWKesbury.gov.uk](mailto:Graeme.simpson@teWKesbury.gov.uk)

**Appendix:** Appendix 1- Complaints breakdown  
Appendix 2 – Local Government Ombudsman 2015/16 – Annual Review Letter

**Formal complaints received via the new complaints framework (April to June 2016)**

**1) Breakdown by service:**

<b>Service area</b>	<b>Total complaints</b>	<b>Within target</b>	<b>Outside target</b>	<b>Justified</b>	<b>Partially justified</b>	<b>Not justified</b>	<b>Complaint appeals (stage two)</b>	<b>Stage two outcome</b>
Cascades	1	1	-	1	-	-	-	-
Customer Services	2	2	-	1	1	-	-	-
Community services	1	1	-	-	-	1	-	-
Environmental Health	2	2	-	-	1	1	1	Not justified
Grounds Maintenance	1	1	-	-	1	-	-	-
Housing	1	-	1	-	-	1	-	-
Planning	3	1	2	-	1	2	2	One not justified and one justified
Waste and Recycling	15	15	-	8	6	1	-	-
<b>Totals</b>	<b>26</b>	<b>23</b>	<b>3</b>	<b>10</b>	<b>10</b>	<b>6</b>	<b>3</b>	<b>-</b>



## 2) Nature of complaint and remedy

By nature of complaint	Total
Delay in responding to the enquiry or request	1
Failure to provide a service	9
The standard of service	10
Customers treatment by or attitude of a member of staff	4
Councils failure to follow proper procedure	2
Other	0
<b>Total</b>	<b>26</b>

By remedy	Total
Apology	17
Explanation provided	3
Financial compensation	1
Agreed solution with customer	4
Review of practice	0
Other	0
Not specified	1
<b>Total</b>	<b>26</b>

### Lessons learnt:

- Operative training required.
- Ensure there is better communication with customers during processes.
- Monitor processes need to be improved. (E.g. ensure missed bins collections are being carried out within 5 days, new bin ordering).

**Complaints summary by type:**

- Repeated missed bins/misplaced bins.
- Bin crews' attitude/ behaviour.
- Website problem (Firmstep) when ordering new bins (complainant did not think he would have the discounted rate as a result).
- Delays with new bin deliveries.
- Cleanliness of Cascades.
- Professionalism of Officer.
- Mess of the grass after being cut.
- Complainant not being kept informed throughout the process - found it very frustrating.
- Delay in responding to Planning query.
- Rubbish being left as a result of the Tewkesbury half marathon.

## **Appendix 2**

21 July 2016

*By email*

Mike Dawson  
Chief Executive  
Tewkesbury Borough Council

Dear Mike Dawson,

### **Annual Review Letter 2016**

I write to you with our annual summary of statistics on the complaints made to the Local Government Ombudsman (LGO) about your authority for the year ended 31 March 2016.

The enclosed tables present the number of complaints and enquiries received and the decisions we made about your authority during the period. I hope that this information will prove helpful in assessing your authority's performance in handling complaints.

Last year we provided information on the number of complaints upheld and not upheld for the first time. In response to council feedback, this year we are providing additional information to focus the statistics more on the outcome from complaints rather than just the amounts received.

We provide a breakdown of the upheld investigations to show how they were remedied. This includes the number of cases where our recommendations remedied the fault and the number of cases where we decided your authority had offered a satisfactory remedy during the local complaints process. In these latter cases we provide reassurance that your authority had satisfactorily attempted to resolve the complaint before the person came to us. In addition, we provide a compliance rate for implementing our recommendations to remedy a fault.

I want to emphasise that these statistics comprise the data we hold, and may not necessarily align with the data your authority holds. For example, our numbers include enquiries from people we signpost back to the authority, but who may never contact you.

In line with usual practice, we are publishing our annual data for all authorities on our website, alongside an annual review of local government complaints. The aim of this is to be transparent and provide information that aids the scrutiny of local services.

### **Effective accountability for devolved authorities**

Local government is going through perhaps some of the biggest changes since the LGO was set up more than 40 years ago. The creation of combined authorities and an increase in the number of elected mayors will hugely affect the way local services are held to account. We have already started working with the early combined authorities to help develop principles for effective and accessible complaints systems.

We have also reviewed how we structure our casework teams to provide insight across the emerging combined authority structures. Responding to council feedback, this included reconfirming the Assistant Ombudsman responsible for relationship management with each authority, which we recently communicated to Link Officers through distribution of our manual for working with the LGO.

## **Appendix 2**

### **Supporting local scrutiny**

Our corporate strategy is based upon the twin pillars of remedying injustice and improving local public services. The numbers in our annual report demonstrate that we continue to improve the quality of our service in achieving swift redress.

To measure our progress against the objective to improve local services, in March we issued a survey to all councils. I was encouraged to find that 98% of respondents believed that our investigations have had an impact on improving local public services. I am confident that the continued publication of our decisions (alongside an improved facility to browse for them on our website), focus reports on key themes and the data in these annual review letters is helping the sector to learn from its mistakes and support better services for citizens.

The survey also demonstrated a significant proportion of councils are sharing the information we provide with elected members and scrutiny committees. I welcome this approach, and want to take this opportunity to encourage others to do so.

### **Complaint handling training**

We recently refreshed our Effective Complaint Handling courses for local authorities and introduced a new course for independent care providers. We trained over 700 people last year and feedback shows a 96% increase in the number of participants who felt confident in dealing with complaints following the course. To find out more, visit [www.lgo.org.uk/training](http://www.lgo.org.uk/training).

### **Ombudsman reform**

You will no doubt be aware that the government has announced the intention to produce draft legislation for the creation of a single ombudsman for public services in England. This is something we support, as it will provide the public with a clearer route to redress in an increasingly complex environment of public service delivery.

We will continue to support government in the realisation of the public service ombudsman, and are advising on the importance of maintaining our 40 years plus experience of working with local government and our understanding its unique accountability structures.

This will also be the last time I write with your annual review. My seven-year term of office as Local Government Ombudsman comes to an end in January 2017. The LGO has gone through extensive change since I took up post in 2010, becoming a much leaner and more focused organisation, and I am confident that it is well prepared for the challenges ahead.

Yours sincerely



Dr Jane Martin  
Local Government Ombudsman  
Chair, Commission for Local Administration in England

For further information on how to interpret our statistics, please visit our website:  
<http://www.lgo.org.uk/information-centre/reports/annual-review-reports/interpreting-local-authority-statistics>

## Complaints and enquiries received

Adult Care Services	Benefits and Tax	Corporate and Other Services	Education and Children's Services	Environment Services	Highways and Transport	Housing	Planning and Development	Other	Total
0	1	0	0	3	2	1	3	0	10

## Decisions made

				Detailed Investigations			
Incomplete or Invalid	Advice Given	Referred back for Local Resolution	Closed After Initial Enquiries	Not Upheld	Upheld	Uphold Rate	Total
0	0	3	4	1	3	75%	11

### Notes

Our uphold rate is calculated in relation to the total number of detailed investigations.

The number of remedied complaints may not equal the number of upheld complaints. This is because, while we may uphold a complaint because we find fault, we may not always find grounds to say that fault caused injustice that ought to be remedied.

The compliance rate is the proportion of remedied complaints where our recommendations are believed to have been implemented.

### Complaints Remedied

by LGO	Satisfactorily by Authority before LGO Involvement	Compliance Rate
1	1	100%