

21 November 2016

Committee	Overview and Scrutiny
Date	Tuesday, 29 November 2016
Time of Meeting	4:30 pm
Venue	Committee Room 1

ALL MEMBERS OF THE COMMITTEE ARE REQUESTED TO ATTEND



**for Sara J Freckleton
Borough Solicitor**

Agenda

1. ANNOUNCEMENTS

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

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

2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

To receive apologies for absence and advise of any substitutions.



	Item	Page(s)
3.	DECLARATIONS OF INTEREST	
	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.	
4.	MINUTES	1 - 12
	To approve the Minutes of the meeting held on 18 October 2016.	
5.	CONSIDERATION OF THE EXECUTIVE COMMITTEE FORWARD PLAN	13 - 16
	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.	
6.	OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2016/17	17 - 21
	To consider the forthcoming work of the Overview and Scrutiny Committee.	
7.	GLOUCESTERSHIRE POLICE AND CRIME PANEL UPDATE	
	To receive an update from the Council's representative on matters considered at the last meeting.	
8.	GLOUCESTERSHIRE HEALTH AND CARE OVERVIEW AND SCRUTINY COMMITTEE	
	To receive an update from the Council's representative on matters considered at the last meeting.	
9.	PERFORMANCE REPORT - QUARTER 2 2016/17	22 - 52
	To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.	
10.	REVIEW OF CAR PARKING STRATEGY	53 - 57
	To consider the outcomes arising from the Car Parking Strategy and to agree that the strategy be monitored by the Head of Development Services, in consultation with the Lead Member for Economic Development/Promotion.	
11.	GLOUCESTERSHIRE FAMILIES FIRST UPDATE	58 - 62
	To consider the progress made in delivering the Families First Programme and to remove it from the Overview and Scrutiny Committee reporting cycle.	

12. DISABLED FACILITIES GRANTS REVIEW MONITORING REPORT

63 - 69

To consider progress against the recommendations arising from the Disabled Facilities Grants Review.

DATE OF NEXT MEETING**TUESDAY, 10 JANUARY 2017****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, 18 October 2016
commencing at 4:30 pm**

Present:

Chair	Councillor P W Awford
Vice Chair	Councillor Mrs G F Blackwell

and Councillors:

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

also present:

Councillors R E Garnham and Mrs E J MacTiernan

OS.39 ANNOUNCEMENTS

- 39.1 The evacuation procedure, as noted on the Agenda, was taken as read.
- 39.2 The Chair welcomed Rachel Capon, Contracts Manager for the Gloucestershire Joint Waste Team, and Julie Davies, Environment and Waste Policy Officer for the Gloucestershire Joint Waste Team, to the meeting and indicated that they would be presenting the report at Agenda Item 9 – Gloucestershire Joint Waste Committee 2016/17 Action Plan Update and 2017/18 Business and Action Plan Outline. He also welcomed Nick Firkins from Ubico who was present to answer questions in relation to Agenda Item 10 – Grounds Maintenance Update. Councillor R E Garnham, the Council's representative on the Gloucestershire Police and Crime Panel, would be providing an update on the last two meetings of the Panel at Agenda Item 7 and Councillor Mrs E J MacTiernan was present as an observer.

OS.40 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

- 40.1 Apologies for absence were received from Councillor P D Surman. There were no substitutions for the meeting.

OS.41 DECLARATIONS OF INTEREST

- 41.1 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.
- 41.2 There were no declarations made on this occasion.

OS.42 MINUTES

- 42.1 The Minutes of the meeting held on 6 September 2016, copies of which had been circulated, were approved as a correct record and signed by the Chair.

OS.43 CONSIDERATION OF THE EXECUTIVE COMMITTEE FORWARD PLAN

- 43.1 Attention was drawn to the Executive Committee Forward Plan, circulated at Pages No. 14-19. 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.
- 43.2 A Member noted that the report on the recruitment of an Environmental Warden had been deferred from the October meeting and he questioned when this would actually happen. The Environmental Health Manager confirmed that the report would be taken to the Executive Committee meeting on 23 November 2016 with a view to recruiting in the current financial year. In response to a query as to the level of interest from Parish Councils, Members were advised that the consultation process was still underway but this information would be included within the report. Another Member sought clarification as to what the Fee Charging Strategy, which was also due to be considered at the Executive Committee meeting on 23 November 2016, would cover. She was advised that this related to the Council taking a more commercial approach to setting and reviewing fees and was about bringing formalisation to that process.
- 43.3 It was
RESOLVED That the Executive Committee Forward Plan be **NOTED**.

OS.44 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2016/17

- 44.1 Attention was drawn to the Overview and Scrutiny Committee Work Programme 2016/17, circulated at Pages No. 20-25, which Members were asked to consider.
- 44.2 The Head of Corporate Services indicated that a review of the Council's Car Parking Strategy had been undertaken by an Overview and Scrutiny Committee Working Group in 2014 and Officers would be bringing a report to the next meeting of the Committee to update Members on how the strategy had been rolled out. In addition, it was noted that the presentation from Gloucestershire Fire and Rescue Service had now been confirmed for the meeting on 10 January 2017. The Chair reminded Members that this item had been requested by the Committee and he urged them to think about the type of questions which they wanted to ask in order to get the most out of the presentation. The Chief Executive advised that the Fire Service had undergone significant change over the last 12-18 months and the new Chief Executive had been working on changing the whole strategy of the Fire Service from one which emphasised responding to fires and emergencies towards a more preventative approach. As such, it was vital for the Fire Service to work with communities and voluntary organisations, as well as Tewkesbury Borough Council and the other District Councils within Gloucestershire, to identify people who needed support and to put preventative measures in place. On that basis, he suggested that it may be useful to ask questions about the success of the new strategy, how it was being delivered and whether any support could be offered by the Council or other organisations.
- 44.3 A Member noted that the Committee was due to receive an update on enviro-crimes at its meeting in February 2017, however, he was aware that abandoned vehicles had become a particular problem recently and he questioned how this was being addressed. The Environmental Health Manager explained that, if there was an immediate risk of danger, Officers had the power to remove the vehicle to a compound straight away, otherwise action would be taken to identify the owner and ask them to remove it. If nobody came forward, the vehicle would be scrapped.

There had recently been an increase in the number of abandoned vehicles and, although there was no clear reason for this, it had been suggested that it could be linked to a reduction in scrap metal prices.

44.4 It was

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

OS.45 GLOUCESTERSHIRE POLICE AND CRIME PANEL UPDATE

45.1 Members received an update from Councillor Rob Garnham, the Council's representative on the Gloucestershire Police and Crime Panel, on matters discussed at the last two meetings of the Panel held on 9 and 20 September 2016.

45.2 Councillor Garnham firstly wished to respond to a question about the replacement of the military police officer which had been raised at the Overview and Scrutiny Committee meeting in July. He advised that the response had been received from Inspector Lee Solly who was covering the Tewkesbury area following Inspector Dave Goga's move to the position of Staff Officer to the Chief Constable. Members were informed that PC David Jones managed the area under the command of PS Ian Morrison and they had secured an agreement with the base commander to access the Ministry of Defence police building. It was intended to provide a more regular presence to the personnel, families and local residents of the Innsworth area, however, PC Jones had been temporarily seconded to the response team to provide cover for injured Officers. It was anticipated that PC Jones would return to the neighbourhood team in January; it was still intended to have a Police Community Support Officer presence which was being worked towards.

45.3 Councillor Garnham went on to advise that the meeting on 6 September had been an additional meeting to confirm the Police and Crime Commissioner's appointment of a Deputy Police and Crime Commissioner and a Chief Finance Officer; the latter had been a straightforward confirmation with Dave Skelton, who had many years' experience as a Finance Officer, being appointed to the role but there had been more discussion relating to the appointment of the Deputy Police and Crime Commissioner. It had been explained that, over the previous four years, the Police and Crime Commissioner had thought that a deputy might be required but had not appointed one. Since his re-election earlier in the year, he had considered the pros and cons of such an appointment and approached Mr Chris Brierley to see if he would be interested in the post. Mr Brierley had subsequently been offered the post and had attended the meeting to address the Panel. The outcome of the meeting was that Mr Brierley had been confirmed by the Panel but reservations had been highlighted regarding the nature in which Police and Crime Commissioners in general were allowed to make such appointments without recourse to job adverts, selection processes etc. Notwithstanding this, it was clear that the Police and Crime Commissioner had followed the procedure as set down by the Police and Social Responsibility Act 2011 and it was noted that the Deputy Police and Crime Commissioner was only in post whilst the Police and Crime Commissioner was in office so there was no security of tenure or employment rights in that regard.

45.4 In respect of the meeting on 20 September, Members were informed that the Police and Crime Commissioner had presented his annual report and an update on the draft Police and Crime Plan which was due to be adopted later in the year. It was the fourth annual report and covered aspects of the work the Commissioner had undertaken in the past year including the changing landscape; estates; work on bringing offenders and victims together; cybercrime; hate crime; and the Police and Crime Plan priorities. The Police and Crime Commissioner also spoke of the

1.2% Council Tax policing precept increase and advised that 40 more officers and 200 special constables were to be recruited over the next four years. The number of police officers for March 2017 was expected to be around 1,060. The Panel had been advised that a review of community safety in Gloucestershire, and the work of the six Community Safety Partnerships for each District, had been carried out by John Bensted who was formerly the Chief Officer at the Gloucestershire Probation Board. It was noted that each of the six Community Safety Partnerships worked differently, and not always as well as they should, and there was now an opportunity to bring their work together along with that of the Health and Wellbeing Board, the Police and Crime Commissioner's Office and the Safeguarding Boards. Leadership Gloucestershire would now look at three options for new ways of working: minor changes to the existing system; having one overarching Community Safety Partnership; or the rationalisation of partnerships at Countywide and District level. The latter was the preferred option and would work both under the current democratic arrangements and under a combined authority if further devolution were to take place. The aim would be for a Countywide Community Safety Partnership but with locally placed multi-agency forums covering community safety, health and wellbeing and social inclusion. Consultation on the proposals had ended on 3 October 2016 and Leadership Gloucestershire would make its decision in due course.

- 45.5 Members were informed that it was a statutory duty of the Police and Crime Panel to receive the Police and Crime Commissioner's Crime Plan and make comment or recommendation. A further draft of the 2017-21 Plan was presented and the Commissioner explained that his priorities remained unchanged from his first term of office: accessibility and accountability; older but not overlooked; young people becoming good adults; safer days and nights; safe and social driving; and safer cyber. The draft plan would be considered again at the November Police and Crime Panel meeting.
- 45.6 Councillor Garnham advised that the Chief Executive's report continued to be much improved and included statistics which enabled comparisons with other similar force areas; for the year ending March 2016, the crime rate in Tewkesbury was lower than the average crime rate across similar force areas. There were significant areas where procurement costs in the Constabulary were lower than other areas e.g. in Gloucestershire, computer monitors cost an average of £91.48 per monitor compared to the England and Wales average of £165.21. It was noted that a Police and Crime Panel Task Group had been established to look at further "blue light collaboration" between the Fire Service and the Police; this was particularly relevant given the Home Office agenda for greater working between the services. Councillor Garnham indicated that he would report back on the work of the group in early 2017. It was noted that the next meeting of the Police and Crime Panel was due to be held on 7 November 2016.
- 45.7 A Member questioned how the Deputy Police and Crime Commissioner role would be paid for and was advised that it would be taken from the Police and Crime Commissioner's budget. In response to a query regarding the special constables, Councillor Garnham explained that they differed from the Police Community Support Officers as they had powers of arrest.
- 45.8 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 two meetings of the Gloucestershire Police and Crime Panel be **NOTED**.

OS.46 GLOUCESTERSHIRE HEALTH AND CARE OVERVIEW AND SCRUTINY COMMITTEE UPDATE

- 46.1 Members received an update from Councillor Mrs J E Day, the Council's representative on the Gloucestershire Health and Care Overview and Scrutiny Committee, on matters discussed at the last meeting held on 13 September 2016.
- 46.2 Members were advised that the Committee had been pleased to welcome the Chief Executive, and Director of Operations, of the South Western Ambulance Service Foundation Trust (SWASFT) to the meeting. The Committee monitored SWASFT performance on an annual basis and, being mindful of its decision to withdraw from the Out of Hours service contract in Gloucestershire and NHS 111 in the south of the region, it also wanted to understand the direction of travel for the service. The discussion of response times had focused primarily on the Ambulance Response Programme and SWASFT had informed Members that it felt this was moving in the right direction. Paramedics and vehicles were being used more effectively as the recording of calls was enabling better identification of RED1 calls. The Committee had been pleased to note that SWASFT was monitoring, on a daily basis, whether the Ambulance Response Programme was having a negative impact on calls and no serious incidents had been reported to date. Councillor Day indicated that ambulance drivers often had difficulty identifying properties when they responded to calls and asked that people ensure that house numbers were prominently displayed and well lit.
- 46.3 With regard to the review of Minor Illness and Injury Units (MIUUs) in Gloucestershire, the Chief Executive of Gloucestershire Care Services NHS Trust had informed the Committee of the outcome of the engagement exercise and the option that was being taken forward for decision by the Gloucestershire Care Services Board at its meeting on 20 September 2016. This related to the opening hours of the MIUUs at Stroud and Cirencester changing to 8.00am-11.00pm. Concern had been raised from Stroud representatives on the Committee that this would mean the closure of the MIUUs overnight, however, the Board was clear that it was required to address the actions identified from the Care Quality Commission inspection and emphasised that this was not about saving money. The Committee agreed that it would be important to understand the outcome of the urgent care review as this would identify where urgent care centres would be located in the County and would give a broader understanding of where members of the public could access such care.
- 46.4 In terms of the Gloucestershire Clinical Commissioning Group performance report, it was noted that the Committee had been concerned for some time about the situation with regard to the accident and emergency four hour target and the recent intervention by NHS Improvement had reinforced those concerns. The Committee had therefore been pleased to welcome the new Chief Executive of the Gloucestershire Hospitals NHS Foundation Trust to the meeting to discuss the matter. The Committee was informed that, although people were waiting, they were safe and the service was safe; the Trust had already improved performance from 77% of people being seen within four hours in February 2016 to 91.9% currently. There was a concern that demand pressures meant that there were medical patients on surgical wards, however, the Chief Executive provided assurance that these patients were safe and that there was good oversight of their care.
- 46.5 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.47 GLOUCESTERSHIRE JOINT WASTE COMMITTEE 2016/17 ACTION PLAN UPDATE AND 2017-20 BUSINESS AND ACTION PLAN OUTLINE

- 47.1 The report of the Interim Head of Community Services, circulated at Pages No. 26-40, provided an update on the progress against the Gloucestershire Joint Waste Committee Action Plan for 2016/17 and detailed the outline Business Plan for 2017-20. Members were asked to consider the report.
- 47.2 The Contracts Manager for the Joint Waste Team advised that Tewkesbury Borough Council was represented on the Gloucestershire Joint Waste Committee by Councillors Jim Mason and Mark Williams and the Interim Head of Community Services was a representative on the Senior Management Group. The Gloucestershire Joint Waste Committee Action Plan 2016/17 was set out in the table at Appendix 1 to the report and it was noted that there were three priority areas: broadening the partnership – Gloucester City and Stroud District Councils were not currently part of the Joint Waste Committee; integration e.g. avoiding duplication of effort and resources; and diversion i.e. reducing the amount of waste sent to landfill through waste avoidance. It was recognised that the information in the table was not terribly clear and Members were advised that a RAG (Red, Amber, Green) traffic light rating system would be applied in future.
- 47.3 The Environment and Waste Policy Officer for the Joint Waste Team drew attention to Paragraph 3.1 of the report which set out the key achievements for Tewkesbury Borough to date. Members were informed that a developers guide had been produced setting out requirements for refuse recycling provision at new developments and this had been published on the Council's website. In addition, considerable progress had been made to address needle contamination which, although confined to a small number of properties, had been causing a significant problem. This had involved a lot of work across a number of organisations but she was pleased to report that there had only been one incident in quarter 2 compared with several per month previously. It was noted that a service level agreement between the Council and the European Recycling Company, a textile recycling contractor, had now been signed and more recycling banks were being rolled out across the County. There was currently a good market price for textiles and income would also be received from the Salvation Army where it had recycling banks on Tewkesbury Borough Council land; promotional work would be undertaken once these arrangements had been finalised. The Council's service review, which had been a significant project over the last 18 months, had been approved by the Council in February 2016 and a procurement exercise was underway in respect of the new vehicle fleet; a vehicle provider was ready to be appointed and tenders for the vehicles were due to be submitted the following day. The Environment and Waste Policy Officer for the Joint Waste Team explained that the Council currently sent its recycling to the Grondon Materials Recovery Facility (MRF) in Bishop's Cleeve, however, that contract was due to expire in April. The new contract was currently out to tender and there had been a number of expressions of interest; it was anticipated that the new contractor would be appointed in January 2017. Members were advised that the increase in the number of homes in the Borough had put pressure on the current collection rounds and the new refuse and recycling fleet would require different route mapping as the types of vehicles would change. As such it was anticipated that there would be different collection days for approximately 50% of properties within the Borough from April 2017. New waste and recycling collection calendars would be issued to all properties at the beginning of November outlining their collection days, an article was also being included in the Borough News and residents would receive a follow-up letter in February/March 2017. It was worth noting that, due to the changes in the vehicle fleet, food waste would be collected separately from bins (green or blue) and so what may appear to be a missed bin or caddy could just be a delay between the different collections. A Member suggested that a sticker

system might be helpful to inform people of changes to their collection days, however, the Environment and Waste Policy Officer for the Joint Waste Team explained that, when the new rounds were introduced in April, it was possible that the bin crew carrying out the stickering would not be the same crew who collected the bins which increased the margin for error. On that basis, it was considered that it would be cheaper in the long run to post out the collection information initially and to look at other options in future.

47.4 The Contracts Manager for the Joint Waste Team went on to advise that another project which had been ongoing for the past year related to the Forest of Dean's collection service. The new service had added cardboard, plastic bottles, textiles and small electricals to the items collected from the kerbside and had changed the frequency of collections from fortnightly to weekly which had seen recycling increase by 50% in its second month. Members were informed that this would be publicised once the three month performance figures had been collated. The Household Recycling Centre contract with Kier had ended in July and Ubico had taken over the contract in August with the Joint Waste Team responsible for the management and sales of materials collected at the site. It was pleasing to note that the transition had been relatively seamless despite the short notice. Members were advised that Cotswold District Council had undergone an optimisation exercise which had resulted in changes to collection days for 70% of households. This had increased resilience and addressed the demands on the service arising from property growth. Cheltenham Borough Council was also going through a service options review and consideration was being given to a co-mingled service similar to Tewkesbury Borough Council's but with separate glass collection and an option for three weekly refuse collection. Whilst Stroud District Council was not part of the Joint Waste Team, it was linked with the Joint Waste Strategy, which all of the Gloucestershire Districts were signed up to, and was moving towards weekly food waste collections and fortnightly waste collections in a 140 litre wheeled bin; this was a comparatively small bin so it would be interesting to monitor the impact of the changes.

47.5 Attention was drawn to Paragraph 4.1 of the report which detailed the key communication activities being undertaken or supported by the Joint Waste Team during 2016/17. Members were informed that "The Unusual Suspects" was the theme of the national Recycle Week campaign, aimed at raising awareness of recycling including items from areas of the home which were often overlooked, e.g. aerosols and shampoo bottles in the bathroom. The "Right Waste Right Place" campaign was currently underway and aimed to reduce fly-tipping and trade waste abuse at Household Recycling Centres; one of the key messages was ensuring that people were aware who they were giving their waste to and that they had the appropriate licence to carry the waste. Traders were being provided with information about their duty of care and their options for recycling and disposal of waste. A Member questioned how successful the campaign had been and whether any prosecutions had been made as a result. Members were advised that enforcement was different for each authority within the Joint Waste Team; in Tewkesbury Borough, responsibility had remained with the Council's Environmental Health Manager whereas the Joint Waste Team had responsibility for enforcement within the Forest of Dean. It was noted that, although there had been quite a few prosecutions in the Forest of Dean as a result of a recent project, generally there were around 80 fly-tips per month which resulted in approximately four prosecutions. Unfortunately it was very difficult to collect the evidence which was required to carry out prosecutions. The Council's Environmental Health Manager advised that the "Right Waste Right Place" campaign had focused on ensuring that waste was only given to licensed carriers and there had been no prosecutions in relation to that specific issue. The Contracts Manager for the Joint Waste Team explained that an advertisement had been used in the Forest of Dean to raise awareness and a successful stop and search exercise had also been

carried out; she would be happy to share the results and feedback with the Council's Environmental Health Manager. In response to a query regarding the number of applications for trade waste carrier licences, Members were advised that this was an Environment Agency function as opposed to a Tewkesbury Borough Council one. Whilst the Council was responsible for issuing licences to scrap metal dealers, their numbers were very low in comparison to trade waste carriers and the Environmental Health Manager undertook to provide an update on the figures in respect of both licences following the meeting.

47.6 Members were informed that the outline Business Plan for 2017-20 had been presented to the Gloucestershire Joint Waste Committee at the Board meeting on 4 October 2016 and a copy was attached at Appendix 2 to the report. Going forward there would be a route mapping meeting in November and the draft Business Plan 2017-20 would then be considered by the Gloucestershire Joint Waste Committee at its meeting in December with sign-off in February 2017. It was noted that there were some items specifically related to Tewkesbury Borough and these were set out at Pages No. 38-39 of the outline plan. One action was to review and establish how cross-boundary developments would be served to see if there was a solution which fitted all three of the Joint Core Strategy authorities; another action was to undertake a review of the trade waste service to ensure it was operating on a viable commercial level; and a third action was to review the garden waste charging process to consider annual renewal and a licence/tag system. A Member noted that the outline Business Plan spanned a three year period and he felt that it would be beneficial for dates to be included so Members could see when actions were being delivered. The Contracts Manager for the Joint Waste Team advised that, whilst the Business Plan itself covered a period of three years, an action plan would be produced for each year and would be brought to the Overview and Scrutiny Committee for consideration on an annual basis. She reiterated that the next action plan would incorporate a RAG system. Whilst he welcomed the level of detail included in the report, the Member felt that, once the RAG system was in place, it would be beneficial if Officers could focus on the actions which were really important to Tewkesbury Borough Council. The Chief Executive agreed that the background information was useful, and should be included within the report, but it did not need to be presented extensively at the meeting. Another Member noted that the 2016/17 Action Plan included several actions with no comments and he was advised that this was because work had not yet started, however, it was accepted that this should have been stated within the report. A Member drew attention to Action 5.1 – Actively seek out and continue to draw on good practice and trial schemes promoted by WRAP and other local authorities, and the projected outcome which was 'to report to the Committee on such ideas, with external speakers as appropriate' and she questioned whether those speakers were received on an ad hoc basis as opposed to being scheduled in. The Contracts Manager for the Joint Waste Team advised that the Gloucestershire Joint Waste Committee met four times a year and had welcomed speakers on various issues, as such, she undertook to ensure that the Action Plan was updated accordingly.

47.7 A Member indicated that he had noticed that many other areas seemed to provide bins with separate compartments for waste and recyclables within their town centres and he questioned if there was any intention of introducing something similar within the County. The Contracts Manager for the Joint Waste Team explained that a piece of work was currently being carried out for the Forest of Dean District Council and the main issue being identified was the cost. Currently all waste from litter bins was taken to landfill but if new bins were introduced the material from each compartment would go to different destinations and other areas had reported that there was a lot of contamination. Whilst it may be something which was easier to implement in larger towns, Tewkesbury Borough and the Forest of Dean District were not dissimilar so it was likely there would be a

significant cost implication associated with its introduction in those areas and, based on the tonnages, it was not a high priority. The Member felt that it could be a missed opportunity to promote a culture change within the area; people were increasingly looking to recycle and not having the appropriate facilities available to allow them to do so was sending out the wrong message. The Contracts Manager for the Joint Waste Team indicated that she would take this forward at the next route mapping meeting. The Environment and Waste Policy Officer for the Joint Waste Team advised that this was something which had been considered previously by the Borough Council; at the time another authority had indicated that it would be happy to pass on its street recycling bins as it was finding that it was not able to separate what went into the bins. If street recycling proved to be unviable, an alternative might be a campaign encouraging people to take their litter home to recycle.

47.8 A Member felt that there may be earning potential in offering a trade waste service and this was something which he suggested Tewkesbury Borough Council should look at in more detail. In response, clarification was provided that, although Ubico delivered the service, trade waste was not something which had been taken over by the Joint Waste Team and the charging mechanism sat with Tewkesbury Borough Council. Notwithstanding this, a review of trade waste was included in the Council Plan and the Joint Waste Team was able to provide support in terms of best practice etc. therefore it had also been included in the Gloucestershire Joint Waste Committee's outline Business Plan 2017-20 to ensure that appropriate resources were available. The Chief Executive explained that consideration was being given to maximising income for a variety of services, including commercial waste, and this was an action in both the Council Plan and the Transform Plan; whilst the Joint Waste Team could help with this, responsibility lay with the Council. Another Member questioned whether something could be included within the Borough News to draw attention to the cost of sending waste to landfill and she was advised that, whilst it would not be possible to include exact costs, an article could certainly be included. The Environment and Waste Policy Officer for the Joint Waste Team indicated that Cheltenham Borough Council had advertised the £1M savings from diverting waste from landfill on the side of their vehicles using the slogan 'Thanks a Million' and Members felt that this was a good promotional tool.

47.9 The Chair thanked the Joint Waste Team representatives for their report and, having considered the information provided, it was

- RESOLVED**
1. That the progress made to date in relation to the Gloucestershire Joint Waste Committee Action Plan 2016/17 be **NOTED**.
 2. That the Gloucestershire Joint Waste Committee Outline Business Plan 2017-20 be **NOTED**.

OS.48 GROUND MAINTENANCE UPDATE

48.1 Attention was drawn to the report of the Interim Head of Community Services, circulated at Pages No. 41-45, which provided an update in respect of the performance of the grounds maintenance service. Members were asked to consider the report.

- 48.2 The Environmental Health Manager advised that, in future, it was intended for a performance report for grounds maintenance to be brought to the Committee at the same time as the annual report on waste and recycling so that Members could consider all of the services carried out by Ubico on behalf of the Council. Members were informed that Ubico currently maintained a total of 299 sites on behalf of the Council as well as eight private contracts which generated an income of approximately £10,000 for the Council. All sites were maintained either once every two weeks or once every three weeks.
- 48.3 In terms of tree maintenance, the legacy tree database system had been found to be very inefficient and, in December 2015, the Council and Ubico had implemented a new system using handheld GPS devices which pinpointed the location of trees and helped to speed up identification and assessment. Between December 2015 and March 2016, 570 tree inspections had been carried out and six high risk trees had been identified, four of which had been removed completely and the other two had been pollarded. Members were reminded that the Executive Committee had previously approved capital expenditure to replace equipment for delivery of the grounds maintenance service and, following a procurement exercise, new equipment had been purchased in March 2016 at a cost of £56,289. The grounds maintenance budget for 2016/17, including overheads, was £426,705 and there had been a slight underspend of £9,160 during the first quarter. Paragraph 4.2 of the report detailed the outcomes of the Association for Public Service Excellence (APSE) review into grounds maintenance and how the service compared to other local authorities in terms of value for money. It was noted that an independent audit of Ubico was currently being carried out by Go Shared Services and was covering various aspects of the delivery of the service, particularly in relation to health and safety. The outcome of the review would be shared with Members once it was available.
- 48.4 The Environmental Health Manager explained that members of the public were encouraged to use the electronic reporting system 'Report It' which was on the Council's website. This system linked directly to Ubico and it had led to a significant reduction in telephone calls to Customer Services; any calls which the Customer Services team did receive were logged using the same system. During the first quarter of 2016/17, Ubico had dealt with 275 'Report It' issues on grounds maintenance; it was noted that these were not complaints but reported issues on general grass cutting and grounds maintenance, requests for information etc. Since February 2016, the Licensing and Systems Officer, Bhavdip Nakum, had been responsible for the grounds maintenance aspect of the contract between the Council and Ubico. Work was currently underway to establish clear and measurable Key Performance Indicators (KPIs) for the service and it was intended that a report be brought to the Overview and Scrutiny Committee meeting in March to feedback on the progress which had been made.
- 48.5 A Member indicated that he often heard remarks about grass cutting and there had seemed to be a particular issue with picking up the cuttings over the summer months. The representative from Ubico indicated that there was one piece of equipment which carried out box cutting but it was only used in the cemeteries, otherwise grass cuttings were not collected and there were no plans to introduce that. The Environmental Health Manager explained that there had been an issue at the start of the season when some of the mows had been quite messy and that had taken some time to resolve. A Member queried whether the machines had a mulching system and was advised that the majority did not, however, this would be addressed going forward as part of the replacement programme. A Member noted that sites were maintained on a two or three weekly basis and he sought clarification as to whether this was in line with aspirations for the service. The Ubico representative advised that two and three weekly maintenance was the target and was based on equipment. Vehicles were assigned depending on the type of area; tractors took two weeks to complete their cycles whereas the ride-on

mower took three weeks. Going forward, performance in this area would be monitored through the KPIs. The Member went on to question how quickly sites were revisited if they were missed, for example, if there was bad weather. The Ubico representative confirmed that all sites were treated in the same way and, if one was missed, they would not carry on with the cycle until that site had been maintained unless there was an access or machinery problem affecting one particular round. In terms of the quality of the cuts, he indicated that he would be happy to look at specific sites to see which round they were on and how often it was happening.

- 48.6 A Member went on to indicate that he was particularly concerned about the islands at roundabouts where visibility could be restricted if grass was allowed to grow too long. In response, the Ubico representative explained that grass cutting was carried out by several different contractors besides Ubico including Gloucestershire County Council, Parish Councils, private landlords etc. The Licensing and Systems Officer had a set of plans which identified the land within the remit of Tewkesbury Borough Council so Members were encouraged to contact him if they had concerns about particular sites. The Chief Executive recognised that grass cutting was a problem and it was very difficult to know who was responsible. This had been noted during Ward visits in Bishop's Cleeve where a number of Members had raised issues regarding co-ordination. As a result, a meeting had been organised for all of the bodies with responsibility for maintaining land in the area in order to understand who did what and attempt to improve the situation. The main issue seemed to be that each organisation used its own maps and, in order to address this, the Council's Community Development Officer had offered to transpose the information onto a single map which could be used by everyone. It was early days but he had been encouraged by the simple approach being taken to resolving what was a complex problem and, if it proved to be successful, it would be rolled out across the Borough. The Environmental Health Manager advised that he had been approached by Severn Vale Housing Society which was keen to rationalise its rounds and he hoped that there may be some flexibility amongst the various organisations to make small changes in order to improve the service. For example, as it stood there could potentially be a situation where two people from different organisations were mowing grass on opposite sides of the road and it may be easier for one organisation to do both areas in order to make the rounds more efficient and effective.
- 48.7 A Member indicated that, when Northway Parish Council cut the grass on its two football pitches, there was usually someone mowing the grass and someone using a strimmer at the same time and she questioned why this was not done by Tewkesbury Borough Council. In response, the representative from Ubico advised that this was due to a lack of resources; whilst it could be looked at in the future, it would be dependent on cost. Clarification was provided that no changes had been made to the service since it had been transferred to Ubico; there had been no increase in prices, the service was provided by the same staff and the same equipment was used. A Member questioned why strimming had previously been carried out but was not done anymore and the representative from Ubico advised that spraying and strimming were both undertaken as there were disadvantages to both; there was a cost resource associated with strimming but spraying left muddy circles around street furniture. He reiterated that there had been no changes to equipment or service quality; however, he indicated that he would investigate strimming further with his team on the ground. The Chief Executive explained that Tewkesbury Borough Council had a history of providing a good value service and, clearly if more resources were invested then it would be expected that the service would be further improved, however, the Council was facing a £2.5M deficit and

the grounds maintenance service must be considered against the budget demands. It may be possible to provide the service on a commercial basis, and reduce costs by increasing income, and this was something which could be worked through with Ubico.

- 48.8 In response to a query regarding contract monitoring, Members were informed that the Licensing and Systems Officer met with Ubico on a weekly basis so that he was able to deal with any issues which may arise. He had started to look at how KPIs could best be presented, especially to Parish Councils which were keen to see how the service was performing in their areas. A Member noted that the number of issues being reported through the 'Report It' system seemed very low in comparison to the number of complaints made to Councillors and he questioned whether this was because the system was not being advertised well enough. The Environmental Health Manager indicated that there would be an opportunity to advertise the system via the new website; it was noted that the Environmental Health team had reduced the amount of information on its webpages by transferring it to the 'Report It' system and encouraging everyone to use that mechanism. The Environmental Health Manager clarified that he used the 'Report It' system for any issues which he was aware of as this was the quickest way to get action and it was the only mechanism used by Customer Services and other Environmental Health Officers. In response to a query, clarification was provided that the Report It system was intended for service issues and any complaints against the Council would be made through the formal complaints system. The Environmental Health Manager indicated that he would be happy to provide a breakdown of 'Report It' issues if Members so wished.

- 48.9 Having considered the information provided, it was

RESOLVED That the update in respect of the performance of the Grounds Maintenance Service be **NOTED** and a further report brought back to meeting on 21 March 2017 focusing on the implementation of Key Performance Indicators.

The meeting closed at 6:15 pm

EXECUTIVE COMMITTEE FORWARD PLAN 2016/17

REGULAR ITEM:

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

<p>Addition to 23 November 2016</p> <ul style="list-style-type: none"> • Commercial Investment Programme. • Tree Management Policy – Brought forward from 4 January 2017. • Leisure Centre Strategic Partnership Board. • Proposed Expansion to the Council's Vehicle Fleet. • Confidential Item: Review of the Development Management Structure. • Confidential Item: Acquisition of Land at Furrowfield Park, Newtown. • Confidential Item: Caravan Park Lease.

Committee Date: 4 January 2017			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
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 two performance management information.	Graeme Simpson, Head of Corporate Services.	No.
Housing Strategy.	To approve the Housing Strategy.	Richard Kirk, Interim Head of Community Services.	Removed from the Forward Plan – will be considered by Council in January 2017.
Tree Management Policy.	To approve the Tree Management Policy.	Andy Noble, Asset Manager.	Brought forward to 23 November meeting.

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Agenda Item 5

Committee Date: 4 January 2017

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Economic Development and Tourism Strategy.	To approve the amended Economic Development and Tourism Strategy following an Overview and Scrutiny review.	Andy Sanders, Economic and Community Development Manager.	No.
Fee Charging Strategy	To consider and agree a Fee Charging Strategy for the Council.	Simon Dix, Head of Finance and Asset Management.	Yes – from November 2016.
Confidential Item: Spring Gardens/Oldbury Road Regeneration.	To consider the information provided and agree a way forward.	Simon Dix, Head of Finance and Asset Management.	Yes – Deferred from October to allow time for further information to come forward to allow a decision on the matter.
(To be considered in private because of the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)).			

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

Committee Date: 15 March 2017			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required

Committee Date: 26 April 2017			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Management Report – Quarter 3 2016/17 (Annual).	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter three performance management information.	Graeme Simpson, Head of Corporate Services.	No.
Flood Risk Management Group Terms of Reference and Action Plan (Annual).	To undertake an annual review of the Terms of Reference of the Flood Risk Management Group and action plan.	David Steels, Environmental Health Manager	No.
Council Plan Update 2016/17 (Annual).	To consider the Council Plan and make a recommendation to Council.	Graeme Simpson, Head of Corporate Services.	No.
High Level Service Plan Summaries (Annual).	To consider the key activities of each service grouping during 2017/18.	Graeme Simpson, Head of Corporate Services.	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: 10 January 2017			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Gloucestershire Fire and Rescue Service Presentation	To receive a presentation from the Gloucestershire Fire and Rescue Service.	Graeme Simpson, Corporate Services Group Manager.	No.
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, Housing Services Manager.	No.
Scrutiny of the Community Safety Partnership	To consider - six month update.	Paula Baker, Housing Services Manager	Yes – deferred by Overview and Scrutiny Committee at its meeting on 6 September 2016 in order to focus on Joint Waste and Ground Maintenance items.

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
Economic Development and Tourism Strategy Review Report	To endorse the report of the Working Group and recommend it to the Executive Committee for approval.	Andy Sanders, Economic and Community Development Manager	No.
Enviro-Crimes Update	To consider the progress made over the last six months.	David Steels	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			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
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. – Report to be considered on an annual basis in accordance with the decision made by the Overview and Scrutiny Committee on 6 September 2016.
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.
Grounds Maintenance Update	To consider grounds maintenance performance, in particular, the implementation of Key Performance Indicators.	David Steels, Environmental Health Manager	No – agreed by O&S when considering the Grounds Maintenance Update report at its meeting on 18 October 2016.

Committee Date: 2 May 2017			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
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

Agenda Item	Overview of Agenda Item
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.
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

Report to:	Overview and Scrutiny Committee
Date of Meeting:	29 November 2016
Subject:	Performance Management – Quarter 2 2016/17
Report of:	Graeme Simpson, Head of Corporate Services
Corporate Lead:	Mike Dawson, Chief Executive
Lead Members:	Councillor Mrs E J MacTiernan, Lead Member for Organisational Development
Number of Appendices:	1

Executive Summary:

Council Plan priorities for 2016-20 were approved by the Council on 19 April 2016. Supporting the priorities is a set of objectives and actions. Progress in delivering the objectives and actions is reported through a Council Plan Performance Tracker (Appendix 1). The tracker is a combined document which also includes performance on a set of Key Performance Indicators (KPIs). This tracker is reported to the Overview and Scrutiny Committee on a quarterly basis. The outcome is then reported to Executive Committee by the Chair of the Overview and Scrutiny Committee.

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 the 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** Council Plan priorities for 2016-20 were approved by the 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 set of key performance indicators (KPIs). 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 the Overview and Scrutiny Committee.
- 1.2** This is the second 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 KPI information is of a statistical nature so represents the position as at the end of September 2016 (Qtr 2).

2.0 COUNCIL PLAN PERFORMANCE TRACKER

- 2.1** The Council Plan 2016-20 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 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 Key activities which have advanced since quarter one include;

- Production of the Medium Term Financial Strategy which will be considered first by Executive Committee then Council in December.
- A significant commercial property investment proposal approved by Council in October. This will be supported by a commercial property investment strategy which is currently being developed.
- Completion of a draft economic assessment and presentation to Members.
- Demolition of Cascades is now complete.
- Successful bid of £377,000 to the Local Enterprise Partnership to host a Growth Hub within the Public Services Centre.
- Target to deliver 150 affordable homes is estimated to come in above target (197).
- Significant support to Parish Councils in developing neighbourhood plans.
- Development of a new website is progressing well, meeting its target implementation date of 30 November 2016.
- Milestones continue to be achieved in relation to procurement of a new vehicle fleet, meeting its target implementation date of 1 April 2017.

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
Joint Core Strategy (JCS) related actions.	☹️ - deciding not to approve the strategic allocation at Twigworth is a significant change to the proposed main modifications. This will potentially cause a delay to the progress of the JCS.
Put in place a plan to regenerate Spring Gardens, following the opening of the new leisure centre.	😊 - delivery of the approved development plans are on hold pending the securing of a tenant for the proposed retail unit.
Develop the Tewkesbury Borough Plan.	☹️ - delays to the JCS will have a knock-on impact on the progress of the Borough Plan.
To let out the top floor of the Public Services Centre.	😊 - This project has morphed into a bigger project involving both the top floor and ground floor. The successful growth hub bid adds an additional element to the project.

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. These include a review of the trade waste service and a programme of customer service training.

3.0 KEY PERFORMANCE INDICATORS (KPIs)

3.1 The set of KPIs are a combination of contextual indicators and target related indicators. The KPIs must remain flexible to ensure they meet our needs. The data reported is the position at end of September 2016.

3.2 Of the 17 indicators with targets, their status as at the end of quarter 2 (quarter 1 figures in brackets) is :

☹ (achievement of target is unlikely)	☺ (on target)	😊 (target likely to be achieved by the end of the year)
(2) 1	(11) 11	(4) 5

In terms of the direction of travel i.e. performance compared to last year, the status for the 17 indicators are (quarter 1 figures in brackets) :

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

Note: KPIs 27 and 28 (anti-social behaviour and crime incidents) - there are no targets for these indicators. The direction of travel for both indicators is negative as there has been small increase in the number of incidents reported over a 12 month rolling period.

3.3 Key indicators of interest include:

- KPI 14 – processing major planning applications. Significant improvement in performance since quarter 1 and expectation that target of 80% will be achieved.
- KPIs 15&16 – processing minor and other planning applications. Improved performance compared with 2015/16, although the target for minor applications (90%) remains a challenge.
- KPI 20 – number of enviro-crimes. The number reported remains significant hence an action within the Council Plan to review the approach to dealing with these incidents.
- KPIs 23 & 24 – processing of benefit claims and change of circumstances. Performance is not as good as 2015/16 but remains top quartile nationally and 2016/17 targets expected to be achieved.
- KPI 29 – sickness absence. Improvement since quarter 1 (reduction in the average number of sick days from 2.56 days to 1.5 days) as a result in reduction of long term sickness.
- KPI 30 – recycling. Both the direction of travel and target remain very 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 2016-20.

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 2016-20 approved by Council 19 April 2016.

Background Papers: None

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

Appendices: Appendix 1 - Council Plan Performance Tracker Qtr 2 2016/17

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2016-17 Progress Report (Quarter 2)

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 and target date	Responsible Officer/Group	Progress to date	Comment
Objective 1. Start on the path to being financially independent of the government's core grants.				
a) Deliver the council's transformation programme.	1. Delivery of approved programme. Target date: March 2017	Corporate Leadership Team (CLT)	😊	Delivery of the programme is monitored by the Transform Working Group. There are a number of projects across the key themes of the programme which all have different delivery dates. These include projects nearing completion such as the website (November 2016) to longer term projects such as the Spring Gardens/Oldbury Road regeneration.
b) Implement a Fees and Charges Strategy to maximise return in the medium term.	1. Approval of strategy. Target date: January 2017	Head of Finance & Asset Management	😊	The strategy is scheduled to be taken to Executive Committee on the 4 January 2017.

PRIORITY: FINANCE AND RESOURCES

Actions	Performance tracker and target date	Responsible Officer/Group	Progress to date	Comment
Objective 2. Maintain a low council tax.				
a) Produce a medium term strategy which ensures that council tax remains in the lowest quartile nationally.	1. Benchmark to confirm lowest quartile. Target date: December 2016	Head of Finance & Asset Management	☺	Scheduled for approval at Executive Committee in November followed by Council in December. Proposed MTFS is for a £5 increase in Council Tax bringing band D to £109.36. This remains in the lower quartile nationally.
Objective 3. Investigate and take appropriate commercial opportunities.				
29 a) Develop a programme of commercial projects, including developing an entrepreneurial-type culture for councillors and staff.	1. Implement agreed programme. Target date: December 2016	Corporate Leadership Team (CLT)	☺	Commercial workshop for members and senior managers has taken place. Further workshops were also carried out in September and October. The training was facilitated by Association for Public Service Excellence (APSE). A cohort of officers, including some partners, looked at developing commercial skills and aiming to produce a number of live business cases to support corporate aims. These ‘commercial champions’ will be available to support development of ideas as and when they come forward. A structure to support this is currently being developed with the aim to have this complete by the end of November.
	2. Develop entrepreneurial culture. Target date: March 2017			The organisation has taken its first step in developing an entrepreneurial culture. (See above) Members and officers are embracing the commercial property investment opportunities with a report taken to Council on 19 October being approved. The culture will be embedded further with a Commercial Property Investment Strategy scheduled to go to Executive Committee. Along with the potential to consider options to promote entrepreneurial culture within Job descriptions and Council Plan values in the future.

PRIORITY: FINANCE AND RESOURCES

Actions	Performance tracker and target date	Responsible Officer/Group	Progress to date	Comment
Objective 3. Investigate and take appropriate commercial opportunities.				
b) Produce a business case alongside partner authorities for the formation of a housing development company.	1. Development of business case. Target date: December 2016	Head of Finance & Asset Management	☺	The four partner councils are obtaining 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 was presented to the project board in early July and passed this gateway assessment. Further work on developing the business case is ongoing with the intention of having a document ready for assessment before the end of the year.
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. Target date: April 2017	Interim Head of Community Services		The review is being led by Ubico with the first project meeting scheduled to take place in November. This meeting will be to discuss the current methods Tewkesbury Borough Council, Cheltenham Borough Council and West Oxfordshire District Council use for trade waste collections and to look at a way forward.
Objective 4. Use our assets to provide maximum financial return.				
a) Ensure value-for-money procurement of a new waste and recycling fleet.	1. Deliver against project milestones Target date: April 2017	Interim Head of community services	☺	Vehicle providers have been identified through the tendering process. Meetings with the providers took place in October to agree the final specification and place orders. All milestones of the project are being met.
b) Deliver the council's asset plan.	1. Monitor delivery of asset plan. Target date: March 2017	Head of Finance & Asset Management	☺	Quarter two activity has included: <ul style="list-style-type: none"> • Demolition of Cascades- completed. • Options appraisal of cemetery provision in Tewkesbury- completed. • Development of Tree Management policy- being taken to Executive Committee in November. • Development of on-line help desk facility for Public Service Centre-work has commenced with a target date for completion being December 2016. • Purchase of a retail unit- contracts are currently with One Legal to agree.

				<ul style="list-style-type: none"> Proposed commercial property investment- target date for completion is the end of November. Development of proposals for Public Service Centre including The Growth Hub- target date March 2017.
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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 / Head of service
1	Percentage of creditor payments paid within 30 days of receipt.	94.12%	94.00%	94.96%	94.40%			↑	☺	Regular payment runs and quick turnaround from Finance when invoices are received for payment.	Lead Member Finance and Asset Management/ Simon Dix
2	Outstanding sundry debt in excess of 12 months old.	£44,609	£50,000	£30,866	£17,774			↑	☺	The Debt Control Officer has been liaising with Ubico to deal with old trade waste debts and many have now paid. Other services have been involved and old debts are being tackled.	Lead Member Finance and Asset Management/ Simon Dix

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PRIORITY: ECONOMIC DEVELOPMENT

Actions	Performance tracker and target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Be the primary growth engine of Gloucestershire's economy.				
a) Carry out an economic assessment within the borough.	1. Complete assessment Target date: October 2016	Head of Development Services	✓	Bruton Knowles has completed a draft economic assessment. This was presented at a Member Seminar in October 2016. The assessment will assist in developing the council's Economic Development and Tourism Strategy.
b) Produce, deliver and launch a new Economic Development and Tourism Strategy.	1. Approval of new strategy Target date: February 2017	Head of 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 have carried 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'.
Objective 2. Identify and deliver employment land within the borough.				
a) Produce an employment land review of sites within the borough.	1. Complete review Target date: November 2016	Head of Development Services	☺	The review is in its final stages and nearing completion. A member seminar on the findings of the Economic Assessment report took place on 13 October 2016. The report is now being finalised and will be published in early November 2016.
b) Allocate and deliver employment land through the JCS and Tewkesbury Borough Plan.	1. Allocate and deliver through JCS Target date: To be confirmed (TBC)	Head of Development Services	☹	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. Cheltenham and Gloucester both approved the main modifications. This council resolved to accept the main modifications at its meeting on 25 October but without the strategic allocation at Twigworth. As this is a significant change the issue needs to go back and be discussed with partners to determine a way forward. This will cause a delay to the progress of the plan and ultimately adoption. The JCS team will be meeting over the course of November to discuss a way forward and target dates.

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	2. Allocate and deliver through borough plan Target date: TBC			<p>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.</p> <p>The next stages of the Borough Plan will require further work on the potential employment sites to see if they are ultimately suitable for allocation.</p> <p>Delays to the JCS as a result of the council decision on main modifications may have a knock-on impact on the progress of the Borough Plan but how much impact is yet to be established.</p>
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PRIORITY: ECONOMIC DEVELOPMENT

Actions	Performance tracker and target date	Reporting Officer/Group	Progress to date	Comment
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Objective 3. Maximise the growth potential of the M5 junctions within the borough.

33 a) Produce a vision for the J9 area.	1. Produce a vision Target date: March 2017	Head of Development Services	☺	As a result of external funding LSIF (Large Sites Infrastructure Fund) a consultant has now been appointed to produce and help develop the vision for J9. The consultant will be reporting to, and working with, the J9 Area Member Reference Panel. Discussions took place about the JCS and A46 Partnership at the reference panel meeting on 27 September. At Council on 20 September it was agreed Councillor Elaine MacTiernan would be the representative in the A46 Partnership for the council.
b) Work with our partners, including the JCS partners and the LEP, to promote the M5 Growth Zone.	1. Initiatives to promote growth zone Target date: Ongoing as part of County Strategic Economic Plan (ends 2022)	Head of Development Services	☺	The council has been successful with a funding application to the LEP to host a Growth Hub within the Public Services Centre. This will support local businesses and help promote the M5 Growth Zone.
c) Work with partners to build a case for an all-ways M5 junction 10.	1. Production of economic business case Target date: TBC	Head of Development Services	☺	The LEP, in partnership with Gloucestershire County Council, Cheltenham Borough Council and TBC, submitted a bid to the Large Local Major Transport Scheme fund in July 2016. This was to provide funding to develop a feasibility study and a business case to help support an all-ways junction at J10. The outcome of this is yet to be received.

PRIORITY: ECONOMIC DEVELOPMENT

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

<p>a) Put in place a plan to regenerate Spring Gardens, following the opening of the new leisure centre.</p>	<p>1. Regeneration plan Target date: April 2018</p>	<p>Head of Development Services/ Head of Finance & Asset Management</p>	<p>☺</p>	<p>Mixed use redevelopment plan approved in April 2016. Delivery of approved development plans are on hold pending the securing of a tenant for the proposed main retail unit. Preferred tenant's investment position is currently on hold following concern at Brexit decision. Exploring potential of alternative tenants.</p>
<p>b) Work with Tewkesbury Regeneration Partnership to progress projects that regenerate Tewkesbury Town.</p>	<p>1. Delivery of projects Target date: 31 March 2017 (updates on live projects throughout the year) All projects have individual target dates some of which have not yet commenced but form part of the Tewkesbury Regeneration, ends in 2027.</p>	<p>Head of Development Services</p>	<p>☺</p>	<p>Current and proposed projects linked to the Tewkesbury Town Regeneration partnership (TTRP) are as follows: Heritage walks and interpretation, Public Realm, Marketing and Investment, Spring gardens and Bishops Walk, Back of Avon, River Avon Moorings, Multi-model Greenway, MAFF site and Healings Mill. In the last quarter:</p> <ul style="list-style-type: none"> • Marketing & Investment- the Tewkesbury Business website (http://www.tewkesburybusiness.co.uk) went live in September. • Heritage walks and interpretation- The draft texting for the signage project has been completed for the three walks. • Spring Gardens and Bishops Walk- Cascades was demolished in September. • An annual meeting was held in September with the TTRP to see if further active participations from all partners involved are required and if any improvements could be made. A further meeting will take place in November.

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 / Head of service
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%	1.0%					1.0% relates to 520 people within the borough. This rate is lower than the county rate of 1.1% (Source: ONS 2016)	Leader Member Economic Development/ Julie Wood
5	Number of business births.	445 (2014 figure)								Not yet available. The 2015 figures should be released in November 2016 and reported in Q3. 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	13,685 (Q1 & Q2: 23,779)			↑	😊	Numbers have increased by 413 compared to Q2 2015/16.	Leader Member Economic Development/ Julie Wood
8	Number of visitors to Winchcombe Tourist Information Centre (TIC)	10,187	10,000	4,302	4,243 (Q1 & Q2: 8,545)			↑	😊	Although numbers have slightly reduced (by 35) compared to Q2 2015/16. The overall number of visitors is on track to meet the target for 2016/17	Leader Member Economic Development/ Julie Wood

PRIORITY: HOUSING

Actions	Performance tracker and target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Increase the supply of suitable housing across the borough to support growth and meet the needs of our communities.				
a) Continue working with our partner councils to ensure the Joint Core Strategy is adopted.	1. Adoption of JCS Target date: TBC	Head of Development Services	☹	Following the Inspector's Interim Report (May 2016) the JCS authorities developed main modifications which it considers necessary to make the plan sound. Cheltenham and Gloucester both approved the main modifications. TBC resolved to accept the main modifications at its meeting on 25 October but without the strategic allocation at Twigworth. This is a significant change and needs to be discussed with partners to determine a way forward. This will result in further delay in adoption.
b) Develop the Tewkesbury Borough Plan.	1. Adoption of Tewkesbury Borough Plan. Target date: Winter 2018	Head of Development Services	☹	The timetable is inextricably linked to the JCS. Focus has been on progressing the JCS and this has impacted progress of the plan. A number of Neighbourhood Plans are also being progressed and these will inform the plan. The policy team are now working on a new draft of the plan which will include proposed housing and employment allocations. This will include a requirement to develop further evidence base studies to support the plan. It is intended to undertake public consultation on the new draft plan in Summer 2017. However, delays to the JCS as a result of the October Council decision may have a knock-on impact on the progress of the Borough Plan.
c) Support Neighbourhood Development Plans across the borough where communities bring them forward.	1. Promotion of and number of plans supported Target date: end March 2017	Head of Development Services	☺	A further two neighbourhood plans have been designated making 13 across 16 parishes. Most advanced are the Winchcombe & Sudeley and Highnam plans which both completed their examinations in June 2016. These plans are now subject to referendum which is due to take place on 24 November 2016. If successful then the plans could be 'made' by Tewkesbury Borough Council, expected in early 2017. A number of other plans are also advancing and officers have been working with Alderton, Ashchurch Rural, Churchdown & Innsworth, Down Hatherley, Norton & Twigworth, Gotherington and Twynning neighbourhood plan groups. Two new neighbourhood areas have been designated in this quarter at The Leigh and Stoke Orchard & Tredington.

PRIORITY: HOUSING

Actions	Performance tracker and target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Increase the supply of suitable housing across the borough to support growth and meet the needs of our communities.				
d) Utilise new tools available under the Housing and Planning Bill.	1. Identify and implement relevant tools Target date: TBC	Head of Development Services		Officers will continue to monitor new planning tools made available through the Planning 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. Until this information has been received, work to identify and implement relevant tools cannot yet be established along with a target date.
Objective 2. Achieve a five year supply of land.				
a) Ensure adequate land is allocated within the Joint Core Strategy and Tewkesbury Borough Plan to meet housing needs.	1. Allocate of adequate land Target date: TBC	Head of Development Services	☹	The JCS is required to demonstrate how the housing requirement will be met and ensure that there is a five 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. Following the outcome of the Council meeting on the main modifications of the JCS in October. A clearer picture will be established to determine a way forward once all three councils (TBC, CBC, GCC) have met to discuss the issues throughout November. At this stage the length of the delay to the progress of the JCS plan and ultimately adoption is unknown. Along with the potential to impact developing the TBP should more resources be required for the JCS.
b) Continue to promote sustainable development throughout the borough.	1. Ways to promote sustainable development Target date: TBC	Head of 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.

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PRIORITY: HOUSING

Actions	Performance tracker and target date	Reporting Officer/Group	Progress to date	Comment
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 Target date: July 2016	Head of 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 Target date: March 2017	Head of Development Services	☺	<p>Through the development of the JCS, partners 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.</p> <p>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. The JCS Transport Strategy is expected to be established by March 2017. This is dependent on the JCS and Gloucestershire County Highways to approve this.</p>

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PRIORITY: HOUSING

Actions	Performance tracker and target date	Reporting Officer/Group	Progress to date	Comment
Objective 4. Deliver affordable homes to meet local need.				
a) Develop a new Housing and Homelessness Strategy for 2016-2020	1. Approval of strategy Target date: Jan 2017	Interim Head of Community Services	☺	An O&S task and finish group has been set up to deliver the strategy. There is good progress and it is scheduled for O&S to consider the strategy in January 2017.
b) Deliver 150 affordable homes each year.	1. Delivery of more than 150 homes Target date: 31 March 2017	Interim Head of Community Services	☺	We are now estimating above target completions with 197 new affordable homes to be delivered during this financial year. (See KPI 13 for quarterly figures). 44% of affordable homes being built to the Sustainable Homes code level 4 (a level above Building Regulations); at Longford, Cleavelands in Bishops Cleeve and Invista in Brockworth. 35% of the homes have been built to Lifetime Homes Standard this quarter, all of which are on the Cleavelands development.
c) Work in partnership to prevent residents becoming homeless.	1. Partnership working initiatives Target date: March 2017	Interim Head of Community Services	☺	We are continuing to work with partners to prevent homelessness in the borough. Examples of this work are: <ul style="list-style-type: none"> • Retendering of the Rough Sleeper Outreach contract as part of the district partnership with the PCC, Health and Glos County Council this is scheduled for completion by February 2017. • Actively engage in the peer reviews of our partner district homeless and prevention of homeless services. We will be one of the reviewing authorities looking at the services of South Gloucestershire in November 2016. This is as part of our Gold peer review schedule and is scheduled for completion by February 2017. • Continue to work with our Registered Providers partners to find temporary accommodation within the borough. • Undertaking joint visits with Severn Vale Housing as part of the financial inclusion partnership. Visiting tenants who are likely to be significantly affected by forthcoming welfare reform.

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 / Head of service
9	Total number of homeless applications presented	111		28	31 (Q1 & Q2: 59)			↑		This figure is slightly higher than Q2 2015/16 figures, which was reported as 25.	Lead Member Health and Wellbeing/ Richard Kirk
10	Total number of homeless applications accepted	57		13	12 (Q1 & Q2: 25)			↔		This figure remains stable and is the same as reported in Q2 2015/16.	Lead Member Health and Wellbeing/ Richard Kirk
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	1931 1041 – 1 bed 610 – 2 bed 199 – 3 bed 70 – 4 bed 9 – 5 bed 2 – 6+ bed					The number of active households registered on Choice Based Lettings (CBL) has continued to rise steadily - in particular those with a one bedroom need. The demand for social housing has risen across the county and is likely in part to be as a result of ongoing welfare reform and consequent financial hardship.	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 / Head of service
12	Total number of homeless prevention cases	172		54	36 (Q1 & Q2: 90)			↔		<p>This figure has fallen compared to the last quarter but is the same as reported in Q2 2015/16.</p> <p>The reason for the fall is likely because of implementation of a new homeless and homeless prevention database. Time required for training and back dating cases meant the front desk was closed to applicants for several days. Proactive work with clients was not possible during this period.</p>	Lead Member Health and Wellbeing/ Richard Kirk
13	Number of affordable homes delivered	229	150	91	20 (Q1 & Q2: 111)			↓	☺	<p>Of homes delivered in Q2:</p> <ul style="list-style-type: none"> • 2 Affordable rent • 18 Shared ownership <p>Within areas:</p> <ul style="list-style-type: none"> • Bishops Cleeve- 7 • Brockworth- 11 • Longford- 2 <p>Projections show that Q3 = 53 and Q4 = 33.</p>	Lead Member Health and Wellbeing/ Richard Kirk

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 / Head of service
14	Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant.	87.50%	80%	58.82%	72.73%			↓	☹	Performance is based on a low number of applications. There has been a significant improvement in performance since Q1 and we expect 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%	74.07%			↑	☹	Still showing an improvement on last year. Small reduction in performance since Q1. There are still some capacity issues particularly at senior level. However recruitment is ongoing with some appointments made. Will be a challenge to meet the target by year end but it is achievable.	Lead Member Built Environment/ Julie Wood
16	Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant.	79.13%	90%	85%	87.5%			↑	☹	Improvement against Q2 2015-16 figure where it was reported to be 74.17%. It is expected that performance will continue to be maintained in order to meet 2016-17 target.	Lead Member Built Environment/ Julie Wood

PRIORITY: CUSTOMER FOCUSED SERVICES

Actions	Performance Tracker and target date	Reporting Line	Progress to date	Comment
Objective 1. Maintain and improve our culture of continuous service improvement.				
a) Deliver phase two of the planning and environmental health service reviews.	1. Completion of review Target date: Environmental Health: June 2017 Planning: end February 2017	Head of Development Services/ Interim Head of Community Services		<p>Environmental Health- The corporate project board has agreed this project is incorporated into another related corporate project. Presentations from three providers have been received, one has built a demonstration system for abandoned vehicles. This system is currently being tested by officers and a decision on moving forward based on this testing will be incorporated into the project plan as indicated above.</p> <p>Planning- Actions identified and where practicable, these have been introduced, for example a recently a new telephone call handling procedure which provides an improved service to customers has been implemented. Other actions include a new customer protocol for inclusion on the new website and in correspondence, setting out more clearly the planning department processes. This is currently in draft format. A review has also taken place to ensure consistent information is uploaded and maintained on the public access planning portal.</p>
b) Consider our approach to enviro-crimes, with particular focus on fly-tipping and dog fouling.	1. Deliver different approval to enviro-crimes Target date: April 2017	Interim Head of Community Services		<p>For fly tipping, the proactive project to tackle the issue has reached a conclusion with equipment being procured and officers receiving training on how to use them and the legal implications. Unfortunately there has been no direct actions taken as a result of the project but there are still a number of leads that the team are following.</p> <p>A further project is currently being devised to tackle fly tipping in areas worst affected, including Sandhurst Lane, Longford and Coriander Drive, Churchdown.</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 November with a number of parishes expressing interest.</p>

PRIORITY: CUSTOMER FOCUSED SERVICES

Actions	Performance Tracker and target date	Reporting Line	Progress to date	Comment
Objective 2. Develop our customer service ethos to ensure that we deliver to the needs of residents.				
a) Adopt and promote customer care standards to further improve the quality of service our residents receive.	1. Approval and role out Target date: March 2016	Head 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 Target date: March 2017	Head of Corporate Services		With regards to the customer services team, three of the team are currently undertaking an NVQ in Customer Service. This is due for completion early 2017. As defined by the customer service standards, customer service is the responsibility of all. A programme of training will be rolled out across all service areas.
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 Target date: March 2018	Head of Corporate Services		Reception refurbishment and the potential of an integrated customer services team is dependent upon the strategic 'jigsaw' of letting out the second floor and its impact on the public services centre.
b) To let out the top floor of the Public Services Centre.	1. Let out and receive income Target date: March 2018	Head of Finance and Asset Management	☹	Plans to let out the top floor have morphed into a much bigger project involving both the top floor and ground floor. Plans to incorporate further public services within the building are progressing and recent approval of Growth Hub bid supports this and adds some certainty. Cost of reconfiguration and lack of partners willing to pay a rental have hindered progress, although creative solutions are being pursued in a bid to answer the many requirements of the redesign. The vacant space will shortly be advertised on the open market to test whether the assumed rental from the private sector can be secured or not.

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PRIORITY: CUSTOMER FOCUSED SERVICES

Actions	Performance Tracker and target date	Reporting Line	Progress to date	Comment
Objective 4. Improve and expand our partnership both public and private sector and explore opportunities to do this.				
a) Continued delivery of the proposed One Legal expansion.	1. Delivery of project milestones Target date: March 2017	Corporate Leadership Team (CLT)	☺	One Legal continues to explore and take up appropriate opportunities to expand its work and client base by delivering services to other public bodies. A business plan is being developed to set out the direction of travel for the service over the next three years.
b) With partners, develop and implement a programme for financial inclusion.	1. Approval and roll out of programme Target date: March 2017	Head of Revenues and Benefits	☺	Following the roll out of the Policy in Practice's report on the impact of welfare reform our focus has been on dealing with the new benefit cap. Assisting those working age claims who are about to have their incomes restricted. Joint work has been taking place with DWP, Registered Social Landlords, CAB, and other agencies. All affected claims have been contacted and visited to go through the effects of the cap on their claims. The emphasis is on getting people into work. The revenues and benefits team are assisting affected claims by checking to ensure that they are not already eligible for an exemption and looking to pay Discretionary Housing Payments on appropriate cases for a short period of time. The new benefit cap will be implemented from the 7 November 2016.
c) Work with partners to improve digital links between public services to make life simpler for customers.	1. Deliver digital initiatives Target date: March 2018	Head of Corporate Services	☺	'Join forces with our partners' is one of three key priorities in our digital strategy. One project soon to start is a skype pilot between customers at Bishops Cleeve library and the Revenues and Benefits team. Once a way forward is determined with any potential reception re-design this may open up potential digital opportunities.

PRIORITY: CUSTOMER FOCUSED SERVICES

Actions	Performance Tracker and target date	Reporting Line	Progress to date	Comment
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Objective 5. To improve customer access to our services and service delivery through digital methods.

a) Develop and deliver a Digital Strategy.	1. Approval and delivery of strategy actions Target date: March 2018	Head of Corporate Services	☺	Strategy actions are progressing including: <ul style="list-style-type: none"> • Development of new website • Looking at new HR system • Property services help desk system • Dialogue with services regarding digital opportunities • Collaborative working The strategy is at an early stage and projects will be monitored by Transform Working Group.
b) Develop and roll out a new website to reflect our commitment to excellent online services.	1. Launch new website Target date: November 2017	Head of Corporate Services	☺	The website project is on course to meet its target date. Feedback has been obtained from members and the Citizen's Panel. The Web Developer continues to meet with services to ensure their content needs are met.

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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 / Head of service
17	Total enquiries logged by the Area Information Centre (AIC).	1708		499	428 (Q1& Q2: 927)					Enquiries received at the AIC's are as follows for Q1 and Q2: Q1, Q2 Bishops Cleeve: 131, 85 Brockworth: 199, 204 Churchdown: 102, 83 Winchcombe: 67, 56 <hr/> Total: 499, 428	Lead member Customer Focus/ Graeme Simpson

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 / Head of service
18	Total number of people assisted within the borough by Citizens Advice Bureau (CAB).	1363		370	360 (Q1 & Q2: 730)					<p>Heaviest demand has been: Brockworth 12%, Churchdown St Johns 11%, Cleeve St Michaels 9%, Northway 7% and Coombe Hill 6%. These five wards represent 46% of clients seen. The five main areas where advice was given:</p> <ul style="list-style-type: none"> • Benefits 29% • Debt 27% • Employment 10% • Relationships 8% • Housing 7% 	Lead Member Economic Development /Promotion / Julie Wood
19	Financial gain to clients resulting from CAB advice	£332,197		£92,585	£66,818 (Q1 & Q2: £159,403)					During this quarter clients have benefitted from £66,818 of financial gains. Over six months £159,403 of which £124,294 (78%) represent increases in disposable incomes.	Lead Member Economic Development /Promotion / Julie Wood

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 / Head of service
20	Number of reported enviro crimes	1314	1000	413	397 (Q1 & Q2: 810)			↓	☹	Breakdown is: <ul style="list-style-type: none"> Noise – 70 (79) Dog fouling – 13 (12) Fly tipping – 231 (261) Abandoned vehicles – 83 (61) (Q1 2016/17 in brackets).	Lead Member Clean and Green Environment/ Richard Kirk
21	Community Groups assisted with funding advice	N/A (new KPI)		80	65 (Q1 & Q2: 145)					Community groups assisted have received £26,400 (£203,261) worth of external grants and £116,390 (£279,069) worth of TBC community Grants. Cumulative figures since July 2015 in brackets. 280 community groups being supported with funding advice.	Lead Member Economic Development /Promotion / Julie Wood
22	Benefits caseload: a) Housing Benefit b) Council Tax Support	4,032 4,627		4,049 4,571	4,007 4,557					We are seeing a fall in caseloads for both Housing Benefit and Council Tax Support. Q2 2015/16 benefits caseload was 4,079 and Council Tax support was 4,705.	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 / Head of service
23	Average number of days to process new benefit claims	12.76	15.00	16.49	16.17			↓	☹️	This quarters figure was higher than Q2 2015/16 (13.18 days) due to carrying out work on the welfare reform- benefit cap. Although this figure is higher, when looking back at the county figures released in Q1 the figure remains in the county's top quartile on performance.	Lead Member Finance and Asset Management / Richard Horton
24	Average number of days to process change in circumstances	5.22	10.00	6.48	6.47			↓	☺️	Processing times are holding steady compared to last quarter. We are below our target figure as well as Q2 2015/16 figure where it was reported being 7.02	Lead Member Finance and Asset Management / Richard Horton
25	Percentage of council tax collected	98.24%	98%	29.45%	57.44%			↑	☺️	Collection rate is going very well and is matching Q2 2015/16 performance of 57.45%.	Lead Member Finance and Asset Management/ Richard Horton
26	Percentage of NNDR collected	99.24%	98%	32.01%	58.87%			↓	☺️	The collection rate continues to improve with £754,504 being collected more than last year.	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 / Head of service
27	Number of anti-social behaviour incidents	2447		621	619 (Q1 & Q2: 1240)			↓		There is a decrease in ASB incidents compared to the same period last year (619 compared to 666). Overall on a 12 month rolling total there is an increase of 4.85% (2441 incidents compared to 2328 incidents).	Lead Member Community/ Richard Kirk
28	Number of overall crime incidents	3071		731	760 (Q1 & Q2: 1491)			↓		There is a small decrease in incidents compared to the same period last year (748 compared to 760). Overall on a 12 month rolling total there is an increase of 5.93% (3017 incidents compared to 2848 incidents).	Lead Member Community/ Richard Kirk
29	Average number of sick days per full time equivalent	8.74	7.00	2.56	1.5 (Q1 & Q2: 4.06)			↑	😊	The number of sick days in Q2 fell to 255 days, down from 436 in Q1. This was due to a 75% reduction in long term sick days, from 274 in Q1 to 67 in Q2. Short term absence slightly up (from 162 days in Q1 to 188 in Q2) but HR continues to support line managers with formal absence management procedures.	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 / Head of service
51 30	Percentage of waste recycled or composted	50.68%	52%	54.76%	54.94%			↑	☺	<p>Compared to 2015/16, almost all the tonnages have improved. The food waste campaign is still having an effect and increasing the tonnage from last year. Contamination in the recycling has dropped in Q2 and this is positive for performance but also financially. Garden waste is up by 412 tonnes which is fantastic. This tapered off toward the end of Q2 as the growing season slowed, but still high tonnages were reported considering the seasonal change.</p> <p>Needle contamination issue in the recycling bins still remains very low with only one needle reported in Q2.</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 / Head of service
31	Residual household waste collected per property in kgs	427kg	430kg	109kg	105kg (Q1 & Q2: 214kg)			↑	☺	Waste to landfill has decreased by 233 tonnes compared to Q2 15-16). There has been an increase to bulky waste and fly tips which has increased the amount taken to landfill. It was reported fly tipping had increased by two tonnes compared to Q2 2015/16. On a positive note, the increase in furniture recycling through the new Furniture Recycling Project has increased the amount of reusable furniture in Q2 by 14 tonnes compared to Q2 last year.	Lead Member Clean and Green Environment/ Richard Kirk
32	Food establishments in area broadly compliant with food hygiene regulations (%)	92.19%	93%	93.95%	92.36%			↑	☹	During Q2 the total number of 825 premises: <ul style="list-style-type: none"> • 762 were broadly compliant • 42 non-compliant • 21 unrated premises 	Lead Member Clean and Green Environment/ Richard Kirk

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TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	29 November 2016
Subject:	Review of Car Parking Strategy
Report of:	Julie Wood, Head of Development Services
Corporate Lead:	Mike Dawson, Chief Executive
Lead Member:	Councillor R A Bird, Lead Member for Economic Development/Promotion
Number of Appendices:	1

Executive Summary:

A review of the Council's Car Parking Strategy took place during 2014 and was approved by Council on 27 January 2015, subject to formal consultation. The resulting off-street car parking order was made, and new charges introduced on 1 April 2015. The strategy contained a range of actions as well as a revised charging regime. It is considered that it is timely to review the outcomes of the strategy in terms of actions and the effectiveness of the new parking charges. As part of the review an analysis of parking usage and income has been undertaken for the first full 12 months of the strategy (April 2015 – March 2016). The analysis has shown that, overall, the strategy has been working well delivering the initial aspirations as set out in the strategy.

Recommendation:

- 1) **To CONSIDER the outcomes arising from the Car Parking Strategy and AGREE that no changes be made to the existing Car Parking Strategy.**
- 2) **To AGREE that the strategy be monitored by the Head of Development Services, in consultation with the Lead Member for Economic Development/Promotion, and a report brought back to Overview and Scrutiny, when appropriate, should any amendments to the strategy need to be considered.**

Reasons for Recommendation:

The strategy is considered to be working well and to be delivering the recommendations and aspirations as set out. However, given the potential regeneration aspirations for Tewkesbury in particular, and known changes such as the recent demolition of Cascades and the relocation of the Church Street surgery, it is important that the strategy is kept under review.

Resource Implications:

The £5,000 maintenance budget introduced as part of the strategy was fully expended in 2015/16 and is fully committed in the current financial year. The expected reduction in parking income associated with the strategy did not materialise due to the increased number of users and the increased dwell times.

<p>Legal Implications:</p> <p>None</p>
<p>Risk Management Implications:</p> <p>Any risks will be monitored and any implications resulting in the need to review the strategy will be reported to the Overview and Scrutiny Committee.</p>
<p>Performance Management Follow-up:</p> <p>Delivery of the strategy against its aims will be monitored as per the recommendation.</p>
<p>Environmental Implications:</p> <p>None directly associated with this report.</p>

1.0 INTRODUCTION/BACKGROUND

- 1.1 The Council undertook a review of its Car Parking Strategy during 2014. The review was overseen by an Overview and Scrutiny Working Group and was approved by Council on 27 January 2015, subject to formal consultation, with the off-street parking order put in place on 1 April 2015. Since that time the Car Parking Strategy recommendations have been monitored and monthly income and car park usage has been analysed.
- 1.2 The overriding aspiration contained in the strategy was to support the economic vitality and viability of the two market towns of Winchcombe and Tewkesbury. To help support this aspiration the strategy did not propose any increase in parking charges but proposed the following changes:
- That the categorisation of car parks should be removed – no longer a distinction between long and short stay car parks.
 - Changes to the charging periods and charges to encourage visitors to stay longer by reducing the charges for visitors wishing to stay longer than 1 hour but less than 3 hours and by reducing the charges for visitors wishing to stay longer.
- 1.3 Other key recommendations included:
- A change to the cost of standard parking permits and the introduction of a new off-peak permit at a cost of £26.
 - Signage, both in car parks and on the highway, should be replaced where appropriate.
 - New signage, indicating locations of car parking facilities, should be introduced.
 - A full inspection and maintenance regime for car parks should be developed and supported.
 - The enforcement process and appeals procedure should be promoted.
 - Mobile phone technology should be introduced as an alternative payment method within car parks.

2.0 REVIEW OF THE CURRENT STRATEGY

- 2.1** In terms of achieving the recommendations contained in the strategy, the analysis of the first year of operation has shown that the aspiration to encourage visitors to stay longer has been successful as ticket sales have shown an increase in those staying for over 3 hours in 2015/16 (+ 146%) over those staying for over 3 hours in the previous year. Overall ticket sales have also increased by approximately 5,000 additional ticket sales. There has also been an increase in those users paying £1 to park all day in 2016 (+6.6%). Appendix 1 includes a table of ticket sales for 2014/15 and 2015/16
- 2.2** In terms of permits, there has been little change to the overall number of standard and weekend permit sales, despite overall lower costs. It is likely that this is as a result of the permits not being actively promoted. The take-up of the new off-peak permit has had a low take up, however, it is considered that this should still be offered as an option for those who may wish to utilise it. It is also considered that further promotion of this permit, and permits available to businesses, should be undertaken.
- 2.3** Additional promotion has taken place with regards to the enforcement procedure.
- 2.4** Mobile phone technology was successfully introduced during early spring 2016 into all car parks and this is showing increasing usage.
- 2.5** Signage in car parks has been improved and on-street signage removed where practicable. The delivery of further directional signage at town gateways has been delayed to allow for the completion of other signage projects.
- 2.6** A programme of inspection and maintenance is now in place and improvements such as line painting and installation of barriers have taken place. Lighting has also been improved, although further work to replace the existing lighting with LED lighting is planned.

3.0 CONCLUSIONS

- 3.1** The strategy seems to be working well and to be achieving the aim of encouraging people to stay longer. Overall the actions recommended to take place have been achieved with improvements to the signage; inspection and maintenance of the car parks; and the introduction of mobile phone technology, being achieved

4.0 OTHER OPTIONS CONSIDERED

- 4.1** None

5.0 CONSULTATION

- 6.1** None

7.0 RELEVANT COUNCIL POLICIES/STRATEGIES

- 8.1** Car Parking Strategy 2015

7.0 RELEVANT GOVERNMENT POLICIES

- 7.1** None

8.0 RESOURCE IMPLICATIONS (Human/Property)

- 8.1** Ongoing resource to ensure the delivery of the strategy and monitoring of outputs.

- 9.0 SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)**
- 9.1 Support economic vitality of Tewkesbury and Winchcombe
- 10.0 IMPACT UPON (Value For Money/Equalities/E-Government/Human Rights/Health And Safety)**
- 10.1 None
- 11.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS**
- 11.1 Council approval of the Car Parking Strategy - 27 January 2015

Background Papers: Council Report and Minutes - 27 January 2015

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Appendices: Appendix 1 - Table of Ticket Sales

Overall Ticket Sales by Month

2014/15

	Up to 1 hour	Up to 3 hours	Over 3 hours	All day £1	Coaches 1/2	Coaches full	Total
April	17,685	16,377	1,036	3,194	87	0	38,379
May	17,268	16,354	1,157	2,654	97	2	37,532
June	16,997	14,152	905	2,697	96	4	34,851
July	16,661	16,894	1,346	2,999	178	11	38,089
August	17,028	19,603	1,203	2,854	108	3	40,799
September	16,287	14,863	1,020	2,778	93	10	35,051
October	16,056	14,709	887	3,137	76	4	34,869
November	17,656	14,119	905	2,297	94	2	35,073
December	15,670	13,190	1,131	2,420	71	1	32,483
January	15,541	12,977	912	1,946	51	1	31,428
February	14,993	13,716	805	1,930	87	0	31,531
March	17,631	15,198	1,036	2,532	92	1	36,490
TOTAL	199,473	182,152	12,343	31,438	1,130	39	426,575

2015/16

	Up to 1 hour	Up to 3 hours	Over 3 hours	All day £1	Coaches 1/2	Coaches full	Total
April	17,709	16,545	2,363	3,243	159	6	40,025
May	17,899	14,713	2,509	3,278	251	5	38,655
June	17,302	14,081	2,913	3,508	162	2	37,968
July	17,230	15,546	3,324	2,848	226	9	39,183
August	16,670	16,891	2,845	2,963	273	7	39,649
September	17,238	14,491	2,650	3,173	169	6	37,727
October	16,650	14,513	2,352	2,819	170	6	36,510
November	15,390	12,087	2,377	2,436	114	1	32,405
December	17,537	13,543	2,712	2,234	135	1	36,162
January	12,078	9,915	1,693	2,080	107	0	25,873
February	14,700	12,521	2,136	2,346	105	2	31,810
March	16,281	13,678	2,474	2,576	126	1	35,136
TOTAL	196,684	168,524	30,348	33,504	1,997	46	431,103
Variance	-2,789	-13,628	18,005	2,066	867	7	4,528
Variance	-1.40%	-7.48%	145.87%	6.57%	76.73%	17.95%	1.06%

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	29 November 2016
Subject:	Gloucestershire Families First Update
Report of:	Julie Wood, Head of Development Services
Corporate Lead:	Mike Dawson, Chief Executive
Lead Member:	Councillor R E Allen, Lead Member for Health and Wellbeing
Number of Appendices:	None

Executive Summary:

Families First Plus, formerly Families First, is the local name for the national Troubled Families programme. It was initially a three year programme aimed at turning around the lives of the estimated 120,000 troubled families in the country. The government then announced an expansion of the programme reaching out to a further 400,000 families over a five year period from April 2015. The programme is overseen by the Department of Communities and Local Government (DCLG) which has an agreement from the County Council that an estimated 900 families can be worked with in Gloucestershire; 10% of this total i.e. 90 families, are within Tewkesbury Borough.

Recommendation:

To CONSIDER the progress made in delivering the Families First programme and to remove from the Overview and Scrutiny Committee reporting cycle.

Reasons for Recommendation:

'Progress the Families First Programme to deliver a multi-agency response to the issues faced by families in challenging circumstances' was an action within the previous Council Plan under the priority theme 'Provide customer focused community support'.

An update of the programme was first presented at Overview and Scrutiny Committee on 8 October 2013. It was resolved at that meeting that six monthly updates on progression of the programme should be brought back to the Committee.

The Families First Plus programme is no longer part of the Council Plan as the programme is now considered 'business as usual' by Gloucestershire County Council.

Resource Implications:

None directly resulting from this report.

Legal Implications:

None directly resulting from this report.

Risk Management Implications:

None directly resulting from this report.

Performance Management Follow-up:

None directly resulting from this report.

Environmental Implications:

None directly resulting from this report.

1.0 INTRODUCTION & BACKGROUND

1.1 Families First Plus is the local name for the national Troubled Families programme. It was initially a three year programme aimed at turning around the lives of the estimated 120,000 troubled families in the country. The government then announced an expansion of the programme reaching out to a further 400,000 families over a five year period from April 2015. The programme is overseen by the Department of Communities and Local Government (DCLG) which has an agreement from the County Council that an estimated 900 families can be worked with in Gloucestershire; 10% of this total i.e. 90 families, are within Tewkesbury Borough.

2.0 THE PROGRAMME

2.1 'Troubled Families' were originally, in the first phase of the programme, defined by DCLG as those families which are high need and are of high cost to the public purse. They meet 3 main criteria:

- An adult on out of work benefit.
- Children not attending school.
- Family members involved in crime and anti-social behaviour.

In addition, there was an option to use local discretion to include families who are experiencing other issues that are high cost to public services, for example mental health issues, drug and alcohol misuse and domestic abuse.

2.2 The overall aims of the Gloucestershire Families First programme were to:

- Get children back into education.
- Reduce youth crime and anti-social behaviour.
- Put adults on a path back to work.
- Scale down the amount of public service spending required to assist these families. This will include better coordination of support and a reduction in the number of agencies working with the family.

Through this work there is an expectation that the programme will:

- Change the way services are delivered to families – re-designing them for the longer term.
- Work to address entrenched issues within the family unit.
- Look to create a lasting difference in communities.
- To enable families to be more resilient, independent and self-supporting.
- Work collaboratively with local communities to develop community solutions giving people a stronger sense of belonging, ownership and control over their lives.

3.0 TEWKESBURY BOROUGH - THE DELIVERY MODEL

3.1 The Families First Plus programme in Tewkesbury Borough was overseen by the Locality Partnership Group which acted as the delivery group for the programme. The Families First team is line managed by Emma Trigwell (GCC Families First Plus Team Manager). The team is based here in the Families First Plus office and they also spend time in other locations such as Children’s Centres.

4.0 DELIVERY OF THE PROGRAMME

4.1 The programme has proven to be a great success with the target for the first phase to engage with 90 families reached by March 2015, a year early. By the end of the first phase of the programme in March 2016, payment-by-results claims from Gloucestershire for over 900 ‘turned around families’ had been made to DCLG. Within Tewkesbury Borough full claims were made for 97 families and seven for progress to work (partial claims); these families continued to be supported into phase 2 for the outstanding support needs. From April 2015 Gloucestershire has been working to target 3,000 families over five years. The target for this first year ending March 2017 is 540 claims across all localities, 55 of which are for Tewkesbury.

4.2 Due to the success of the programme in Gloucestershire, the County was chosen as an ‘early adopter’ for the next phase of the programme which started nationally in April 2015. In response to this Families First Plus has been embedded within our local network of support for vulnerable families, children and young people as part of the Early Help offer in localities.

4.3 In addition ‘Families First Plus’ has been adopted as business as usual by Gloucestershire County Council and the principles and ways of working are now embedded into its system.

4.4 Families First Plus has built on the existing multi-agency partnerships in Tewkesbury Borough in order to improve the way we work together to provide early help and support to families, children and young people. The Tewkesbury Families First Plus team will provide a focus for:

- Building community capacity – working with partners to support families to help themselves and identify community resources to meet need early. This will build on the Tewkesbury Public Service Centre approach which has been key to bringing together the range of local partners.
- Building capacity in universal services - acting as an enabler and supporting links across services and teams. This will ensure that effective advice and guidance is available to support and enhance the positive early help work that takes place in the range of local settings including schools, health services, children centres, youth support, housing etc. The role of community social workers and CAF coordinators will continue as part of the team in order to provide advice and support to practitioners, including a focus on safely managing risk.
- Targeted support – providing a coordinated response to need where a specific intervention is required. This will involve providing a whole-family approach across the continuum of need. Building on existing good practice these workers will work with local partners in order to ensure a coordinated multi-agency response to complex family issues including mental health, substance misuse and domestic violence.

Revised Criteria:

The referral criteria have changed from those detailed in 2.1. There are now six criteria as follows:

- Parent and children involved in crime or ASB.
- Children who have not been attending school regularly.
- Children who need help.
- Adults out of work or at risk of financial exclusion and young people at risk of 'worklessness'.
- Families affected by domestic violence and abuse.
- Parents and children with a range of health issues.

5.0 NEXT STEPS

5.1 Families First Plus depends on an effective local partnership that works together to offer support families as a whole; building on their strengths and fostering resilience. Tewkesbury Borough Locality Partnership Group will continue to provide local support, to ensure a robust joined up approach, sharing resources and reducing duplication. The Families First Plus team manager is a key member of the Locality Partnership Group and will, as with all partners, report back on progress to the group.

6.0 OTHER OPTIONS CONSIDERED

6.1 None

7.0 CONSULTATION

7.1 None

- 8.0 RELEVANT COUNCIL POLICIES/STRATEGIES**
- 8.1 None
- 9.0 RELEVANT GOVERNMENT POLICIES**
- 9.1 DCLG Troubled Families programme (launched 2011)
- 10.0 RESOURCE IMPLICATIONS (Human/Property)**
- 10.1 None directly
- 11.0 SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)**
- 11.1 The programme has significant social impact and in some cases, community safety issues may arise. A key aim of the programme is to create a lasting difference in communities.
- 12.0 IMPACT UPON (Value For Money/Equalities/E-Government/Human Rights/Health And Safety)**
- 12.1 There is a value for money element to the programme as any financial outturn claimed as a result of turning families around can be recycled back into the programme.
- 13.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS**
- 13.1 <http://www.gloucestershire.gov.uk/extra/article/114462/About-Families-First>
 Tewkesbury Borough Council Overview and Scrutiny Committee Minutes 8 October 2013 – first presentation on the progress of the programme.
 Tewkesbury Borough Council Overview and Scrutiny Committee Minutes 8 April 2014 – six monthly update.
 Tewkesbury Borough Council Overview and Scrutiny Committee Minutes 2 December 2014 – six monthly update.

Background papers: None

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Appendices: None

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	29 November 2016
Subject:	Disabled Facilities Grants Review Monitoring Report
Report of:	Richard Kirk, Interim Head of Community Services
Corporate Lead:	Mike Dawson, Chief Executive
Lead Member:	Councillor J R Mason, Lead Member for Clean and Green Environment
Number of Appendices:	1

<p>Executive Summary:</p> <p>The report provides an update on progress against actions contained in the Scrutiny Review of Disabled Facilities Grants Report, arising from a review by the Overview and Scrutiny Working Group approved by the Executive Committee on 6 April 2016.</p>
<p>Recommendations:</p> <p>To CONSIDER progress against the recommendations arising from the Disabled Facilities Grants Review.</p>
<p>Reasons for Recommendation:</p> <p>To improve the way that Disabled Facilities Grants (DFGs) are delivered in Tewkesbury Borough.</p>

<p>Resource Implications:</p> <p>The recommendations from the review report have been, and will be, implemented using existing resources.</p>
<p>Legal Implications:</p> <p>None as a direct result of the actions carried out so far in the report. One Legal will be able to provide advice as required regarding the Council's duties and powers to provide Disabled facilities grants.</p> <p>The Council's contract rules will need to be followed when appointing contractors.</p> <p>Where there are joint projects, the Council should enter into agreements which set out each party's obligations and responsibilities in relation to these projects.</p>

Risk Management Implications:

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

Performance Management Follow-up:

A further update on progress will be provided at the meeting of the Overview and Scrutiny Committee on 2 May 2017.

Environmental Implications:

None.

1.0 INTRODUCTION/BACKGROUND

1.1 A review of the way in which Tewkesbury Borough Council delivers Disabled Facilities Grants (DFGs) was undertaken by a Working Group of the Overview and Scrutiny Committee in 2015/16. The review considered the Council's approach in administering grants; in particular how current practices impacted on those who could, or did, benefit from applying, and looked at good practice elsewhere, especially local authorities that provided cost effectiveness and good customer satisfaction. The resulting report set out the findings from the review and made recommendations in respect of possible ways in which processes could be improved. The review report was considered at the meeting of the Overview and Scrutiny Committee on 23 February 2016 and adopted at the meeting of the Executive Committee on 6 April 2016.

2.0 DISABLED FACILITIES GRANTS REPORT ACTIONS CARRIED OUT

- 2.1** The table at Appendix 1 shows the progress against actions contained within the review report. Only two of the actions have been identified as fully complete. There are a number of reasons why this is the case.
- 2.2** There has been positive progress on Action 1 which is worthy of specific mention. In one case, a landlord thought it inappropriate that the property be adapted to remove a bath and install a walk-in shower. The client was given very close support and information in order to make an informed decision as to what they would like to do and where they would like to live. They moved to a bungalow within the Borough which was already adapted and feedback is that, although they had not considered this as an option originally and were apprehensive, they are very pleased with their new home. This additional work at the start of the process means that the applicant is in a home more suited to their current and future needs and a shower has not needed to be installed resulting in an estimated saving of £6,000. There may also be future savings as there will not be a need to install a stairlift if the Occupational Therapists were to judge the applicant as needing assistance to access upstairs rooms; an estimate for an average stairlift is in the region of £1,500. The original property was also made available to a household from our housing waiting list who were in desperate need of suitable accommodation.

- 2.3** It is hoped that Action 1 will bring about further significant savings in the future. Anecdotally, other cases exist where a referral has not been made for a DFG as the client has been helped to move house. It is difficult to attribute such cases specifically to the work as a result of the new processes implemented, however these may have had some impact.
- 2.4** There has been a lot of work to date around Action 2 in the report. Initial discussions with Severn Vale Housing Society (SVHS) shortly after the publication of the report focussed on how it may be able to help with procurement of contractors, schedules of rates etc. and generally to explore better ways of joint working. The retirement of an Officer with specific duties to deliver DFGs in August focussed these discussions on if this assistance could be more than just sharing information. Further discussions have taken place with SVHS and representatives of Gloucestershire Clinical Commissioning Group (CCG), which is responsible for funding of DFGs through the Better Care Fund, around the extent that SVHS could deliver DFGs in the Borough, to assist Tewkesbury Borough Council in discharging this statutory duty. These discussions are still at an early stage but SVHS has expressed an interest for any changes (if agreed) to be in place in time for the 2017/18 new financial year. Currently, the vacant internal post has been filled on a six month contract and Officers have received formal training and support to ensure that the service continues to be delivered to a high standard.

3.0 IMPACT ON FINANCES

- 3.1** Annual expenditure on DFG's has traditionally required a commitment of circa £200,000 from the Council's own resources to support the grant available from central government. Following changes to the way the government allocate DFG funding, the current year allocation, and future years, is wrapped up in the Better Care Funding received by the County Council and passported onto the District Council. The Better Care Funding allocation for the current year, and future projections of this allocation, has been increased substantially and it is therefore not expected that the Council's own resources will be required to 'top-up' the government allocation going forward. This is, therefore, a significant reduction in the ongoing capital programme.
- 3.2** The contract to deliver the Gloucestershire "Safe at Home" Home Improvement Agency service is due for renewal next year. Tewkesbury Borough Council is a partner in procuring the service (alongside the other Districts, and led by the County Council) and contributes £45,000 per year. Part of the contract includes providing agency services to help draw up plans, engage contractors etc. The partnership is currently considering the contract and how it may be delivered in future years.

4.0 OTHER OPTIONS CONSIDERED

- 4.1** The action referenced in Paragraph 2.4 above may result in the work continuing to be delivered directly in-house, or assistance could be provided by SVHS to support Officers in delivering the process.

5.0 CONSULTATION

- 5.1** Environmental Health and Housing Services are working closely with SVHS, the County Council and the CCG in order to implement the review action plan.

6.0 RELEVANT COUNCIL POLICIES/STRATEGIES

- 6.1** The report was delivered during the life of the Council Plan 2012-16. The relevant priority in this case was – Priority 4 (Improve the quality of the housing stock): 'Work with Public Health to develop new approaches to enablement and adaptations for disabled people'.

7.0 RELEVANT GOVERNMENT POLICIES

7.1 Housing Grants, Construction and Regeneration Act 1996; Part 1, Chapter 1: 'Disabled Facilities Grants'.

8.0 RESOURCE IMPLICATIONS (Human/Property)

8.1 To date, implementing the review recommendations has been met from existing resources. Members will be consulted / updated should any of the emerging initiatives change this situation.

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

9.1 Effective outcomes will have a positive impact on the health, welfare and finances of the most vulnerable people living in the Borough.

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

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

11.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

11.1 Overview and Scrutiny Committee Report and Minutes, 23 February 2016.
Executive Committee Report and Minutes, 6 April 2016.

Background Papers: None

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Appendices: Appendix 1 – Disabled Facilities Grants Review Action Plan

DISABLED FACILITIES GRANTS REVIEW – ACTION PLAN

Action	Recommendation	Delivery Date	Responsible Officer	Work carried out to date	Complete	Revised Target Date
1	Those enquiring who may be eligible for DFG, to be supported to see if a possible move to more suitable accommodation would be a better outcome for them, and to provide suitable assistance and support to help make this happen, should the person so wish.	March 2016	Environmental Health Manager / Housing Services Manager / Severn Vale Housing Society / Occupational Therapy	A named Officer working within the Housing Enabling team now works with new case referrals to see if moving home is an option they would wish to consider.	✓	
2 67	Look at methods of procuring work, such as (but not limited to) schedules of rates and preferred contractors, as ways that could reduce the time taken for a contractor to be on site.	May 2016	Environmental Health Manager / Housing Technical Officer	Discussions have taken place with Severn Vale Housing Society Ltd into using the work already carried out by them on schedules of rates and preferred contractors. The results of these discussions are detailed in the covering report and have resulted in discussions on closer working on delivering adaptations. If the discussions prove fruitful, it is proposed that it be implemented in time for the new financial year (April 2017).	X	April 2017

APPENDIX 1

Action	Recommendation	Delivery Date	Responsible Officer	Work carried out to date	Complete	Revised Target Date
3	<p>Review all existing paperwork connected with the DFG process at TBC:</p> <ul style="list-style-type: none"> a. Eliminate unnecessary paperwork b. Review the content of the DFG application form and the way it is completed c. Combine documents into one where this is possible d. Use electronic methods of communication wherever possible e. Work with stakeholders to identify any communication gaps where additional advice or information could be given. 	May 2016	Environmental Health Manager / Housing Technical Officer	<p>The paperwork and communications have been reviewed. Amended paperwork is now being used which hopefully reduces the quantity applicants receive yet still complies with statutory guidance and good practice. Emails are now being used more, where letters were previously. Much more is being asked during initial visits rather than asking for information by letter at a later date.</p> <p>Now that a broader range of Officers have begun to become involved in the delivery of DFGs, there has been greater encouragement for them to meet face to face to discuss cases where that would result in a better outcome for the grant applicant.</p>	✓	
4	Explore the further use of technology (by officers and applicants) to speed up the process and assist applicants.	July 2016	Environmental Health Manager	<p>Work on this has started but is not yet complete. The project has been expanded to include all aspects of environmental health service delivery. This project is being monitored by the corporate project board and initial results are expected in the new year. As DFG delivery is part of this project, it is anticipated changes in this area would follow soon after.</p>	X	April 2017
5	Use the learning gained from this review to inform local health and wellbeing plans, strategies and processes.			<p>The report has been shared widely. So far it is known that the outcomes have been used to inform a current review by Supporting People of how support is given Countywide to people to help them live independently.</p>	X	May 2017

Action	Recommendation	Delivery Date	Responsible Officer	Work carried out to date	Complete	Revised Target Date
6	Review the effect of Actions 1 to 5 above on the costs of delivering the service and subsequently reduce the Council's capital contribution due to depleting capital resources.	August 2016	Environmental Health Manager / Finance Manager	Works on actions 2 and 4 above have not yet been complete and so cannot be quantified. Savings from item 3 would be non-cashable (savings in paper and Officer time), estimated at approximately £300 per year. There could be savings as a result of Action 5 (Tewkesbury Borough Council currently contributes £45,000 to fund the 'Safe at Home' Home Improvement Agency). Action 1 is known to have saved at least £6,000 so far for Tewkesbury Borough Council.	X	May 2017