

5 June 2017

<b>Committee</b>	Overview and Scrutiny
<b>Date</b>	Tuesday, 13 June 2017
<b>Time of Meeting</b>	4:30 pm
<b>Venue</b>	Committee Room 1

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



**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 (during office hours staff should proceed to their usual assembly point; outside of office hours proceed to the visitors' car park). 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.



<b>Item</b>	<b>Page(s)</b>
<b>3. DECLARATIONS OF INTEREST</b>	
Pursuant to the adoption by the Council on 26 June 2012 of the Tewkesbury Borough Council Code of Conduct, effective from 1 July 2012, as set out in Minute No. CL.34, Members are invited to declare any interest they may have in the business set out on the Agenda to which the approved Code applies.	
<b>4. MINUTES</b>	1 - 14
To approve the Minutes of the meetings held on 2 May and 16 May 2017.	
<b>5. CONSIDERATION OF THE EXECUTIVE COMMITTEE FORWARD PLAN</b>	15 - 19
To determine whether there are any questions for the relevant Lead Members and what support the Overview and Scrutiny Committee can give to work contained within the Plan.	
<b>6. OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2017/18</b>	20 - 27
To consider the forthcoming work of the Overview and Scrutiny Committee.	
<b>7. GLOUCESTERSHIRE HEALTH AND CARE OVERVIEW AND SCRUTINY COMMITTEE UPDATE</b>	
To receive an update from the Council's representative on matters considered at the last meeting.	
<b>8. CITIZENS' ADVICE BUREAU AND FINANCIAL INCLUSION PRESENTATION</b>	
To receive an update on Citizens' Advice Bureau activity within the borough and financial inclusion.	
<b>9. PERFORMANCE MANAGEMENT - QUARTER 4 AND FULL YEAR 2016/17</b>	28 - 62
To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.	
<b>10. CORPORATE POLICIES AND STRATEGIES</b>	63 - 73
To consider the corporate policies and strategies for potential review by the Overview and Scrutiny Committee during 2017/18.	

**DATE OF NEXT MEETING****TUESDAY, 18 JULY 2017****COUNCILLORS CONSTITUTING COMMITTEE**

Councillors: R E Allen (Vice-Chair), P W Awford (Chair), G J Bocking, K J Cromwell, Mrs J E Day, D T Foyle, Mrs P A Godwin, 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 Chair 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, 2 May 2017 commencing at 4:30 pm**

**Present:**

Vice Chair, in the 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 H C McLain, T A Spencer, Mrs P E Stokes, P D Surman, M G Sztymiak, H A E Turbyfield and M J Williams

**also present:**

Councillors Mrs J Greening and Mrs E J MacTiernan

**OS.95 ANNOUNCEMENTS**

- 95.1 The evacuation procedure, as noted on the Agenda, was advised to those present.
- 95.2 The Vice-Chair in the chair welcomed Trevor Askew, Managing Director of Ubico, and Nick Firkins, Ubico Operations Manager for the Tewkesbury Borough area, and Rachel Capon and Julie Davies from the Joint Waste Team to the meeting and indicated that they were in attendance for Item 11 – Annual Review of Ubico, which would be now taken after Agenda Item 6. Councillors Mrs E J MacTiernan and Mrs J M Greening were also present as observers.

**OS.96 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

- 96.1 Apologies for absence were received from Councillors P W Awford (Chair) and Mrs R M Hatton. There were no substitutions for the meeting.

**OS.97 DECLARATIONS OF INTEREST**

- 97.1 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.
- 97.2 There were no declarations of interest made on this occasion.

**OS.98 MINUTES**

- 98.1 The Minutes of the meeting held on 21 March 2017, copies of which had been circulated, were approved as a correct record and signed by the Chair.

**OS.99 CONSIDERATION OF THE EXECUTIVE COMMITTEE FORWARD PLAN**

- 99.1 Attention was drawn to the Executive Committee Forward Plan, circulated at Pages No. 16-21. 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.
- 99.2 A Member drew attention to the 'Driving Licence, Insurance and MOT Checks Policy', due to be considered at the Executive Committee meeting on 7 June 2017 and sought clarification as to what this would cover. The Deputy Chief Executive explained that the Council had a responsibility to make sure that all essential and casual car users were adequately insured and taxed. This policy would put in place the necessary checks and balances to ensure that all staff complied with road traffic legislation. With regard to the Joint Core Strategy Strategic Allocation Sites: Allocation of Affordable Housing item, also due to be taken to the meeting on 7 June 2017, a Member questioned what changes were being considered for affordable housing. In response, the Head of Community Services explained that this related to the way strategic housing was allocated for affordable housing on the boundaries of Tewkesbury Borough. The proposal from Gloucester City and Cheltenham Borough Councils was considered to be unfair from a Tewkesbury Borough perspective and a further report would be taken to the Executive Committee on an evidence-based way of looking at that housing in order to protect the interests of Tewkesbury Borough Council.
- 99.3 It was  
**RESOLVED** That the Executive Committee Forward Plan be **NOTED**.

**OS.100 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2017/18**

- 100.1 Attention was drawn to the report of the Head of Corporate Services, circulated at Pages No. 22-33, which attached, at Appendix 1, the draft Overview and Scrutiny Committee Work Programme 2017/18. Members were asked to approve the Work Programme.
- 100.2 The Head of Corporate Services advised that there were a number of pending items which would be brought into the work programme during the year. The list of corporate strategies and policies for potential review by the Overview and Scrutiny Committee would be considered at the next meeting and would further help to inform the 2017/18 programme.
- 100.3 A Member noted that the Tewkesbury Borough News Review Report was due to be taken to the meeting on 18 July 2017 and he questioned how the latest edition of the publication had ended up being delivered with an election leaflet inside. The Communications and Policy Manager explained that the candidate who had produced the leaflet had contacted Royal Mail separately to the Council and it had never been intended for the leaflet to be delivered with the Tewkesbury Borough News; whilst it was something they were discouraged from doing, individual postmen did occasionally place leaflets inside to make their rounds easier and this had resulted in a few copies of the Borough News being delivered with the leaflet. The Borough Solicitor had investigated, and Royal Mail was taking it up with the postman. A Member felt that it was important to ensure this did not happen in future and the only way in which that could be guaranteed was to stop distributing the Tewkesbury Borough News during election periods; he asked that the Working Group take this on board in the review. The Head of Corporate Services agreed that it was an unfortunate incident which could not have been foreseen, however, he provided assurance that any steps that could be taken to prevent this happening in future would certainly be taken.

- 100.4 Having considered the information provided, it was  
**RESOLVED** That the Overview and Scrutiny Committee Work Programme 2017/18 be **APPROVED**.

### **OS.101 ANNUAL REVIEW OF UBICO**

- 101.1 Attention was drawn to the report of the Head of Community Services, circulated at Pages No. 96-104, which provided an update on the Ubico contract for the waste and recycling service, street cleansing and grounds maintenance services following transfer of the services to Ubico in April 2015. Members were asked to consider the 12 month update on the services provided by Ubico and to agree that the annual report for 2017/18 be brought to the Overview and Scrutiny Committee in July 2018 in order to align with the financial year.
- 101.2 The Head of Community Services explained that this was a high-level report looking at overall performance and, whilst there had been some operational issues, he provided assurance that they were being addressed. It was intended to hold a seminar in June to afford Members an opportunity to discuss the problems with Ubico in more depth and the date would be confirmed later in the month. Rachel Capon, the Contracts Manager (Collection and Street Scene West) from the Joint Waste Team, reminded Members that contract monitoring was split between two different parties: the Joint Waste Team, for monitoring waste and recycling and street cleansing, and Tewkesbury Borough Council for grounds maintenance. The Joint Waste Team held six weekly contract monitoring meetings with Ubico on behalf of the Council to monitor against contract specification, targets and legal compliance; resolve complaints and service delivery issues; develop communications with residents if opportunities arose from information on the ground; and to review health and safety compliance and implement best practice across the contract. The Joint Waste Team was also responsible for carrying out health and safety checks on the waste, recycling and street cleansing crews with any issues identified being reported back to the Ubico supervisors. Health and safety information was then reported quarterly to the Council's 'Keep Safe, Stay Healthy' Group to ensure a closed-loop process was in place. In addition, fortnightly meetings were held between the Council's Customer Services Team and Ubico to resolve day to day issues and make continual improvements to the Achieve system (Report It online) which was used to log service requests; this helped to improve customer service and communication with residents. There was also an Environmental Services Partnership Board - which met on a quarterly basis and included representatives from the Council, Joint Waste Team and Ubico - to look at performance and development on a strategic level.
- 101.3 In terms of performance, Members were informed that there were only six performance indicators within the Ubico contract - which were standard across all Ubico contracts - the details of which were attached at Appendix 1 to the report. In November 2016, the Council's Internal Audit team had recommended that the performance indicators be reviewed to ensure they were fit for purpose and measurable for service delivery and a Working Group had been set up to develop a standard set of performance indicators across all contracts with the intention of putting them in place by July 2017. The Joint Waste Committee had delegated responsibility for diverting waste from landfill and it worked in partnership with Ubico to deliver campaigns to reduce waste and improve recycling performance. She confirmed that the figures for 2016/17 had now been received and showed 411kg of residual household waste per month which was a reduction from 2015/16 and in line with the projected outturn for the year. The food waste sticker campaign, which had been implemented over the full year, had had a positive impact on these figures. In terms of the percentage of household waste reused, recycling and composted, the projected outturn for 2016/17 was 53% which was an

increase of almost 3% compared to 2015/16 and was positive given the backdrop of declining recycling rates nationally. The contract set a target of 99% household collections completed on schedule and it was noted that the Overview and Scrutiny Committee had previously discussed the possibility of increasing this target given that it was being achieved month on month; this was being considered as part of the review of performance indicators. It was recognised that there had been some issues as a result of changes to the collection rounds, new drivers and new crews and, whilst some of those issues did come down to Ubico, others were a result of residents not reacting to the information which they had been sent. The majority of repeat missed bin collections were due to a smaller vehicle not having enough capacity and this had been resolved by moving properties which did not need to be serviced by that vehicle back to a larger vehicle. In terms of general service delivery issues, there had been improvements in bin delivery and bulky waste collections over the last year, largely due to the increased number of properties and promotion of the scheme. Waiting times had also been reduced as a result of system redesign which created more delivery slots whilst maintaining existing resource levels. Members were advised that new health and safety guidance had been published in respect of highway cleansing which had implications for Ubico when carrying out litter picking on high speed roads and on roads where there was less than 1.2m of clearance from the roadside; this had meant that some roads could not be litter-picked without road closures in place. Ubico had identified the affected roads and was developing a proposal for a safe system of work to present to all shareholders. She reiterated that the Joint Waste Team was not responsible for grounds maintenance and different local authorities had different arrangements in place for managing and monitoring that particular aspect. The Head of Community Services had identified a shortfall in that area and was developing an action plan to ensure that it was monitored more effectively.

- 101.4 The Environment and Waste Policy Officer, Julie Davies, drew attention to Page No. 100, Paragraph 4.5 of the report, which related to formal complaints. The table set out the complaint type and the number of complaints received. During 2016/17 there had been six complaints regarding the attitude of a member of staff, for example, if litter was left around a bin when it was emptied; 14 complaints regarding the standard of a service e.g. repeat missed bin collections; 15 complaints about failure to provide a service, for instance, there had been issues with stock control and bulky waste collection and bin delivery waiting times; and three complaints in respect of damage e.g. spillages, or if a vehicle clipped another car. In terms of health and safety performance, waste and recycling and grounds maintenance services were significant risks and, in the last 12 months, Ubico had demonstrated a commitment to work to high standards through: developing a Health and Safety Strategy and Policy; Contractors Health and Safety Assessment Scheme (CHAS) and EXOR accreditation; all managers and supervisors attending a four day Institute of Safety and Health (IOSH) training course; and a trial of on-board vehicle cameras which monitored the perimeter of the vehicle to allow hazard spotting – it was noted that this technology had been specified for the new Tewkesbury Borough vehicle fleet. All health and safety statistics were reported to the six weekly meetings and quarterly board meetings where any accidents or near misses were discussed.
- 101.5 In relation to financial performance, the Contracts Manager explained that Ubico had delivered the targeted efficiency savings in 2015/16 and there had been an underspend of £71,000, largely due to the drop in fuel prices. In the original business plan, the second year efficiency savings were to be delivered by standardising the terms and conditions of all staff; however, due to the complexities of this process, this had been delayed until 1 April 2017 and was not expected to deliver the original savings that had been identified. As such, Ubico had tried to deliver the savings through other means and the quarter three forecast showed a £28,000 overspend. The Environment and Waste Policy Officer advised

that a waste services review had been carried out in November 2015 and a report had been taken to the Executive Committee in February 2016 in relation to the procurement of a new vehicle fleet; Ubico had been involved throughout the whole process and the fleet had now been purchased. On 14 April 2017, Ubico had taken on a transfer facility arrangement for the new Material Recovery Facility (MRF) contract and she had received an update earlier that day that there had been a seamless transition and it was working well. More projects had been started in 2016/17 which would continue throughout the year.

- 101.6 A Member indicated that she had concerns regarding crews not wearing gloves and the Interim Managing Director of Ubico assured Members that health and safety was a priority for Ubico. Personal Protective Equipment (PPE), including gloves, was issued to staff and the Environment and Waste Policy Officer confirmed that crews were wearing the PPE when inspections were carried out. The Ubico Operations Manager recognised that this had been a particular problem in the past but there had been a lot more handling of waste at that time; since the recycling had changed from boxes to bins this was not such an issue. Notwithstanding this, he reiterated that surprise inspections were carried out throughout the month and PPE was very high on the agenda for checking. In response to a query regarding assisted bin collections and the potential for misuse, Members were informed that the Joint Waste Team was working with Ubico to develop a new assisted collection list which would be reviewed periodically. Family or neighbours tended to report when someone using the service passed away but sometimes new residents did not realise they should be putting their bins on the street rather than the crews coming down driveways to collect them. A Member queried whether drivers received adequate training before going out with a team and he referred to an incident where a driver who was unfamiliar with his route had reversed into a wall. The Interim Managing Director of Ubico explained that Ubico had struggled to recruit drivers for large vehicles and this was a problem experienced nationally; however, following work with colleagues in Human Resources, a recent recruitment exercise had been successful and in-depth training had been provided for all new drivers, particularly in terms of the new rounds and the new vehicles - the vehicle manufacturer had worked with Ubico for a period to ensure that drivers were familiar with the vehicles. The Ubico Operations Manager pointed out that in-house drivers tended to have a lot of experience and training; however, this was not always the case with agency drivers and nothing was taken at face value in those instances. In line with the introduction of the new contract on 1 April, agency staff had been brought in for an induction which had covered health and safety, site rules etc. Supervisors were licensed Large Goods Vehicle (LGV) drivers and were also assessed.
- 101.7 With regard to Appendix 1, a Member pointed out that the target for the number of service complaints received against weekly collection was 1% which, for 86,000 collections per week, equated to 44,720 complaints over the year and he felt this needed to be reviewed and made into a realistic target. He also expressed concern regarding the lack of detail in terms of financial performance and requested that a breakdown be provided so that Members could establish what the issues actually were. The Contracts Manager indicated that this information was included as part of the financial report which was taken to the Executive Committee and it could be included in the Overview and Scrutiny Committee update in future. Another Member raised concern over the level of detail within Appendices 1 and 2 and she drew particular attention to the annual targets for performance indicators 1-3 which stated 'target to be set following baseline'. Another Member questioned why the notes against certain sections of Appendix 2 stated 'Tewkesbury data not available in this format'. Members were advised that Appendix 1 was taken directly from the contract originally formulated with Ubico and it was accepted that there was a lot of work to be done to improve that. Appendix 2 was the template taken from Ubico as the standard performance management



report and other local authorities had different reporting mechanisms, for instance, Cheltenham Borough Council categorised things differently from Tewkesbury Borough Council. There were concerns that sufficient data was not being captured and a project was underway to make it more realistic and achievable. The new template would contain all of the data for Tewkesbury Borough. The Member questioned when the revised performance indicators would be brought back to the Committee and was informed that, once they had been implemented, it would be necessary to have a period of data-gathering in order for the information to be meaningful, as such, the report recommended that the annual update for 2017/18 be brought to the Committee in July 2018 when a full year of data would be available. Several Members expressed the view that this was too long and it was suggested that six months was enough time to establish and react to trends. The Contracts Manager indicated that the Joint Waste Team had an idea of which performance indicators worked better than those in the contract and reiterated that there was a meeting the following day to determine how data could be collected. Performance meetings were held on a quarterly basis and the next one was later in the month so, although the performance indicators were likely to be in place by the next Overview and Scrutiny Committee meeting in June, there would only be one month of data to report on and it would be more beneficial to bring an annual performance report to Members. In terms of the baseline targets relating to residual household waste per household, recycling and collections, included at Appendix 1, this would be addressed in the report received by the Joint Waste Committee report in October; however, it was not down to Ubico to drive that forward. This only left the indicator in relation to improved street and environmental cleanliness, a national indicator which had now been scrapped - monitoring of this indicator had taken a disproportionate amount of Officer time so it was not intended to bring this back; notwithstanding this, assurance was provided that work was being carried out on street cleansing over the next six months. In response to a query regarding the legislation around street cleansing, the Ubico Operations Manager explained that the regulations were very new and the proposal being developed by Ubico would provide a number of alternative delivery models to address this. In terms of the cost implications, the various options would be put forward for the Joint Waste Team to consider.

101.8 With regard to grounds maintenance, a Member drew attention to Paragraph 4.4.4 of the report which stated that this was not managed or monitored by the Joint Waste Team and was delivered by Ubico. Whilst she noted that an action plan was being developed, she pointed out that this was not acceptable to members of the public who wanted an efficient response to complaints such as long grass that needed cutting. The Head of Community Services provided assurance that this was a priority for him; the Officer responsible for monitoring this element of the contract was not currently at work and he intended to carry out a service review of the area to develop a plan for more effective monitoring. He accepted that the Council was currently being reactive rather than proactive and that was something which must be addressed.

101.9 A Member raised concern that there was a lot of flexibility in the report in terms of target dates. She indicated that she would like to see expected deadlines for meetings, decisions and agreements so that they could be scrutinised by Members and it was established that this would be addressed within the next month. Another Member continued to express the view that it was unacceptable to wait until the July 2018 meeting for the next Ubico report. In response, the Head of Community Services agreed that he would be happy to produce an interim report to bring back to the Committee as a "one-off" due to the issues that were currently being faced. It was subsequently

- RESOLVED**
1. That the 12 month update on the services provided by Ubico be **NOTED**.
  2. That an interim report be brought back to the Overview and Scrutiny Committee meeting on 5 September 2017 on a one-off basis, with the annual report being taken to the meeting in July 2018 in order to align with the financial year.

## **OS.102 ANNUAL OVERVIEW AND SCRUTINY COMMITTEE REPORT 2016/17**

- 102.1 Attention was drawn to the report of the Head of Corporate Services, circulated at Pages No. 34-57. Members were asked to approve the Overview and Scrutiny Annual Report 2016/17 attached at Appendix 1 to the report.
- 102.2 The Head of Corporate Services advised that it was a requirement of the Council's Constitution to report the activities of the Overview and Scrutiny Committee on an annual basis and the 2016/17 annual report was attached at Appendix 1 to the report. Throughout the year, the Committee had considered progress reports on the delivery of key strategies and policies, quarterly performance management reports and various presentations from officers and external organisations. In addition Working Groups had been established to review the Scheme of Public Participation at Planning Committee and the Housing Strategy. General areas of review had included complaints, Ubico and enviro-crimes. Following approval, the annual report would be presented to Council by the Chair of the Overview and Scrutiny Committee on 16 May 2017 and published on the Council's website.
- 102.3 A Member noted that the annual report did not make reference to the work of the Flood Risk Management Group. The Head of Corporate Services apologised for this omission and undertook to include an additional section to cover this work. Accordingly, it was

- RESOLVED** That the Annual Overview and Scrutiny Report 2016/17 be **APPROVED**, subject to an amendment to make reference to the work of the Flood Risk Management Group.

## **OS.103 CUSTOMER CARE STRATEGY**

- 103.1 The report of the Communications and Policy Manager, circulated at Pages No. 58-64, asked Members to consider the progress made in relation to the actions contained within the Customer Care Strategy Action Plan 2016/17 and to endorse the action plan for 2017/18.
- 103.2 Members were reminded that the Customer Care Strategy and Action Plan had been developed by an Overview and Scrutiny Committee workshop in January 2016 and had been formally approved by the Executive Committee. Appendix 1 to the report set out the specific action, a brief description of the work that had been carried out and its current status. The majority of actions had been completed; any that were not had been included in the action plan for 2017/18. It was noted that the action to carry out a residents' satisfaction survey and use feedback to improve future service delivery had been removed from the action plan and replaced with a new action, requested by the Lead Member for Customer Focus, that the website and the Council's Citizens' Advice Panel be used for feedback. The full list of actions for 2017/18 was set out at Appendix 2 to the report.

103.3 A Member drew attention to Page No. 64 of the report which referred to the importance of customer service within the planning service and he queried whether the Planning team was now fully staffed. The Head of Development Services explained that there was currently a vacant technical administrator post as well as 2.6 full-time equivalent posts at senior planning officer grade; one of those posts had only become vacant on Friday as a result of someone leaving the authority.

103.4 Having considered the information provided, it was

**RESOLVED** That the progress made in relation to the actions contained within the Customer Care Strategy Action Plan 2016/17 be **NOTED** and the action plan for 2017/18 be **ENDORSED**.

#### **OS.104 REVIEW OF COMMUNICATIONS STRATEGY 2014-16**

104.1 The report of the Corporate Services Group Manager, circulated at Pages No. 65-77, set out an overview of the actions for the final year of the Communications Strategy. Members were asked to consider the progress made in delivering the Communications Strategy Action Plan 2014-16.

104.2 The Communications and Policy Manager explained that the Communications Strategy had been approved by the Executive Committee in 2014 and the Overview and Scrutiny Committee received an annual report to consider the progress made against the actions. This report provided an update for the final year of the strategy and it was noted that, out of the 11 actions, two had not been completed and would be carried forward, as set out at Page No. 67, Paragraph 2.2. of the report. The overarching action plan was attached at Appendix 2 to the report. A new Communications Strategy and accompanying action plan for 2017-20 was being developed and would be presented to the Executive Committee at its meeting in June. It was anticipated that the new strategy would closely reflect the current one, with an emphasis on supporting the Council's Digital Strategy whilst ensuring more traditional communication methods remained available.

104.3 It was

**RESOLVED** That the progress made in delivering the Communications Strategy Action Plan 2014-16 be **NOTED**.

#### **OS.105 ECONOMIC DEVELOPMENT AND TOURISM STRATEGY REVIEW REPORT**

105.1 The report of the Head of Development Services, circulated at Pages No. 78-95, outlined the progress of the Economic Development and Tourism Strategy Working Group. Members were asked to endorse the Economic Development and Tourism Strategy and recommend it to the Executive Committee for adoption.

105.2 The Head of Development Services explained that an update had been provided at the last meeting of the Overview and Scrutiny Committee on the progress of the Economic Development and Tourism Strategy and she was now delighted to be able to present the final strategy for endorsement. The Economic and Community Development Manager advised that the previous Economic Development and Tourism Strategy 'Regenerating and Growing the Economy' had reached the end of its lifespan and the Council needed a new strategy to reflect the changing nature of the local economy and the impact on businesses. In June 2015, the Overview and Scrutiny Committee had established a Working Group to develop the new strategy. The Working Group had been chaired by the Lead Member for Economic Development/Promotion, Councillor R A Bird, and a number of meetings had been held to consider various issues and opportunities including the national focus on growth; the economic potential of Tewkesbury Borough through the M5 Growth Zone, Network Business Growth Hub etc.; analysis of tourism and economy data; and presentations from key partners, including the Local Enterprise Partnership

(LEP). The Working Group had also met at Gloucestershire Airport where it had received a presentation and tour from the Managing Director. A key element for the Working Group was the commissioning and development of an employment land review, economic assessment and business survey; this work had been carried out by Bruton Knowles and funded through the Large Sites Infrastructure Fund. The study had been fundamental in the development of the strategy and the formulation of key recommendations for the Borough Council to take forward.

105.3 The Economic and Community Development Manager went on to give a short presentation which covered the following key points

- Tewkesbury Borough Economy – 43,000 jobs; unemployment 1% (approximately 500 people); value of goods and services produced £2.23 billion per year; 3,915 enterprises (including 3,445 micro-businesses); strong business survival rate; £125M annual tourism related spend in the borough; 1.8M day visits.
- Context – location; transport links; demand for employment land; diverse economy; established centre for high quality manufacturing/world class high-tech aero-engineering; opportunity for growth; Cotswolds sixth most popular tourist destination; major tourist attractions e.g. Tewkesbury Abbey, Sudeley Castle, Gloucestershire-Warwickshire Railway, FlyUp417, Jet Age Museum.
- What the strategy will do – provide practical support for businesses in the borough; promote the area to attract investment and visitors; deliver effective strategic planning to facilitate economic prosperity; take the lead in influencing partner public sector organisations, and act as a key co-ordinator, to facilitate economic growth; be proactive in seeking external funding for the area.
- Strategy – Four year strategy 2017-21; five priorities, each with a number of objectives: 1. Employment land planning, 2. Transport infrastructure improvement, 3. Business growth support, 4. Promoting Tewkesbury Borough, 5. Employability, education and training; annual delivery plan.
- Selection of Key Objectives – 1b) Delivering sufficient employment land to meet the needs of the strategic plan; 2b) Air – Support Gloucestershire Airport business expansion and highway access improvements; 3c) Stimulate business start-ups and enterprise growth rates, incorporating the development of a growth hub; 4b) Promote Tewkesbury Borough to visitors, work with Cotswold Tourism and other partners, including neighbouring tourist destinations; 5a) Promote initiatives to improve education and training relevant to local employment.

105.4 Members were shown a promotional video regarding inward investment in Tewkesbury - it was noted that the video had been funded through external flood support money and, as such, was focused on Tewkesbury; however, it was intended to produce something similar which was borough-wide.

105.5 A Member expressed the view that this was a great piece of work but she raised concern about the amount of work involved and questioned how the strategy would be implemented. The Community and Economic Development Manager confirmed that resources had been considered by the Working Group; it was recognised that the Economic Development and Tourism team was very small and the strategy should be seen as a corporate priority given the fundamental importance of economic development for the Council. He stressed that it would not be possible to achieve everything that was included in the year one action plan as there were some extremely big projects which could not be delivered overnight, such as making Junction 10 of the M5 four-way. A Member questioned what was meant by 'supporting Gloucestershire Airport business expansion' and whether this involved investment from the local authority. In response, the Head of Development Services explained that this was more about the strategic promotion of the airport

from an economic development point of view. A Member expressed the view that the airport was a very important part of the borough and the Jet Age Museum was a significant tourist attraction. Another Member drew attention to Page No. 93 of the strategy and queried what the acronym LEADER stood for. The Economic and Community Development Manager advised that it was a French term which related to grass roots improvement and he undertook to circulate the full wording to Members following the meeting.

105.6 Having considered the information provided, it was

**RESOLVED** That the Economic Development and Tourism Strategy be **ENDORSED** and that it be **RECOMMENDED TO THE EXECUTIVE COMMITTEE** that the strategy be **ADOPTED**.

## **OS.106 REVIEW OF ENVIRO-CRIMES**

106.1 Attention was drawn to the report of the Head of Community Services, circulated at Pages No. 105-111, and the revised Appendix 1 - Enviro-Crime Action Plan, circulated separately, which updated Members on the Council's current activity and planned future actions for dealing with enviro-crime. Members were asked to consider the current position in respect of enviro-crime, particularly fly-tipping, and the actions being taken by the Environmental Health section to tackle the issue; and to consider the proposed action plan and approach to tackling enviro-crime within the borough and beyond.

106.2 The Head of Community Services explained that, in February 2017, the Overview and Scrutiny Committee had considered a report regarding the Council's approach to tackling enviro-crime within the borough and Members had asked for a further update to be presented as an action plan for the Committee. Enviro-crime affected the borough substantially and, whilst the situation was not as bad as in some other places, it was a significant problem. Work to date had been reactive and a pro-active plan had now been put together to ensure that Officers had the full toolkit of enforcement provisions to address enviro-crimes e.g. issuing fixed penalty notices, deploying CCTV cameras, working in partnership with the Police. He wished to draw particular attention to section six of the action plan which related to communications and involving local residents which was important as they were the ones most affected. The volunteer litter picker scheme was a great example of working with communities and he would like to see it extended to help with tackling enviro-crime.

106.3 A Member noted that positive steps had been made recently with a number of prosecutions relating to fly-tipping and he stressed the importance of publicising these prosecutions. The Head of Community Services provided assurance that this would form part of the Communication Strategy. A Member expressed the view that, once fly-tips had been reported, they should be cleared as soon as possible as they could be very dangerous. The Head of Community Services indicated that he was in complete agreement and he intended to introduce a performance indicator to ensure that, once they had been checked for evidence, fly-tips were removed as quickly as possible. A Member queried how many CCTV cameras were available within the borough and was informed that the Council had access to three covert cameras. In response to a query as to how they were monitored, Members were advised that the footage recorded on the cameras was downloaded and reviewed by Officers. It was possible to bid to the Police and Crime Commissioner for additional cameras but it was resource intensive to deploy the cameras and get the footage back; there was smarter kit available which worked using 4G technology but obviously there was a cost associated with this.

- 106.4 A Member indicated that there was a particular problem with abandoned vehicles in his area and he made reference to one vehicle which had been left for a number of days and had subsequently been set on fire. He was of the view that they needed to be disposed of more quickly and should be a bigger priority to prevent vandalism of this nature. The Head of Community Services recognised that abandoned vehicles were a problem, however, Officers were restricted to some extent by legislation. He undertook to take this away as an action to see if anything further could be done.
- 106.5 A Member sought clarification as to what a Public Space Protection Order was for and was informed that it was a mechanism by which Fixed Penalty Notices could be issued for dog-fouling etc. Information was currently being gathered on dog-fouling hotspots and, once this had been mapped and subject to public consultation, these areas could be declared. It was not the simplest process but the Head of Community Services felt that it was necessary to ensure Officers were able to carry out their roles effectively.
- 106.6 A Member sought an update on the latest position with the Environmental Warden and was advised that this had been put to the Executive Committee at the end of 2016. Since taking up his post, the Head of Community Services had been keen to consult Parish Councils to see if this was something they were still interested in. The next stage would be to put in place the required governance arrangements and ensure that the person recruited to the role was able to use the powers which were available. A Member questioned what would happen if Parish Councils did not want to contribute and was advised that they would not benefit from the Environmental Warden. The Head of Community Services confirmed that, whilst the Council had no legal duty to provide this service to all parishes, this would not be the only way of tackling enviro-crime - the Environmental Health team would still have a responsibility and enforcement action would continue to be taken if the necessary evidence could be provided. The Deputy Chief Executive explained that, as part of the review, it was intended to equip more Council Officers with the skills and tools to be able to deal with enviro-crimes, for example, Enforcement Officers who were already out in the field could potentially act as a deterrent if they could be identified and they may be able to provide valuable evidence to enable action to be taken against people committing these crimes. A Member queried when the Environmental Warden role was expected to commence and was advised that it was anticipated that they would be in post by August, although it may be possible to recruit sooner if the person had the relevant experience and qualifications.
- 106.7 It was
- RESOLVED**
1. That the current position in respect of enviro-crimes, particularly fly-tipping, and the actions being taken by the Environmental Health section to tackle the issue, be **NOTED**.
  2. That the proposed action plan and approach to tackling enviro-crimes within the borough and beyond be **NOTED** and a further update be provided to the Committee in six months time.

**OS.107 DISABLED FACILITIES GRANTS REVIEW MONITORING REPORT**

- 107.1 The report of the Head of Community Services, circulated at Pages No. 112-119, provided an update on progress against actions arising from the Disabled Facilities Grants (DFGs) Review. Members were asked to consider the report.
- 107.2 Members were advised that Disabled Facilities Grants helped toward the cost of essential adaptations to homes to enable applicants to live more independently. Delivery of DFGs was a mandatory service administered by the Council's Environmental Health section. The Gloucestershire Clinical Commissioning Group was responsible for the funding of DFGs through the Better Care Fund - a programme spanning the NHS and local government which sought to join up health and care services. The Council had delivered 71 DFGs in the last year which meant that 71 people had been helped to remain in their homes. The maximum value of a DFG was £30,000 per applicant and examples included providing ramps to allow a person to get in and out of their house; stairlifts; level access showers and installation of wetrooms. A review of DFGs had been undertaken by an Overview and Scrutiny Working Group in 2015/16 to ensure the scheme was fit for purpose and effective. The table at Appendix 1 to the report showed the updated progress against actions contained within the original review report. Members were advised that all outstanding actions were intrinsically connected to the funding and delivery of DFGs which was under review both by central government and the Gloucestershire Clinical Commissioning Group. The contract to deliver the Gloucestershire "Safe At Home" Home Improvement Agency service - which assisted elderly people with improving, repairing and adapting their homes - would come to an end in July 2017 when the services within it would be decommissioned. This meant that approximately 20% of DFG applicants would have to find their own way through the process; the Council could provide support but this was very time consuming. A countywide project was underway to explore a co-ordinated delivery model for DFGs and an update was expected in August 2017.
- 107.3 In response to a Member query, the Head of Community Services explained that there had been changes to funding which meant that the Council had been allocated significantly more money for 2017/18; just over £1M compared to £497,000 in 2016. He was currently in the process of establishing why this had been increased so much and he undertook to update Members once these figures had been bottomed out. It was

**RESOLVED** That the progress made against the recommendations arising from the Disabled Facilities Grants Review be **NOTED**.

The meeting closed at 6:30 pm

# TEWKESBURY BOROUGH COUNCIL

**Minutes of a Meeting of the Overview and Scrutiny Committee held at the Council Offices, Gloucester Road, Tewkesbury on Tuesday, 16 May 2017 commencing at 6:15 pm**

## **Present:**

Chair	Councillor P W Awford
Vice Chair	Councillor R E Allen

## **and Councillors:**

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

### **OS.1 ELECTION OF CHAIR**

1.1 The Mayor opened the meeting by seeking nominations for the Chairmanship of the Committee.

1.2 It was proposed and seconded that Councillor P W Awford be nominated as Chair of the Committee. Upon being put to the vote it was

**RESOLVED** That Councillor P W Awford be elected as Chair of the Overview and Scrutiny Committee for the ensuing Municipal Year.

### **OS.2 APPOINTMENT OF VICE-CHAIR**

2.1 Councillor P W Awford took the chair and invited nominations for Vice-Chair of the Committee.

2.2 It was proposed and seconded that Councillor R E Allen be nominated as Vice-Chair of the Committee. Upon being put to the vote it was

**RESOLVED** That Councillor R E Allen be appointed as Vice-Chair of the Overview and Scrutiny Committee for the ensuing Municipal Year.

### **OS.3 NOMINATION TO GLOUCESTERSHIRE HEALTH AND CARE OVERVIEW AND SCRUTINY COMMITTEE**

3.1 The Chair invited nominations for a representative and a reserve representative to sit on the County Council's Health and Care Overview and Scrutiny Committee for the ensuing Municipal Year. It was proposed and seconded that Councillor Mrs J E Day be the representative. There was no proposal for a reserve representative. Accordingly it was

**RESOLVED** That Councillor Mrs J E Day be appointed as the Council's representative on the County Council's Health and Care Overview and Scrutiny Committee for the ensuing Municipal Year.



**OS.4 NOMINATION TO GLOUCESTERSHIRE ECONOMIC GROWTH SCRUTINY COMMITTEE**

4.1 The Chair invited nominations for a representative and a reserve representative to sit on the Gloucestershire Economic Growth Scrutiny Committee for the ensuing Municipal Year. It was proposed and seconded that Councillor P W Awford be the representative and Councillor Mrs H C McLain be the reserve representative. Accordingly it was

**RESOLVED** That Councillor P W Awford be appointed as the Council's representative on the Gloucestershire Economic Growth Scrutiny Committee for the ensuing Municipal Year and Councillor Mrs H C McLain be the reserve.

The meeting closed at 6:20 pm

**EXECUTIVE COMMITTEE FORWARD PLAN 2016/17-2017/18**

**REGULAR ITEM:**

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

**Addition to 7 June 2017**

- Management of Occupational Road Risk.
- Churchdown Play Areas.

**Committee Date: 12 July 2017**

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Performance Management Report – Quarter Four 2016/17 (Annual).	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter four performance management information.	Graeme Simpson, Head of Corporate Services.	No.
<b>Joint Core Strategy Strategic Allocation Sites: Allocation of Affordable Housing.</b>	<b>To consider changes to the allocation of affordable housing on the Strategic Allocation sites in the Joint Core Strategy and to make a recommendation to Council on the way forward.</b>	<b>Paula Baker, Housing Services Manager.</b>	<b>Yes deferred from 7 June 2017.</b>
<b>Workforce Development Strategy.</b>	<b>To approve the Workforce Development Strategy.</b>	<b>Janet Martin, Human Resources Manager.</b>	<b>Yes deferred from 7 June 2017.</b>
<b>Confidential Item: Spring Gardens/Oldbury Road Regeneration.</b>	<b>To consider the information provided and agree a way forward.</b>	<b>Simon Dix, Head of Finance and Asset Management.</b>	<b>Yes – Deferred from June 2017 to allow time for further information to come forward to allow a decision on the matter.</b>

**(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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Agenda Item 5

<b>Committee Date: 30 August 2017</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Financial Update – Quarter One 2017/18 Performance (Annual).	To consider the quarterly budget position.	Simon Dix, Head of Finance and Asset Management.	No.

<b>Committee Date: 11 October 2017</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Performance Management Report – Quarter One 2017/18 (Annual).	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter one performance management information.	Graeme Simpson, Head of Corporate Services.	No.

<b>Committee Date: 22 November 2017</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Financial Update – Quarter Two 2017/18 Performance (Annual).	To consider the quarterly budget position.	Simon Dix, Head of Finance and Asset Management.	No.
Housing Strategy Review Action Plan (Annual)	To approve the Housing Strategy Review Action Plan on an annual basis.	Paula Baker, Housing Services Manager.	No.
Medium Term Financial Strategy (MTFS) (Annual)	To recommend to Council the adoption of the five year MTFS which describes the financial environment the Council is operating in and the pressures it will face in delivering its services and a balanced budget over the period.	Simon Dix, Finance and Asset Management Group Manager.	No.

<b>Committee Date: 3 January 2018</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Performance Management Report – Quarter Two 2017/18 (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.

<b>Committee Date: 31 January 2018</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Budget 2017/18 (Annual)	To recommend a budget for 2017/18 to the Council.	Simon Dix, Head of Finance and Asset Management.	No.
Financial Update – Quarter Three 2017/18 Performance (Annual).	To consider the quarterly budget position.	Simon Dix, Head of Finance and Asset Management.	No.

<b>Committee Date: 14 March 2018</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>

<b>Committee Date: 25 April 2018</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Performance Management Report – Quarter Three 2017/18 (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.	Peter Tonge, Head of Community.	No.
Council Plan Update 2016/17 – Year Three (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 2017/18**

**REGULAR ITEMS:**

- **Executive Committee Forward Plan**
- **Overview and Scrutiny Committee Work Programme 2017/18**

<b>Committee Date: 18 July 2017</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Gloucestershire Health and Care Overview and Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (11 July 2017).	N/A	No.
Gloucestershire Police and Crime Panel Update	To receive an update from the Council's representative on matters considered at the last meeting (14 July 2017).	N/A	No.
Tewkesbury Borough News Review Report	To consider the outcomes of the Review.	Clare Evans, Communications and Policy Manager	No.

**Committee Date: 5 September 2017**

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Performance Report – Quarter 1 2017/18.	To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.	Graeme Simpson, Head of Corporate Services	No.
<b>Ubico Update Report</b>	<b>To consider the six monthly interim report.</b>	<b>Peter Tonge, Head of Community Services</b>	<b>No – agreed at the Overview and Scrutiny Committee meeting on 2 May 2017.</b>
Complaints Report	To consider – annual update.	Graeme Simpson, Head of Corporate Services	No.



<b>Committee Date: 17 October 2017</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Housing, Renewal and Homelessness Strategy Review Monitoring Report	To consider – six month update.	Paula Baker, Housing Services Manager	No.
Update from Joint Waste Team	To receive an update from the Joint Waste Team on the business plan.	Peter Tonge, Head of Community Services / Rachel Capon, Contracts Manager – Joint Waste Team.	No.
<b>Enviro-Crimes Update</b>	<b>To receive a six month update in relation to enviro-crimes.</b>	<b>Peter Tonge, Head of Community Services</b>	<b>No.</b>
Gloucestershire Health and Care Overview and Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (12 September 2017).	N/A	No.
Gloucestershire Police and Crime Panel Update	To receive an update from the Council's representative on matters considered at the last meeting (8 September 2017).	N/A	No.

<b>Committee Date: 28 November 2017</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Performance Report – Quarter 2 2017/18.	To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.	Graeme Simpson, Head of Corporate Services	No.
Review of Ubico	To consider – six month update.	Peter Tonge, Head of Community Services	No.
Disabled Facilities Grants Review Monitoring Report	To consider - six monthly update.	Peter Tonge, Head of Community Services	No.
Gloucestershire Health and Care Overview and Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (14 November 2017).	N/A	No.
Gloucestershire Police and Crime Panel Update	To receive an update from the Council's representative on matters considered at the last meeting (8 November 2017).	N/A	No.

Committee Date: 9 January 2018			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Gloucestershire Families First Update	To consider – annual update.	Adrian Goode, Community Development Officer	No.

Committee Date: 6 February 2018			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
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, Head of Corporate Services	No.
<b>Gloucestershire Health and Care Overview and Scrutiny Committee Update</b>	<b>To receive an update from the Council's representative on matters considered at the last meeting (9 January 2018).</b>	N/A	No.
<b>Gloucestershire Police and Crime Panel Update</b>	<b>To receive an update from the Council's representative on matters considered at the last meeting (5 February 2018).</b>	N/A	No.

Committee Date: 20 March 2018			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Report – Quarter 3 2017/18.	To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.	Graeme Simpson, Head of Corporate Services	No.
Flood Risk Management Group Report	To receive an annual report on the progress against the Flood Risk Management Action Plan.	Peter Tonge, Head of Community Services	No.
<b>Gloucestershire Health and Care Overview and Scrutiny Committee Update</b>	<b>To receive an update from the Council’s representative on matters considered at the last meeting (6 March 2018).</b>	N/A	No.
<b>Gloucestershire Police and Crime Panel Update</b>	<b>To receive an update from the Council’s representative on matters considered at the last meeting (16 March 2018).</b>	N/A	No.

<b>Committee Date: 1 May 2018</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Overview and Scrutiny Committee Work Programme 2018/19.	To approve the Overview and Scrutiny Committee Work Programme for the forthcoming year.	Graeme Simpson, Head of Corporate Services	No.
Annual Overview and Scrutiny Report 2017/18.	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, Head of Corporate Services	No.
Housing, Renewal and Homelessness Strategy Review Monitoring Report	To consider – six month update.	Paula Baker, Housing Services Manager	No.
Review of Ubico	To consider – six month update.	Peter Tonge, Head of Community Services	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.	Peter Tonge, Head of Community Services	No.

**PENDING ITEMS**

Agenda Item	Overview of Agenda Item
<b>Annual Review of Ubico</b>	<b>July 2018 – Agreed by the Overview and Scrutiny Committee at its meeting on 2 May 2017.</b>
Community Safety Partnership	Agreed by the Overview and Scrutiny Committee at its meeting on 7 February 2017 that updates would be provided as the County Community Safety Partnership progressed.
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.
Review of Communications Strategy	June 2018

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	13 June 2017
<b>Subject:</b>	Performance Management – Quarter 4 2016/17
<b>Report of:</b>	Graeme Simpson, Head of Corporate Services
<b>Corporate Lead:</b>	Mike Dawson, Chief Executive
<b>Lead Members:</b>	Lead Member for Organisational Development
<b>Number of Appendices:</b>	2

**Executive Summary:**

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

**Recommendation:**

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

**Reasons for Recommendation:**

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

**Resource Implications:**

None directly associated with this report.

**Legal Implications:**

None directly associated with this report.

**Risk Management Implications:**

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

**Performance Management Follow-up:**

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

**Environmental Implications:**

None directly associated with this report.

**1.0 INTRODUCTION/BACKGROUND**

- 1.1** New Council Plan priorities (2016-20) were approved by Council on 19 April 2016. Supporting the priorities is a set of objectives and actions. Progress in delivering the objectives and actions are reported through a Council Plan Performance Tracker (Appendix 1). The tracker is a combined document which also includes performance on a key set of performance indicators. This tracker is reported to Overview and Scrutiny Committee on a quarterly basis which reviews and scrutinises the performance. The outcome is then reported to Executive Committee by the Chair of Overview and Scrutiny.
- 1.2** This is the final quarterly monitoring report for 2016/17. The majority of information within the performance tracker reflects the progress of Council Plan actions as at the time of writing the report. The key performance indicator information is of a statistical type nature so represents the position as at the end of March 2017 (Qtr 4).

**2.0 COUNCIL PLAN PERFORMANCE TRACKER**

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

Each of the four priorities is supported by a number of objectives and actions which will focus activity on delivery of the priorities. The tracker has been developed and contains a set of key performance measures to monitor delivery of each Council Plan action. The actions are reviewed and where appropriate refreshed on an annual basis.



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

☺ – action progressing well

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

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

Grey – project has not yet commenced

✓ – action complete or annual target achieved

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

↑ - PI is showing improved performance on previous year

↔ - PI is on par with previous year performance

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

**2.3** The majority of actions are progressing well or have been completed. Key activities to bring to Members' attention include:

- A fees and charges strategy was approved at Executive Committee in April.
- Five year extension to Gloucestershire County Council's leases in our Public Services Centre.
- A new Economic Development and Tourism Strategy has been approved.
- New tourism signage in Tewkesbury has been installed.
- 249 new affordable homes have been built across the borough – significantly more than our 150 target.
- An action plan to deal with our approach to enviro-crimes was approved by Overview and Scrutiny in May.
- A new £3.5m waste and recycling vehicle fleet has been procured – the vehicles are more efficient, able to collect more recyclables and are future-proofed for the growth of the borough.

As this is the final performance report for this year, a list of 2016/17 achievement highlights can be found at Appendix 2.




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
Undertake a discretionary trade waste service to ensure it is operating on a viable commercial level.	☹️ - The project is at data gathering stage and the intention is for the final report to be produced by the end of July. The target date has therefore been amended to reflect this.
Put in place a plan to regenerate Spring Gardens, following the opening of the new leisure centre.	😊 - A report will be presented to Executive Committee in August to confirm the change in direction of the project and the disposal of two sites located at Spring Gardens.
Roll out a programme of customer services training for staff across the council	☹️ Customer service training for all service areas is still planned but has not been achieved by the target date of 31 March. This was largely due to the responsible officer being utilised in the roll out of the new waste and recycling rounds. It is anticipated the training will be delivered in the late summer/early autumn.
Deliver phase two of the planning and environmental health service review.	☹️ New management arrangements are in place and new target dates have been introduced.

### 3.0 KEY PERFORMANCE INDICATORS (KPIs)

3.1 The set of Key Performance Indicators (KPIs) are a combination of contextual indicators and target related indicators. The set of KPIs must remain flexible to ensure they meet our needs. The data reported is the position at end of March 2017.

**3.2** Of the 17 indicators with targets, their status as at the end of quarter 4 is :

 (achievement of target is unlikely)	 (on target)	 (target likely to be achieved by the end of the year)
5	12	0

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

↑ (better performance than last year)	↓ (not as good as last year)
12	5

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

**3.3** Key indicators of interest include:

- KPI 14 – processing minor planning applications. Performance is slightly improved from last year but significantly under target due to turnover of staff, in particular the departure of the north team leader and vacancies including a senior planning officer and 1.6 full time equivalent planning officers.
- KPI 20 – Number of enviro-crimes reported. Fly-tipping and dog fouling complaints are increasing, which resulted in the target not being achieved.
- KPI 23 – Average number of days to process new benefit claims. While the target has not been achieved, the figures come in well below the national average of 21 days.
- KPI 23 & 24 – processing of benefit claims and change of circumstances. Performance is not as good as 2015/16 but remains top quartile nationally.
- KPI 29 – sickness absence. Short term sickness has worsened this quarter – but persistent cases are being actively managed.
- KPI 30 – recycling. Waste to landfill is down by 600 tonnes, food and garden waste tonnage is up by 680 tonnes and recycling is up by 500 tonnes.

#### **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 2012-16 approved by Council 19 April 2016.

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**Background Papers:** None

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**Appendices:** 1 – Council Plan Performance Tracker Qtr 1 2016/17  
2 – 2016/17 Highlights

## Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2016-17 Progress

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
<b>Objective 1. Start on the path to being financially independent of the government's core grants.</b>				
a) Deliver the council's transformation programme.	1. Delivery of approved programme.  Target date: March 2017	Corporate Leadership Team (CLT)  Lead Member for Organisational Development	😊	Delivery 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. Completed projects during the year include; new leisure centre, commercial property investment, new website, tree inspections, complaints framework, property help desk and procurement of new fleet. Significant projects in progress include the redesign of the Public Service Centre (incl Growth Hub), Spring gardens/Oldbury road regeneration, review of garden waste and cloud based technology.
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  Lead Member	✓	Approved at Executive Committee in April 2017.

	April 2017	for Finance and Asset Management		
<b>PRIORITY: FINANCE AND RESOURCES</b>				
<b>Actions</b>	<b>Performance tracker and target date</b>	<b>Responsible Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Objective 2. Maintain a low council tax.</b>				
a) Produce a medium term strategy which ensures that council tax remains in the lowest quartile nationally.	1. Benchmark to confirm lowest quartile.  Target date: December 2016	Head of Finance & Asset Management  Lead Member for Finance and Asset Management	✓	Completed. MTFS approved at Executive Committee in November followed by Council in December. Approved MTFS includes a council tax strategy which ensures the council remains in the lower quartile nationally.
<b>Objective 3. Investigate and take appropriate commercial opportunities.</b>				
a) Develop a programme of commercial projects, including developing an entrepreneurial-type culture for councillors and staff.	1. Implement agreed programme.  Target date: December 2016	Corporate Leadership Team (CLT)  Lead Members for Organisational Development and Finance and Asset management	☺	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). The Commercialism programme will focus on the areas of activity where most benefit can be derived in the short term and includes property investment, trade waste and building control.
	2. Develop entrepreneurial culture.  Target date: March 2017			The organisation has taken its first step in developing an entrepreneurial culture. (See above). A significant commercial property investment was approved by council supported with an investment strategy. Reviews into trade waste and building control are underway whilst the potential for housing development company and crematoria have been considered.

**PRIORITY: FINANCE AND RESOURCES**

Actions	Performance tracker and target date	Responsible Officer/Group	Progress to date	Comment
<b>Objective 3. Investigate and take appropriate commercial opportunities.</b>				
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  Lead Member for Finance and Asset Management	✓	An outline business case has been completed which highlighted the risks, barriers to delivery, future sustainability and relatively poor financial returns of the business model under scrutiny. Given this outcome, it has been decided not to take this forward at the current time. A formal project close out report will be prepared and presented to programme board and transform working group in March.
36 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 July 2017	Head of Community Services  Lead Member for Clean and Green Environment	☹	APSE has been commissioned by Ubico to carry out the review. The project scope and plan has been signed off. The project is at data gathering stage and the intention is for the final report to be produced by the end of July 2017.
<b>Objective 4. Use our assets to provide maximum financial return.</b>				
a) Ensure value-for-money procurement of a new waste and recycling fleet.	1. Deliver against project milestones  Target date: April 2017	Head of community services  Lead Member for Finance and Asset Management – Dave Waters	✓	The procurement is completed and vehicles have been received. The project came in within budget.

b) Deliver the council's asset plan.	1. Monitor delivery of asset plan. Target date: March 2017	Head of Finance & Asset Management  Lead Member for Finance and Asset Management	😊	<p>Quarter four activity has included:</p> <ul style="list-style-type: none"> <li>• Appointment of Lambert Smith Hampton to support the Commercial Investment Strategy</li> <li>• Market rent review of Public Service Centre tenancies</li> <li>• 5 year extension to Gloucestershire County Council leases at the Public Service Centre</li> <li>• Approval of phase 2 refurbishment of the Public Service Centre</li> <li>• Stakeholder consultation to support the development of a design brief for PSC</li> <li>• Tender for works to refurbish the Vineyards play area</li> <li>• Extensive works to a homeless property in partnership with Stonham Housing</li> <li>• Completion of land disposal in Bishops Cleeve</li> <li>• Contract for lease agreed with Caravan Club in Tewkesbury</li> <li>• Tender for works to add easy pedestrian access between Railsmeadow car park and the Doctors Super Surgery in Tewkesbury</li> <li>• Commenced sale of Gazebo.</li> </ul>
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#### Key performance indicators for priority: Finance and resources

KPI no.	KPI description	Outturn 2015-16	Target 2016-17	Outturn Q1 2016-17	Outturn Q2 2016-17	Outturn Q3 2016-17	Outturn Q4 2016-17	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
1	Percentage of creditor payments paid within 30 days of receipt.	94.12%	94.00%	94.96%	94.40%	94.66%	94.74%	↑	😊	Invoices are turned around by Finance within a matter of days. % has remained stable during the year.	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	£22,027	£33,566	↑	😊	One debt is for £10,973 and Legal have been involved with a resolution expected within a month. Another one for £8,154 is being actively pursued by Legal as well which leaves the underlying debt at £14,439.	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
<b>Objective 1. Be the primary growth engine of Gloucestershire's economy.</b>				
a) Carry out an economic assessment within the borough.	1. Complete assessment Target date: October 2016	Head of Development Services Lead Member for Economic Development/Promotion	✓	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: <del>February 2017</del> June 2017	Head of Development Services Lead Member for Economic Development/Promotion	✓	The Economic Development and Tourism Strategy Working Group was formed to support the production of a new strategy. The strategy was presented to the O&S Committee on 2 May for consideration by the Executive Committee in June.

**PRIORITY: ECONOMIC DEVELOPMENT**

Actions	Performance tracker and target date	Reporting Officer/Group	Progress to date	Comment
<b>Objective 2. Identify and deliver employment land within the borough.</b>				
a) Produce an employment land review of sites within the borough.	1. Complete review Target date: 30 November 2016	Head of Development Services  Lead Member for Economic Development/Promotion	✓	The Bruton Knowles report has provided an employment review of potential and available sites within the Borough. This is now complete and is being used to assess potential employment allocations in the emerging Tewkesbury Borough Plan.
b) Allocate and deliver employment land through the JCS and Tewkesbury Borough Plan.	1. Allocate and deliver through JCS Target date: Winter 2017	Head of Development Services  Lead Member for the Built Environment	☺	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. Main Modifications to the JCS were approved by each Council in January/February 2017 and they were subsequently subject to public consultation which closed on 10th April 2017. All responses received are now to be reviewed by the Inspector who will conduct further public examination hearing sessions in June/July 2017. Following these hearing sessions it is anticipated that we will receive the Inspector's final report in Autumn 2017. Final adoption of the plan is targeted for Winter 2017.
	2. Allocate and deliver through borough plan Target date: Winter 2018			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 provides the evidence about the potential for new and existing employment sites to meet this need.  As part of the development of the next stage of the Borough Plan the potential employment sites are now being assessed to see if they would make sustainable allocations. This work is being undertaken in April and May 2017.

**PRIORITY: ECONOMIC DEVELOPMENT**

Actions	Performance tracker and target date	Reporting Officer/Group	Progress to date	Comment
<b>Objective 3. Maximise the growth potential of the M5 junctions within the borough.</b>				
a) Produce a vision for the J9 area.	1. Produce a vision  Target date: <del>March 2017</del> March 2018 (date change reported in Q3)	Head of Development Services  Lead Member for Economic Development/Promotion	☺	Following the announcement from the MOD concerning the delayed release of the MOD site, officers, working with the J9 Member Reference Panel, have submitted a further bid to the HCA for Capacity Funding to help with the production of a Development Delivery Plan/Masterplan for the Ashchurch area. The Funding has been partially awarded and officers are seeking funding through alternative mechanism to support the work at this location. A visioning exercise has been commissioned and will commence in June and Masterplanning exercise is currently out to tender.
40 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  Lead Member for Economic Development/Promotion	☺	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. The M5 Growth Zone is also being considered through the J9 visioning work.  A video promoting Tewkesbury, including the M5 Growth Zone, to businesses has also been launched.
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  Lead Member for Economic Development/Promotion		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. Unfortunately, the bid was unsuccessful as the fund was massively overbid. However we are now working on other opportunities and exploring funding options and are in discussion with the Homes and Communities Agency to secure the funding required.  The M5 J10 has been included as a priority within the draft Economic Development and Tourism Strategy.

**PRIORITY: ECONOMIC DEVELOPMENT**

Actions	Performance tracker and target date	Reporting Officer/Group	Progress to date	Comment
<b>Objective 4. Deliver regeneration for Tewkesbury town.</b>				
a) Put in place a plan to regenerate Spring Gardens, following the opening of the new leisure centre.	1. Regeneration plan  Target date: April 2018	Head of Development Services/ Head of Finance & Asset Management  Lead Member for Finance and Asset Management	☹️	A member reference panel took place on 27 February which looked at the difficulties of landing the original plan, in particular the financial impact, and options for redevelopment including the sale of sites. Members were supportive of the disposal of two sites located at Spring Gardens within an overall development control framework. Whilst there remains a preference for the main retailer, members are aware of other possibilities and interest. It is proposed to take a report to August Executive Committee to confirm the change in direction of the project and the disposal of sites.
b) Work with Tewkesbury Regeneration Partnership to progress projects that regenerate Tewkesbury Town.	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.	Head of Development Services  Lead Member for Economic Development/Promotion	😊	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:  Heritage walks and interpretation - The text has been completed for the signage project for the three walks and the signs are now being manufactured. The signage has now been fully installed, there will be an official launch in June.  In addition new work includes a prospectus and video promoting Tewkesbury to business to encourage inward investment. A riverside leaflet promoting pubs has also been produced.

## 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/ Annette Roberts
4	Claimant unemployment rate.	1%		0.9%	1.0%	1.0%	1.0%			1.0% relates to 500 people within the borough. This rate is below with the county rate of 1.1%  (Source: ONS Feb 2017)	Leader Member Economic Development/ Annette Roberts
42	5	Number of business births.	445 (2014 figure)			460 (2015 Figure)					Leader Member Economic Development/ Annette Roberts
	6	Number of business deaths	285 (2014 figure)			335 (2015 Figure)					
7	Number of visitors to Tewkesbury Tourist Information Centre (TIC)	31,485	31,000	10,094	13,685 (Q1- Q2: 23,779)	5,058 (Q1-3) 28,827)	3443 (Q1-Q4 32,270)	↑	☺		Leader Member Economic Development/ Annette Roberts
8	Number of visitors to Winchcombe Tourist Information Centre (TIC)	10,187	10,000	4,302	4,243 (Q1 & Q2: 8,545)	1,176 (Q1-3 9,721)	595 (Q1-Q4 10,316)	↑	☺		Leader Member Economic Development/ Annette Roberts

**PRIORITY: HOUSING**

Actions	Performance tracker and target date	Reporting Officer/Group	Progress to date	Comment
<b>Objective 1. Increase the supply of suitable housing across the borough to support growth and meet the needs of our communities.</b>				
a) Continue working with our partner councils to ensure the Joint Core Strategy is adopted.	1. Adoption of JCS  Target date: Winter 2017	Head of Development Services  Lead Member for the Built Environment	☺	Main Modifications to the JCS were approved by each Council in January/February 2017 and they were subsequently subject to public consultation which closed on 10th April 2017. All responses received are now to be reviewed by the Inspector who will conduct further public examination hearing sessions in June/July 2017. Following these hearing sessions it is anticipated that we will receive the Inspector's final report in Autumn 2017. Final adoption of the plan is targeted for Winter 2017.
43 b) Develop the Tewkesbury Borough Plan.	1. Adoption of Tewkesbury Borough Plan.  Target date: Winter 2018	Head of Development Services  Lead Member for the Built Environment	☺	The timetable is inextricably linked to the JCS. Focus has been on progressing the JCS and this has had the knock-on impact of delaying progress of the plan. A number of Neighbourhood Plans are also being progressed which require significant resource from the team.  The Policy team, however, is now well underway in the development of a new draft of the plan which will include the preferred options for housing and employment allocations and an extensive suite of local policy guidance. This will require further evidence base studies to be commissioned to support the plan. It is intended to undertake public consultation on the next draft plan from September 2017.
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  Lead Member for the Built Environment	☺	A further two plans have been designated making the total to 13 across 16 parishes. Winchcombe and Sudeley, and Highnam plans which were successful at referendum on 24 November 2016. Both plans were approved at Council on 24 January 2017.  The Gotherington plan has just been through its examination with the examiner's report received in April 2017. This is now being progressed towards referendum.  A number of other plans are advancing: Alderton, Ashchurch Rural, Churchdown and Innsworth, Down Hatherley, Norton and Twigworth, and

				Twyning. Two new areas have been designated recently: The Leigh and Stoke Orchard and Tredington.
<b>PRIORITY: HOUSING</b>				
<b>Actions</b>	<b>Performance tracker and target date</b>	<b>Reporting Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Objective 1. Increase the supply of suitable housing across the borough to support growth and meet the needs of our communities.</b>				
d) Utilise new tools available under the Housing and Planning Bill.	1. Identify and implement relevant tools  Target date: December 2017 (Brownfield Register)	Head of Development Services  Lead Member for the Built Environment	☺	Officers will continue to monitor new planning tools made available through the Planning Bill. In May 2015 the Bill achieved royal ascent and is now an act of parliament.  Secondary legislation on the brownfield register and 'permission in principle' has come into effect in April 2017. This puts a requirement on Councils to publish a brownfield register by the end of 2017. The policy team already publish a brownfield register through the annual Assessment of Land Availability Process and has met this requirement.  The 'permission in principle' applies to brownfield sites which are allocated – currently something that Tewkesbury Borough Council does not have. However, this may change through the Borough Plan.
<b>Objective 2. Achieve a five year supply of land.</b>				
a) Ensure adequate land is allocated within the Joint Core Strategy and Tewkesbury Borough Plan to meet housing needs.	1. Allocate adequate land  Target date: Winter 2017	Head of Development Services  Lead Member for the Built Environment	☺	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 Tewkesbury Borough Plan (TBP) will also be required to allocate land for smaller-scale non-strategic growth at the Rural Service Centres, Service Villages and Tewkesbury town.  The development of the TBP is closely linked to progress of the JCS and therefore delay to the JCS also has an impact on the timescales for this plan. However progress is well underway on the development of the next 'Preferred Options' stage of the plan. Consultation is targeted from September 2017

b) Continue to promote sustainable development throughout the borough.	1. Ways to promote sustainable development  Target date: Winter 2017	Head of Development Services  Lead Member for the Built Environment	😊	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
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**Objective 3. Deliver the homes and necessary infrastructure to create new sustainable communities in key locations.**

45	a) Monitor annually the delivery of homes within the borough.	1. Annual monitoring mechanism  Target date: July 2016	Head of Development Services  Lead Member for the Built Environment	✓	The 2015/16 monitoring has now been completed and the report has been published onto the council's website in July 2016. Work to the 2016/17 annual report has commenced with monitoring of housing and employment sites underway through April and May 2017. The 2016/17 report will be published in July 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  Lead Member for the Built Environment	😊	Government Growth Deal Funding has been received to fund two programmes; infrastructure for a new Cyber Business Park in West Cheltenham and improvements to traffic flow and release of land for housing at Longford. The total amount of funding received is £26.53m



**PRIORITY: HOUSING**

Actions	Performance tracker and target date	Reporting Officer/Group	Progress to date	Comment
<b>Objective 4. Deliver affordable homes to meet local need.</b>				
a) Develop a new Housing and Homelessness Strategy for 2016-2020	1. Approval of strategy Target date: Jan 2017	Head of Community Services Lead Member for Health and Wellbeing	✓	Adopted at Council on 24 January 2017.
46 b) Deliver 150 affordable homes each year.	1. Delivery of more than 150 homes Target date: 31 March 2017	Head of Community Services  Lead Member for the Built Environment	✓	<p>During this financial year 249 new affordable homes have been built across the Borough; Alderton, Bishop's Cleeve, Winchcombe, Gotherington, Stoke Orchard, Brockworth and Longford.</p> <p>The breakdown of tenures are:</p> <ul style="list-style-type: none"> <li>• Social rent = 30</li> <li>• Affordable rent = 97</li> <li>• Shared ownership = 106</li> <li>• Discounted Sale = 16</li> </ul> <p>82 (33%) of new affordable dwellings were built to the Lifetime Homes Standard and 89 (36%) were a higher energy efficiency standard than Building Regulations.</p> <p>(See KPI 13 for quarterly figures).</p>
c) Work in partnership to prevent residents becoming homeless.	1. Partnership working initiatives  Target date: March 2017	Head of Community Services  Lead Member for Health and Wellbeing	☺	<p>We continue to work with partners. Examples are:</p> <ul style="list-style-type: none"> <li>• Retendering of the Rough Sleeper Outreach contract was completed in February 2017 which was part of the newly formed district partnership with the Police and Crime Commissioner (PCC), Glos Clinical Commissioning Group and Glos County Council The partnership agreement was signed in December 2016 and the new provider is the P3 Organisation with effect from 1 January 2017</li> <li>• Actively engaging in the peer reviews of our partner district</li> </ul>

										<p>homeless and prevention services. We also participated in a peer review of the services of South Gloucestershire in November 2016. This is part of our Gold peer review schedule and is scheduled for completion by June 2017.</p> <ul style="list-style-type: none"> <li>• Continue to work with our Registered Providers partners to find temporary accommodation within the borough.</li> <li>• Continue to work with the Financial Inclusion Partnership, including joint visits with Severn Vale Housing to tenants who are likely to be significantly affected by forthcoming welfare reform.</li> <li>• Worked with the other districts in Gloucestershire in a successful countywide district bid for £990,000 SIB (social impact bond) funding. The fund is to provide personalised support for ≤ 99 entrenched rough sleepers in the county.</li> </ul>
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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
9	Total number of homeless applications presented	111		28	31 (Q1 & Q2: 59)	30 (Cumulative 89)	30 (Cumulative 119)	↔		Similar number to previous quarters this year but a slight rise on previous financial year. This reflects the national rise in homelessness	Lead Member Health and Wellbeing/ Peter Tonge
10	Total number of homeless applications accepted	57		13	12 (Q1 & Q2: 25)	18 (Cumulative 43)	18 (cumulative 61)	↓		Homeless acceptances have remained higher than at the beginning of the financial year. This is likely to be as a result of welfare reform and mirrors national trends in homelessness.	Lead Member Health and Wellbeing/ Peter Tonge

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	2073 1115 – 1 bed 651 – 2 bed 216 – 3 bed 78 – 4 bed 11 – 5 bed 2 – 6 bed +	2196 1196 – 1 bed 668 – 2 bed 231 – 3 bed 83 – 4 bed 15 – 5 bed 3 – 6 bed +			The breakdown of bands is: Gold – 104 Silver – 583 Bronze – 1456 Emergency - 53	Lead Member Health and Wellbeing/ Peter Tonge
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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)	44 (cumulative 134)	53 (cumulative 187)	↑		Homeless preventions have continued to rise this quarter. Our homeless prevention outcomes are the best annual figures recorded to date. Whilst homelessness is rising nationally, our activity has been successful in reducing impact within the borough.	Lead Member Health and Wellbeing/ Peter Tonge

13	Number of affordable homes delivered	229	150	78	28 (Q1 & Q2: 106)	51 (Q1-Q3: 157)	92 (Q1-Q4: 249)	↑	☺	Of homes delivered in quarter 4: Alderton (5), Bishop's Cleeve (41), Brockworth (10), Longford (20) and Stoke Orchard (16)	Lead Member Health and Wellbeing/ Peter Tonge
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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
14	Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant.	87.50%	80%	58.82%	72.73%	80.56%	82.50%	↓	☺	Continued improvement throughout the year leading to target being exceeded.	Lead Member Built Environment/ Annette Roberts
15	Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the applicant.	70.11%	90%	76.67%	74.07%	73.86%	70.55%	↑	☹	Performance slightly improved from last year but significantly under target.  Downturn in performance in Q4. Performance continues to be affected by the turnover of staff, Q4 being affected particularly by the departure of the North Team Leader, in addition to vacancies including the 1 senior planner and 1.6 fte planning officers. This is being partly covered	Lead Member Built Environment/ Annette Roberts

										by a 0.8 fte planner.	
16	Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant.	79.13%	90%	85%	87.5%	90.06%	88.66%	↑	☹	Significant improvement on 2015/16 outturn. Small downturn in performance in Q4 which meant performance fell slightly below target. See 'minor' applications above.	Lead Member Built Environment/ Annette Roberts

**PRIORITY: CUSTOMER FOCUSED SERVICES**

Actions	Performance Tracker and target date	Reporting Line	Progress to date	Comment
<b>Objective 1. Maintain and improve our culture of continuous service improvement.</b>				
a) Deliver phase two of the planning and environmental health service reviews.	1. Completion of review  Target date: Environmental Health: <del>June 2017</del> December 2018  Planning: end <del>February 2017</del> September 2017	Head of Development Services/ Head of Community Services  Lead Member for the Built Environment  Lead Member for the Clean and Green Environment	☹	Environmental Health: There are new management arrangements in place with the Interim Environmental Health Manager secondment currently extended to end of June 2017. The secondment of a licensing officer has also been extended to June 2017. The phase 2 review has been programmed in to be completed this year and is currently in the planning phase. The review will incorporate the level of resource that the EH team needs to manage grounds maintenance and fleet.  Planning: There are new management arrangements in place. Several improvements and changes to delivery of the service have been introduced and further work is underway through a strategic review of the service which focuses on customer service improvements

b) Consider our approach to environmental crimes, with particular focus on fly-tipping and dog fouling.	1. Deliver different approach to environmental crimes Target date: <del>April</del> 2017 May 2017	Head of Community Services Lead Member for the Clean and Green Environment	✓	Action plan approved at O&S on 2 May 2017
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**PRIORITY: CUSTOMER FOCUSED SERVICES**

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

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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 Lead Member for Customer Focus	✓	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 will continue to be as detailed within the new Customer Care action plan.
b) Roll out a programme of customer services training for staff across the council.	1. Roll out of training programme Target date: <del>31 March</del> 2017 September 2017	Head of Corporate Services Lead Member for Customer Focus	☹	With regards to the customer services team, three members have achieved NVQ qualifications in Customer Service. As defined by the customer service standards, customer service is the responsibility of all. Customer service training for all service areas will take place during the first half of 2017/18. The feasibility of working towards an excellence award will also be looked at. Complaints handling training has taken place for operational managers.

**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	1. Explore potential options Target date: March 2018	Head of Corporate Services Lead Member for Customer	☺	The overall Public Services Centre refurbishment has been approved by Council. A sub project of this will be to look at the reception area to ensure it meets our customer needs, including the incorporation of the business hub. A project team to look specifically at the business hub and reception has been set up and reports directly to the main project team.
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integrated customer services team.		Focus		
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  Lead Member for Finance and Asset Management	☺	The wider Public Services Centre refurbishment has now been approved by Council and includes a top floor refurbishment for rental purposes. Discussion with a partner to occupy the top floor has been positive and this should be concluded in early March. Letting agents have confirmed there is some interest in the top floor should the partner not be secured. It is anticipated that works will be concluded early in the New Year with tenants in place shortly afterwards.

**PRIORITY: CUSTOMER FOCUSED SERVICES**

Actions	Performance Tracker and target date	Reporting Line	Progress to date	Comment
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**Objective 4. Improve and expand our partnership both public and private sector and explore opportunities to do this.**

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a) Continued delivery of the proposed One Legal expansion.	1. Delivery of project milestones  Target date: March 2017	Corporate Leadership Team (CLT)/  Leader of the Council	✓	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 has been 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: 31 March 2017	Head of Revenues and Benefits  Lead Member for the Community	✓	A financial inclusion partnership is now well established with attendance from all key partners. The main focus has been on the benefit cap and its impact. The work done on financial inclusion will form part of the CAB presentation to O&S on 13 June. A wider member seminar will be held on June 29 with a particular focus on the implementation of Universal Credit.
c) Work with partners to improve digital links between public services to make life simpler for	1. Deliver digital initiatives  Target date: March	Head of Corporate Services  Lead Member	☺	'Join forces with our partners' is one of three key priorities in our Digital Strategy. Initiatives include <ul style="list-style-type: none"> <li>• A skype pilot between customers at Bishops Cleeve library and the Revenues and Benefits team.</li> <li>• A revamp of the 'report it' on line forms is underway to improve client/contractor links with Ubico.</li> </ul>

customers.	2018	for Customer Focus		<ul style="list-style-type: none"> <li>• The reception re-design may open up potential digital opportunities between partners.</li> <li>• The introduction of Office 365 will also provide collaborative working opportunities.</li> <li>• The property services help desk is now accessible to all PSC partners</li> </ul>
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Actions	Performance Tracker and target date	Reporting Line	Progress to date	Comment	
<b>Objective 5. To improve customer access to our services and service delivery through digital methods.</b>					
53	a) Develop and deliver a Digital Strategy.	1. Approval and delivery of strategy actions  Target date: March 2018	Head of Corporate Services  Lead Member for Customer Focus	☺	The Digital Strategy was approved at Executive Committee on 6 April 2016. The strategy is still at an early stage but actions delivered include the new website, property services help desk, ICT helpdesk, new complaints and FOI monitoring. Projects currently in progress include new HR system, electronic purchase order system, improvement in on line forms, Office 365 and garden waste.
	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  Lead Member for Customer Focus	✓	The new website went live on 30 November. Positive feedback continues to be received from officers, members and customers. The innovative approach has been reported in various national publications.



**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)	304 (cumulative: 1231)	364 (cumulative: 1595)			Enquiries received at the AIC's are as follows for Q1 – Q4: <table border="1"> <tr> <td></td> <td>Q1</td> <td>Q2</td> <td>Q3</td> <td>Q4</td> </tr> <tr> <td>Bishops Cleeve:</td> <td>131</td> <td>85</td> <td>63</td> <td>84</td> </tr> <tr> <td>Brockworth:</td> <td>199</td> <td>204</td> <td>142</td> <td>126</td> </tr> <tr> <td>Churchdown:</td> <td>102</td> <td>83</td> <td>51</td> <td>83</td> </tr> <tr> <td>Winchcombe:</td> <td>67</td> <td>56</td> <td>48</td> <td>71</td> </tr> <tr> <td><b>Total:</b></td> <td><b>499</b></td> <td><b>428</b></td> <td><b>304</b></td> <td><b>364</b></td> </tr> </table>		Q1	Q2	Q3	Q4	Bishops Cleeve:	131	85	63	84	Brockworth:	199	204	142	126	Churchdown:	102	83	51	83	Winchcombe:	67	56	48	71	<b>Total:</b>	<b>499</b>	<b>428</b>	<b>304</b>	<b>364</b>	Lead Member Customer Focus/ Graeme Simpson
	Q1	Q2	Q3	Q4																																					
Bishops Cleeve:	131	85	63	84																																					
Brockworth:	199	204	142	126																																					
Churchdown:	102	83	51	83																																					
Winchcombe:	67	56	48	71																																					
<b>Total:</b>	<b>499</b>	<b>428</b>	<b>304</b>	<b>364</b>																																					

**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
54 18	Total number of people assisted within the borough by Citizens Advice Bureau (CAB).	1363		370	360 (Q1 & Q2: 730)	309 (Q1-Q3: 1039)	333 (Q1-Q4: 1372)			Heaviest demand over the year has been: Brockworth, Churchdown St Johns, Cleeve St Michaels, Tewkesbury Priors Park and Northway.  The five main areas where advice has been given include: Benefits (30%) Debt (25%) Employment (10%) Relationships (8%) Housing (7%)	Lead Member Economic Development /Promotion / Annette Roberts

19	Financial gain to clients resulting from CAB advice	£332,197		£92,585	£66,818 (Q1 & Q2: £159,403)	£141,271 (Q1-Q3: £300,674)	£90,043 (Q1-Q4: £390,717)			Over the year to date clients have benefitted from £390,717 of which, £308,526 represent increases in disposable incomes.	Lead Member Economic Development /Promotion / Annette Roberts
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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
20	Number of reported enviro crimes	1314	1000	413	397 (Q1 & Q2: 810)	209 (cumulative 1030)	329 (cumulative 1359)	↓	☹	<p>Alleged noise nuisance complaints remain steady. Abandoned vehicle investigations have decreased. It is hoped that numbers will remain at this level following the application of a filter check of taxation status of the vehicle.</p> <p>However, flytipping and dog fouling complaints are on the increase.</p> <p>Figures for Q4 being: noise (38), dog fouling(48), fly tipping (213), abandoned vehicles(30)</p>	Lead Member Clean and Green Environment/ Peter Tonge

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21	Community Groups assisted with funding advice	N/A (new KPI)		80	65 (Q1 & Q2: 145)	155 (Q1-Q3: 300)	49 (Q1-Q4: 349)			Community groups assisted have received £177,861 (£544,269) worth of external grants and £6,396 (£243,136) worth of TBC community Grants. Cumulative figures since July 2015 in brackets.	Lead Member Economic Development /Promotion / Annette Roberts
22	Benefits caseload: a) Housing Benefit b) Council Tax Support	4,032 4,627		4,049 4,571	4,007 4,557	4,006 4,513	3974 4,552			Housing Benefit continues to fall and is now below 4,000 claims. Whilst Council Tax support has shown a rise over the third quarter it is still below the numbers shown in quarter one and two.	Lead Member Finance and Asset Management / Richard Horton

### 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
23	Average number of days to process new benefit claims	12.76	15.00	16.49	16.17	16.6	16.19	↓	☹	Whilst the overall number of days taken is higher than the previous year the figures come in well below the national average of 21 days.	Lead Member Finance and Asset Management / Richard Horton
24	Average number of days to process	5.22	10.00	6.48	6.47	6.79	5.30	↓	☺	Performance is well below the national	Lead Member

	change in circumstances									average of 9 days.	Finance and Asset Management / Richard Horton
25	Percentage of council tax collected	98.24%	98%	29.45%	57.44%	85.49%	98.24%	↑	☺	The performance has been achieved during a period of high growth in new homes. The Borough has had to collect an additional £2.78 million in Council Tax.	Lead Member Finance and Asset Management/ Richard Horton
57 26	Percentage of NNDR collected	99.24%	98%	32.01%	58.87%	84.96%	98.97%	↓	☺	Whilst there has been a small fall in collection over last year this is still a very good performance and well above the 98% target for Business rates. There was a considerable growth in rateable values as well as a big increase in rates to be collected of approximately £1.5 million.	Lead Member Finance and Asset Management/ Richard Horton

**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
27	Number of anti-social behaviour incidents	2447		621	619 (Q1 & Q2: 1240)	679 (Q1-Q3: 1919)	524 (Q1-Q4: 2443)	↔		Incidents of ASB on a like for like comparison with the previous year.	Lead Member Community/ Peter Tonge

28	Number of overall crime incidents	3071		731	760 (Q1 & Q2: 1491)	771 (Q1-Q3: 2262)	808 (Q1-Q4: 3070)	↔		Incidents on a like for like comparison with the previous year.	Lead Member Community/ Peter Tonge
29	Average number of sick days per full time equivalent	8.74	7.00	2.56	1.5 (Q1 & Q2: 4.06)	1.85 (Q1-Q3: 5.91)	1.88 (Q1-Q4: 7.79)	↑	☹	Overall total working days lost has reduced by 11.5% (1,495 days to 1,323.5 in 16/17). FTE was stable across the year at 173. This is due to a fall in long term sickness levels.	Lead Member Organisational Development/ 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
30	Percentage of waste recycled or composted	50.68%	52%	54.76%	54.94%	54.69%	53.29%	↑	☺	Waste to landfill and rejected from the MRF, down by 600 tonnes  Food and garden waste tonnage increase by 680 tonnes  Recycling up by 500 tonnes	Lead Member Clean and Green Environment/ Peter Tonge

### 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
31	Residual household waste	427kg	430kg	109kg				↑	☺	A reduction in waste to landfill	Lead Member Clean and

	collected per property in kgs				105kg (Q1 & Q2: 214kg)	95.5kg (Q1-Q3: 309kg)	102kg (Q1-Q4: 411kg)			and an increase in all materials recycled or composted is a good improvement to be worked on this year.	Green Environment/ Peter Tonge
32	Food establishments in area broadly compliant with food hygiene regulations (%)	92.19%	93%	93.95%	92.36%	92.48%	93.36%	↑	😊		Lead Member Clean and Green Environment/ Peter Tonge

# Overview and Scrutiny

Our 2016/17 achievements



## Priority: Finance and resources

- Since opening in May 2016, Tewkesbury Leisure Centre has transformed sports and leisure provision in Tewkesbury Borough as well as providing us with a management fee of £150k per year.
- Throughout this year we have made significant property investment of £14m which will provide an annual income of £430,000 and have created a commercial investment strategy to reflect our new commercial approach. This is supported by an additional £15m to increase our portfolio.
- The launch of our new website – [www.tewkesbury.gov.uk](http://www.tewkesbury.gov.uk) – was delivered with exceptional value-for-money costing just £150 per year (compared to an annual cost of

£13,600) which is receiving national recognition. The new website is accessible on all devices, and is much easier for residents to navigate.

- The installation of solar panels is now saving £8000 off our electrical costs for 2016/17.
- We have procured a new £3.5million waste and recycling fleet. The vehicles are more efficient, will be able to collect more recyclables and are future-proofed for future growth in the borough.
- We have implemented a strategic management review which included the appointment of a new deputy chief executive and two new heads of service.
- Alongside the achievements highlighted within this State of the Borough, our council tax remains the fifth lowest in the country.

### Priority: Economic Development

- An economic assessment and employment land review have been carried out to feed into the emerging Economic Development and Tourism strategy. The strategy will be launched in the spring.
- As a result of external funding LSIF (Large Sites Infrastructure Fund) a consultant has now been appointed to produce and help develop a vision for J9 of the M5.
- The council has been successful with a £377,000 funding application to the Local Enterprise Partnership (LEP) to host a Growth Hub within the Public Services Centre. This will support local businesses and help promote the M5 Growth Zone. The targeted implementation date for the growth hub is early 2018.
- Successful projects to regenerate Tewkesbury town include a new signage project throughout the town, a new website for Tewkesbury businesses and a new riverside walk, also known as the Missing Link.
- A new investment prospectus has been launched, which highlights why Tewkesbury Borough is a place to do business.

### Priority: Housing

- The three Joint Core Strategy councils (Tewkesbury and Cheltenham Boroughs and Gloucester City) approved the Joint Core Strategy Main Modifications document. All responses from the consultations have been sent to the Inspector for consideration, and public examination hearings will be held in the summer.
- 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 council continues to provide support to town and parish councils for the development of neighbourhood plans – there are now 13 plans in place across 16 parishes.
- A new Housing and Homelessness Strategy 2016 to 2020 was adopted in January 2017.



- We are delivering above target for affordable homes, with 197 new affordable homes delivered in 2016/17 (target: 150).
- We have worked with key partners, retendering the Rough Sleeper outreach contract which was part of the newly formed district partnership. Worked with other districts to secure SIB (Social Impact Bond) funding for personalised support for users of the County Single Homeless Project.
- We are continuing to work with our partners to prevent residents becoming homeless, and as part of this we undertake joint visits with Severn Vale Housing to tenants who are likely to be significantly affected by forthcoming welfare reform to maintain financial inclusion.

### Priority: Customer-focused services

- Our Customer Care Standards were launched in March 2016. The aim is to ensure our customers receive consistently excellent customer service no matter which area of the council they are contacting.
- The Public Services Centre is now home to a wide range of public sector organisations, and a refurbishment of the reception area, civic suite and the top floor for rental purposes has been approved for completion in early 2018.
- A review of our garden waste system has commenced with the aim of improving the renewal and payment system by introducing a sticker licence system and a single renewal date.
- A new Digital Strategy was approved in March 2016, and key projects include the launch of our new website, the introduction of a new property services help-desk system, cloud based solutions including migrating to Office 365 and new tree inspection software.
- New complaints framework was rolled out as well as a new complaints and FOI system transforming the way these are dealt with internally.
- We continue to provide a £53,000 grant to the Citizens Advice Bureau helping them to provide support to over 1000 members of the community.
- We have maintained a rate of 54% of waste being recycled or composted throughout the year, a good improvement compared to 50% in 15/16.
- Following on from the review the revenues and benefits performance is monitored by the team on a regular basis and they continue to be in the top quartile nationally for the processing of claims.

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	13 June 2017
<b>Subject:</b>	Corporate List of Policies and Strategies
<b>Report of:</b>	Graeme Simpson, Head of Corporate Services
<b>Corporate Lead:</b>	Mike Dawson, Chief Executive
<b>Lead Member:</b>	Lead Member Organisational Development
<b>Number of Appendices:</b>	1

<p><b>Executive Summary:</b></p> <p>Overview and Scrutiny Committee has previously requested that a list of policies and strategies be produced so as to help inform the work programme of the Committee and to provide support to the Executive Committee. The list is updated on an annual basis and the updated list is attached at Appendix 1. The policies and strategies that are due for review in 2017/18 are highlighted in bold.</p>
<p><b>Recommendation:</b></p> <p><b>To CONSIDER the list of policies and strategies and identify those for inclusion within the Committee’s 2017/18 Work Programme.</b></p>
<p><b>Reasons for Recommendation:</b></p> <p>To enable the Overview and Scrutiny Committee to fulfil its terms of reference by assisting the Council and Executive Committee in the development of policy.</p>

<p><b>Resource Implications:</b></p> <p>None arising directly from this report.</p>
<p><b>Legal Implications:</b></p> <p>None arising directly from this report.</p>
<p><b>Risk Management Implications:</b></p> <p>Effective overview and scrutiny supports delivery of the Council’s vision, values and priorities.</p>
<p><b>Performance Management Follow-up:</b></p> <p>The Committee’s Work Programme is continually monitored to ensure emerging issues are considered.</p>

**Environmental Implications:**

None arising directly from this report.

**1.0 INTRODUCTION/BACKGROUND**

1.1 The remit of the Overview and Scrutiny Committee includes the monitoring and development of policy which complements the work of the Executive Committee. Overview and Scrutiny Committee has previously requested that a list of policies and strategies be produced so as to help inform the work programme of the Committee and to provide support to the Executive Committee.

**2.0 LIST OF POLICIES AND STRATEGIES**

2.1 The list is updated on an annual basis and can be found at Appendix 1. The policies and strategies that are due for review in 2017/18 are highlighted in bold. The Committee is asked to consider the list of policies and strategies and whether any could inform the Committee's 2017/18 Work Programme. Members are reminded that, in selecting an area for review, it may be prudent to align with the Council's priority areas.

2.2 Policies and strategies identified for review during the year will be populated to the Executive Committee's Forward Plan.

**3.0 OTHER OPTIONS CONSIDERED**

3.1 None.

**4.0 CONSULTATION**

4.1 None.

**5.0 RELEVANT COUNCIL POLICIES/STRATEGIES**

5.1 Council Plan 2016-20.

**6.0 RELEVANT GOVERNMENT POLICIES**

6.1 None.

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

7.1 Officer time to support the review process and, if necessary, possible use of an external consultant to assist with the review process.

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

8.1 The Committee will consider sustainability implications when undertaking reviews or challenge, and in making its recommendations.

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

9.1 The Committee will consider sustainability implications when undertaking reviews or challenge, and in making its recommendations.

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

**101** None.

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**Background Papers:** None

**Contact Officer:** Graeme Simpson, Group Manager Head of Corporate Services  
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**Appendices:** 1 – List of Corporate Policies and Strategies

Strategies & Policies	Summary	Review date
<b>Corporate Services – Head of service Graeme Simpson</b>		
<b>Risk Management Strategy</b>	<b>A strategy which sets out how the council identifies, evaluates and mitigates risk.</b>	<b>September 2017</b>
<b>Training Policy</b>	<b>Training and development policy contributes towards effectiveness of council as a whole. This will be achieved through the council's stated commitment to training and development, by working with national standards and the relevant sections of the national agreement for Local Government Services Staff.</b>	<b>September 2017</b>
<b>Workforce Development Strategy</b>	<b>To maximise the performance of the council by defining the goals, objectives and expectations of the workforce.</b>	<b>August 2017</b>
<b>Disclosure and Barring Service Policy and Policy Statement on the Recruitment of Ex-Offenders</b>	<b>This policy is designed to ensure that the Council complies with the requirements of the Disclosure and Barring Service (DBS) and protects those groups or individuals in its care who are vulnerable.</b>	<b>November 2017</b>
<b>Alcohol &amp; Drugs Policy</b>	<b>To provide positive approaches and support to employees who may be misusing illegal and prescribed drugs, alcohol or solvents.</b>	<b>December 2017</b>
<b>Anti-bullying &amp; harassment</b>	<b>To heighten awareness of the need for fair treatment, for individuals to raise their concerns about bullying or harassment and have these concerns dealt with quickly, fairly, sympathetically and confidentially.</b>	<b>December 2018</b>
<b>Wellbeing &amp; Stress Management Policy</b>	<b>Aims to take positive measures to promote job satisfaction, manage stress effectively and to create an environment where stress is managed out of the organisation, as far as is reasonably practicable.</b>	<b>December 2017</b>

Strategies & Policies	Summary	Review date
Flexible Working Policy	A policy which is committed to the equality of opportunity and to the continued development of a working environment which encourages all staff to give of their best within an arrangement which allows them to balance both work and personal commitments.	December 2017
Equalities and Diversity Policy	Sets out our equality objectives, including how we will make equality an integral part of the way in which we support our employees, deliver our services, reach decisions and involve our partners and service users.	March 2018
ICT Strategy	A strategy to ensure ICT solutions support our business processes.	December 2017
Absence Management Policy	To manage attendance and absence effectively to ensure the well being of employees and to control and minimise the cost and impact of working days lost.	July 2017
Reserve Forces Training and Mobilisation Policy	This policy intends to define our obligations and our commitment towards all employees who are members of the Reserve Forces.	December 2017
Policy for use of I.T.	Details the acceptable use of the council's e-mail and internet facilities.	May 2018
Communications Strategy	Outlines our approach to internal and external communications so as to promote and protect the reputation of the council.	June 2020

Strategies & Policies	Summary	Review date
Capability Procedure	The purpose of the Capability Procedure is to ensure that staff achieve and maintain the level of work performance expected of them and to provide a fair mechanism for dealing with those employees who are unable to achieve a satisfactory performance.	April 2018
<b>Customer Care Strategy</b>	<b>A strategy to provide excellent customer service.</b>	<b>March 2018</b>
Digital Strategy	The strategy sets out the way in which we plan to meet the changing expectations of our customers using digital technology in a way which is joined up and worthwhile.	December 2018
<b>Revenues and Benefits - Head of service Richard Horton</b>		
<b>Discretionary Housing Payments Policy</b>	<b>Guidelines for the determination of DHP claims.</b>	<b>December 2017</b>
<b>Fraud Prosecution Policy</b>	<b>Policy on how to deal with fraud related claims within Revenues and Benefits.</b>	<b>July 2017</b>
<b>Discretionary Rate Relief Policy</b>	<b>Guidelines for the granting of business rates relief to charities and non-profit making organisations.</b>	<b>September 2017</b>
<b>Revenues &amp; Benefits Write-off Policy</b>	<b>Guidelines on the treatment of irrecoverable debts for revenues &amp; benefits.</b>	<b>December 2017</b>

Strategies & Policies	Summary	Review date
<b>Housing Benefit &amp; Council Tax Benefit Backdating Policy</b>	<b>Guidelines on how claims for backdated benefit are dealt with.</b>	<b>December 2017</b>
<b>Housing &amp; Council Tax Benefit Anti-Fraud Strategy</b>	<b>Sets out how the Council will combat benefit fraud and prevent fraud from entering the system.</b>	<b>December 2017</b>
<b>Housing Benefit &amp; Council Tax Benefit Overpayments Policy</b>	<b>Guidelines on the treatment and collection of benefit overpayments.</b>	<b>December 2017</b>
<b>Finance and Asset Management – Head of Service Simon Dix</b>		
Procurement Strategy	Describes protocol for purchasing to support the local economy and ensure value for money.	October 2020
<b>Medium Term Financial Strategy</b>	<b>Establishes current financial situation and future savings/spends. Covers a 5 year period but is re-approved annually.</b>	<b>December 2017</b>
Fee charging Strategy	To review and analyse the fee structure of council services and to establish a five year plan for setting appropriate service fees.	April 2020
<b>Treasury Management Strategy</b>	<b>In February 2012 the Council adopted the Chartered Institute of Public Finance and Accountancy’s Treasury Management in the Public Services: Code of Practice 2011 Edition (the CIPFA Code) which requires the Council to approve a treasury management strategy before the start of each financial year.</b>	<b>February 2018</b>



Strategies & Policies	Summary	Review date
Asset Management Strategy	To maximise the potential of the council's asset portfolio	November 2020
<b>Community Services – Head of service Peter Tonge</b>		
Hackney Carriage & Private Hire Licensing Policy	Policy and conditions for approving Hackney Carriage driver and vehicle licences, Private Hire driver, vehicle and operator licences, relevance of convictions when granting drivers licences and the suspension, revocation or refusal to renew licences. The new Policy will streamline the council's existing taxi policies.	August 2019
<b>Sex Establishment Licensing Policy</b>	<b>Policy on the regulation of sex establishments</b>	<b>September 2017</b>
<b>Mobile Homes &amp; caravan site Licensing Policy</b>	<b>Policy sets out licensing of residential and temporary caravan sites and mobile homes.</b>	<b>October 2017</b>
<b>Safeguarding Children</b>	<b>Council's duty to safeguard and promote the welfare of children and steps to ensure services for children are safe and accessible.</b>	<b>January 2018</b>
Housing and Homelessness Strategy	Takes into account aims of national strategy and also considers how we will need to work at a local level. The strategy has four main themes: 1. Housing supply and delivery of good quality affordable housing; 2. Homelessness and homelessness prevention; 3. Housing to meet the housing needs to specific groups; 4. Neighbourhoods and housing standards.	April 2021
<b>Corporate Enforcement Policy</b>	<b>The policy sets out the guiding principles by which legislation will be enforced by the Council to protect public health, safety, amenity and the environment within Tewkesbury Borough.</b>	<b>September 2017</b>
<b>Street Trading Licensing Policy</b>	<b>Policy on approving applications for street trading consents</b>	<b>July 2017</b>

Strategies & Policies	Summary	Review date
Interim Environmental Health Enforcement Policy	The policy sets out the guiding principles by which legislation will be enforced by the Council to protect public health, safety, amenity and the environment within Environmental Health.	July 2018
Action for Affordable Warmth 2013-18	A strategy for Gloucestershire and South Gloucestershire to assist with fuel poverty, improve energy efficiency in houses and provide advice.	December 2018
Contaminated Land Strategy	Identifies contaminated land, the person responsible for the contamination, and remedial action required.	May 2018
Statement of Licensing Policy under the Licensing Act 2003.	Framework for promoting the licensing objectives. How the council will consider and determine applications for licences in conjunction with the statutory guidance issued by the Secretary of State.	January 2019
Gambling Act 2005- Statement of Principles	The Licensing Authority's approach to applications under the Gambling Act 2005 and the information it expects applicants to provide.	November 2019
Sandbag Policy	This policy has been created to set clear priorities for the use of sandbags in relation to a potential flood event.	April 2020
Environmental Policy	The aim of the policy is to outline the parameters within which the council will improve its environmental performance across 5 themes (own house in order; climate change; waste & recycling; biodiversity; sustainable planning & enforcement).	November 2020

Strategies & Policies	Summary	Review date
Waste Policy	A policy and procedure for the council's waste and recycling collection services.	October 2017
<b>Development Services – Head of Service Annette Roberts</b>		
Joint Core Strategy (JCS)	The JCS strategy & the Tewkesbury Borough Plan will together replace the Tewkesbury Borough Local Plan and provide that function.	In development
Tewkesbury Borough Plan (TBP)	The Tewkesbury Borough Plan and the JCS will together replace the Tewkesbury Borough Local Plan and provide that function.	In development
Economic Development and Tourism Strategy	Describes how the council will support the borough's economy.	April 2021
Car Parking Strategy	Council agreed and implemented a new parking strategy in April 2015 of which a new parking order and charges have been implemented.	December 2017
Playing Pitch Strategy	Outlines future playing pitch requirements and standards for the borough.	October 2017
<b>One Legal – Head of service Peter Lewis</b>		
Data Protection Policy	The policy sets out our commitment to protecting personal data and how we implement that commitment with regards to the collection and use of personal data.	January 2018
Whistle-blowing Policy	The policy provides details on how employees can raise serious concerns within the Council without fear of reprisal.	July 2019

Strategies & Policies	Summary	Review date
Anti-Fraud and Corruption Strategy	Details the Council's policies and procedures in place to respond to suspected fraudulent activity.	September 2019