

12 March 2018

<b>Committee</b>	Overview and Scrutiny
<b>Date</b>	Tuesday, 20 March 2018
<b>Time of Meeting</b>	4:30 pm
<b>Venue</b>	Committee Room 1

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



**for Sara J Freckleton  
Borough Solicitor**

## **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.</b>	<b>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.</b>	<b>MINUTES</b>	1 - 7
	To approve the Minutes of the meeting held on 6 February 2018.	
<b>5.</b>	<b>CONSIDERATION OF THE EXECUTIVE COMMITTEE FORWARD PLAN</b>	8 - 9
	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.</b>	<b>OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2017/18</b>	10 - 13
	To consider the forthcoming work of the Overview and Scrutiny Committee.	
<b>7.</b>	<b>GLOUCESTERSHIRE POLICE AND CRIME PANEL UPDATE</b>	
	To receive an update from the Council's representative on matters considered at the last meeting.	
<b>8.</b>	<b>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>9.</b>	<b>UBICO UPDATE</b>	14 - 20
	To consider the update on the waste collections and grounds maintenance services provided by Ubico.	
<b>10.</b>	<b>PERFORMANCE REPORT - QUARTER 3 2017/18</b>	21 - 66
	To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.	
<b>11.</b>	<b>FLOOD RISK MANAGEMENT GROUP REPORT</b>	67 - 86
	To consider the annual report on progress against the Flood Risk Management Action Plan.	

**DATE OF NEXT MEETING****TUESDAY, 1 MAY 2018****COUNCILLORS CONSTITUTING COMMITTEE**

Councillors: R E Allen (Vice-Chair), P W Awford (Chair), G J Bocking, K J Cromwell, J E Day, D T Foyle, P A Godwin, R M Hatton, H C McLain, T A Spencer, 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, 6 February 2018 commencing at 4:30 pm**

**Present:**

Chair	Councillor P W Awford
Vice Chair	Councillor R E Allen

**and Councillors:**

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

**also present:**

Councillor G F Blackwell

**OS.66 ANNOUNCEMENTS**

66.1 The evacuation procedure, as noted on the Agenda, was advised to those present.

**OS.67 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

67.1 Apologies for absence were received from Councillor T A Spencer.

**OS.68 DECLARATIONS OF INTEREST**

68.1 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.

68.2 The following declarations were made:

<b>Councillor</b>	<b>Application No./Item</b>	<b>Nature of Interest (where disclosed)</b>	<b>Declared Action in respect of Disclosure</b>
P W Awford	Item 10 – Annual Review of the Effectiveness of the Council's Involvement in the Gloucestershire Health and Care Overview and Scrutiny Committee.	Is a Gloucestershire County Councillor.	Would not speak or vote and would leave the room for consideration of this item.

K J Cromwell	Item 10 – Annual Review of the Effectiveness of the Council’s Involvement in the Gloucestershire Health and Care Overview and Scrutiny Committee.	Is a Gloucestershire County Councillor.	Would not speak or vote and would leave the room for consideration of this item.
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68.3 There were no further declarations made on this occasion.

#### **OS.69 MINUTES**

69.1 The Minutes of the meeting held on 9 January 2018, copies of which had been circulated, were approved as a correct record and signed by the Chair.

#### **OS.70 CONSIDERATION OF THE EXECUTIVE COMMITTEE FORWARD PLAN**

70.1 Attention was drawn to the Executive Committee Forward Plan, circulated at Pages No. 12-14. 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.

70.2 A Member indicated that he had been experiencing difficulty with deleting emails, which he believed to be because he did not use a Windows-based device, and this was a problem in terms of complying with the General Data Protection Regulations. He noted that the ICT Strategy was due to be considered by the Executive Committee at its meeting on 25 April 2018 and questioned whether this was something that would be addressed as part of that. Another Member expressed the view that mobile telephones needed to be more compatible with the ICT used by the Council. The Head of Corporate Services confirmed that mobile telephones would be included within the ICT Strategy but he urged Members to speak to the IT team if they were experiencing any particular problems in this regard. He undertook to speak to both Members outside of the meeting to help resolve their issues.

70.3 It was

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

#### **OS.71 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2017/18**

71.1 Attention was drawn to the Overview and Scrutiny Committee Work Programme 2017/18, circulated at Pages No. 15-18, which Members were asked to consider.

71.2 It was

**RESOLVED** That the Overview and Scrutiny Committee Work Programme 2017/18 be **NOTED**.

**OS.72 GLOUCESTERSHIRE HEALTH AND CARE OVERVIEW AND SCRUTINY COMMITTEE UPDATE**

- 72.1 Members received an update from Councillor Janet Day, the Council's representative on the Gloucestershire Health and Care Overview and Scrutiny Committee, on matters discussed at its last meeting held on 9 January 2018.
- 72.2 Councillor Day advised that the Gloucestershire Health and Care Overview and Scrutiny Committee was a statutory consultee on any substantial development of the health service in Gloucestershire. The consultation on Health and Wellbeing for the Future: Community Hospital Services in the Forest of Dean had been launched at the meeting on 12 September 2017 and the outcome report had been presented to the meeting on 9 January 2018. The preferred option consulted upon was to invest in a new community hospital in the Forest of Dean which would replace the Dilke Memorial Hospital and Lydney and District Hospital. The Committee's role in the development of the proposal was to confirm whether it was satisfied that the consultation process had been undertaken in line with statutory requirements, and was appropriate and proportionate, and to feedback on key issues it wished to see fully considered by the Gloucestershire Care Services NHS Trust and the Gloucestershire Clinical Commissioning Group within their decision-making process. The Committee had received a detailed presentation on the consultation process - including engagement activity - and the main findings. The concerns raised by the Committee during the debate reflected those identified in the consultation outcome report: number of beds; transport issues; housing developments – including the impact of the removal of tolls on the Severn Bridge by the end of 2020; insufficient detail overall; and a lack of clarity as to why the shared investment suggestion was unviable. Whilst the Committee was satisfied that the consultation process had been appropriate and proportionate, Members expected the Gloucestershire Care Services NHS Trust and the Gloucestershire Clinical Commissioning Group to give serious consideration to their wider concerns during the decision-making process. The Committee had asked to be kept informed of progress.
- 72.3 The Committee had also received a performance report from the South Western Ambulance Service NHS Foundation Trust. An update was provided on the Ambulance Response Programme, in particular the new ambulance response standards. Members were informed that the Trust had been part of the initial pilot and there had been improvements in productivity and efficiency since that time with less vehicles being sent to each incident, freeing up resources to attend more patients. The Committee had also received a report from the Gloucestershire Clinical Commissioning Group and had questioned whether the Winter Plan was working. Members were informed that it had been challenging - particularly between Christmas and New Year - but it had been the most robust winter so far in Gloucestershire. The Gloucestershire NHS Foundation Trust was the last in the region to escalate to level 4 but had been back to level 2 with two days, and the four hour accident and emergency standard had been achieved in both November and December 2017. It was noted that NHS England had issued a directive for the cancellation of all non-urgent operations; however, the Trust had been allowed to apply local discretion and had therefore continued to perform operations and hold outpatient clinics. Members were advised that 80 routine operations had been performed every day; 14 had been cancelled but, due to winter planning, patients had been given advance notice. The Trust was the only major centre undertaking trauma and orthopaedic operations on 2 January 2018.

72.4 A Member questioned whether the South Western Ambulance Service NHS Foundation Trust worked with the Gloucestershire Fire and Rescue Service and what it did to help. The Chief Executive advised that the Fire and Rescue Service had been taking on more community activity in order to support health services and he suggested that the Committee may wish to have a presentation from County Fire Officers at some stage. Councillor Day undertook to find out what work was currently being done with the Gloucestershire Fire and Rescue Service and to report back following the meeting.

72.5 It was

**RESOLVED** That the Gloucestershire Health and Care Overview and Scrutiny Committee Update be **NOTED**.

### **OS.73 SCRUTINY REVIEW OF WATER SUPPLY OUTAGE**

73.1 Attention was drawn to the report of the Head of Community Services, circulated at Pages No. 19-23, which set out proposed Terms of Reference for a scrutiny review of the water supply outage. Members were asked to approve the Terms of Reference attached at Appendix 1 to the report.

73.2 The Chair explained that, at the last Overview and Scrutiny Committee, Members had discussed the water supply outage that had affected a significant number of households within Tewkesbury Borough on the weekend of Friday 15 December through to Sunday 17 December. It had been agreed that Terms of Reference for a scrutiny review of the water supply outage be brought back to the next meeting and that the Committee meet as a Working Group prior to that meeting. In accordance with that resolution, the Committee had met as a Working Group immediately prior to the current meeting and had discussed the proposed Terms of Reference, as set out at Appendix 1 to the report. The Working Group had agreed a number of changes as follows:

- that the purpose of the review be amended to make reference to the two previous water outages in Tewkesbury and Churchdown;
- that Town and Parish Councils be added to the method of review section and that it be reworded to increase the number of meetings from “up to three” to “up to four” to accommodate a meeting with external partners if needed; and
- that the sixth bullet point within the scope of the review be amended to make reference to the community as follows: “To understand the impact on ***the community and*** local businesses, ***including agriculture***, during one of the busiest weekends of the trading year” and moved to the top of the list to reflect its importance.

73.3 It was subsequently,

**RESOLVED**

That the Terms of Reference be **APPROVED**, subject to the following:

- that the purpose of the review be amended to make reference to the two previous water outages in Tewkesbury and Churchdown;
- that Town and Parish Councils be added to the method of review section and that it be reworded to increase the number of meetings from “up to three” to “up to four” to accommodate a meeting with external partners if needed; and
- that the sixth bullet point within the scope of the review be amended to make reference to the community as follows: “To understand the impact on ***the community and*** local businesses, ***including agriculture***, during one of the busiest weekends of the trading year” and moved to the top of the list to reflect its importance.

**OS.74 COMMUNITY SAFETY PARTNERSHIP UPDATE**

74.1 The report of the Head of Community Services, circulated at Page No. 24-35, provided an update on community safety in Gloucestershire and the proposed local arrangements. Members were asked to consider the update.

74.2 Members were reminded that local Community Safety Partnerships, made up of representatives from responsible authorities, i.e. local authorities, police, fire, probation and health, had been suspended pending the outcome of a countywide review. The review had concluded that, whilst the responsibility for dealing with community safety sat with second tier authorities, it would be beneficial to have a countywide view of the work being undertaken. Safer Gloucestershire had been developed to provide co-ordination and focus on community safety issues at a county level and would sit aside the six district Community Safety Partnerships that retained responsibility for community safety at a district level. Its development had been supported by Leadership Gloucestershire and the Police and Crime Commissioner and its Terms of Reference were attached at Appendix 1 to the report. The Deputy Chief Executive and Head of Community Services had been involved with drawing up the framework along with representatives from the other local authorities in Gloucestershire. The Head of Community Services indicated that it had been a very good piece of work which had also presented an opportunity to look at how Domestic Homicide Reviews were carried out in the borough. Domestic Homicide Reviews were statutory and must be independently chaired; as a number of meetings tended to be held to investigate the incident, they could be very resource intensive. As such, the general conclusion was that a countywide approach would be more efficient and a better way to share learning. The final piece of work, which had not been referenced in the report, related to better information sharing to tackle crime and disorder - this could be done more quickly within Safer Gloucestershire.

74.3 The Head of Community Services advised that, locally, the Community Safety Partnership remained suspended which meant that arrangements for managing community safety were being done on an ad-hoc basis; this was not sustainable and he had been tasked with rectifying the situation. As such, a steering group had been established comprising the Lead Member for Community and other key community safety partners and Terms of Reference had been drafted for the new arrangements, aligned with those for Safer Gloucestershire. He stressed that this work was still in its very early stages and he intended to take a report to the



Executive Committee within the next few months to set out how the Council and its partners would manage community safety 'on the ground'. It was hoped that the countywide priorities would feed into the local community safety strategy, which would also have its own local priorities.

74.4 Whilst he accepted that it had not been working effectively, a Member expressed the view that the local Community Safety Partnership in Tewkesbury Borough had been useful in terms of finding out what partners such as the Police and Fire Service were doing – that communication had now been lost. The Head of Community Services provided assurance that the Community Safety Partnership would be reformed within the next few months and this point would be fully taken on board. Another Member noted that the NHS 2gether Trust was included in the membership of Safer Gloucestershire, listed at Page No. 32 of the report; he pointed out that the NHS 2gether Trust was being amalgamated with the Gloucestershire Care Trust later in the year and he wanted to ensure that this body continued to be represented on the group after that had happened. The Head of Community Services confirmed that, although the individuals who would sit on the group had not been formalised, the NHS 2gether Trust was fully engaged with the partnership. A Member raised concern that there was quite a large membership and questioned how it would be controlled. In response, she was advised that this would be down to the chair of the partnership. Governance had been discussed by the group and the current suggestion was that a number of events be held each year for Members to hear about the work and to provide an opportunity for them to scrutinise and challenge what was being done. Consideration was also being given as to whether some groups could be amalgamated, e.g. anti-slavery and organised crime, and he hoped to see the list slimmed down considerably. In response to a query, the Head of Community Services advised that a representative from Gloucestershire Fire and Rescue Service was the chair and was ensuring that all district authorities were signed up. A Member sought clarification as to what the acronym MAPPA IOM stood for and was informed that this was a Multi-Agency Public Protection Agreement for Integrated Offender Management.

74.5 The Chair indicated that the Overview and Scrutiny Committee had previously received annual reports on the Community Safety Partnership and he sought a view from the Committee as to whether they would like this to continue. Members felt that this would depend on when the local group was up and running and agreed that it would be beneficial to receive a report on the new arrangements prior to it going to the Executive Committee. It was

**RESOLVED**

1. That the update on community safety in Gloucestershire and the proposed local arrangements be **NOTED**.
2. That a report on the local arrangements for community safety be taken to the Overview and Scrutiny Committee, prior to consideration by the Executive Committee.

**OS.75 ANNUAL REVIEW OF THE EFFECTIVENESS OF THE COUNCIL'S INVOLVEMENT IN THE GLOUCESTERSHIRE HEALTH AND CARE OVERVIEW AND SCRUTINY COMMITTEE**

75.1 The report of the Head of Corporate Services, circulated at Pages No. 36-39, asked Members to consider the effectiveness of the Council's continued involvement in the Gloucestershire Health and Care Overview and Scrutiny Committee and, subject to the Committee being satisfied that value for money was being achieved, Officers be authorised to make the payment of £2,500 from the Council's base budget as its 2018/19 contribution to the Gloucestershire Health and Care Overview and Scrutiny Committee.

75.2 The Council's reserve representative on the Gloucestershire Health and Care Overview and Scrutiny Committee felt it was very important that Tewkesbury Borough Council continued to be represented on the Committee. NHS decisions inevitably affected the borough and its residents and this gave the Council an opportunity to intervene – he made particular reference to its influence over the decision to reduce the closure of a number of hospital beds from 200 to 43 as an example of the Committee's real power which could be used to the advantage of residents. The Council's representative on the Committee echoed these sentiments and indicated that there was currently representation from all of the Gloucestershire district authorities.

75.3 In response to a query about the contribution, clarification was provided that the amount was the same as the previous year. It was subsequently

**RESOLVED** That Officers be authorised to make the payment of £2,500 from the Council's base budget as its 2018/19 contribution to the Gloucestershire Health and Care Overview and Scrutiny Committee.

The meeting closed at 5:25 pm

**EXECUTIVE COMMITTEE FORWARD PLAN 2017/18**

**REGULAR ITEM:**

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

<p><b>Addition to 14 March 2018</b></p> <ul style="list-style-type: none"> <li>• Revenues and Benefits Write-Off Policy.</li> <li>• Discretionary Housing Payment Policy.</li> <li>• Public Space Protection Order (Dog Fouling).</li> <li>• Roses Theatre, Community Grant Alteration.</li> <li>• Self-Build and Custom Housebuilding.</li> <li>• Confidential Item: Irrecoverable Debts Write-Off Report.</li> </ul>
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<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.
<del>Flood Risk Management Group Terms of Reference and Action Plan (Annual).</del>	<del>To undertake an annual review of the Terms of Reference of the Flood Risk Management Group and action plan.</del>	<del>Peter Tonge, Head of Community.</del>	Updated in line with the term of the Council instead.
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.

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Agenda Item 5

**Committee Date: 25 April 2018**

<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>
ICT Strategy.	To approve the ICT Strategy.	Graeme Simpson, Head of Corporate Services.	No.
Risk Management Strategy.	To approve the Risk Management Strategy.	Graeme Simpson, Head of Corporate Services.	Yes – training to be held on risk management prior to the development of the final strategy.
Planning Enforcement Policy.	Following public consultation, to recommend the Policy to Council for adoption.	Annette Roberts, Head of Development Services.	No.
<b>Confidential Item: Disposal of Land at Bishops Cleeve.</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 14 March 2018 for further discussion.</b>

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**(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)).**

**PENDING ITEMS**

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>
Confidential Item: Spring Gardens/Oldbury Road Regeneration.	To consider the information provided and agree a way forward.
Confidential Item: MAFF Site.	To consider the way forward for the site.
Workforce Development Strategy.	To approve the Council's Workforce Development Strategy.

**OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2017/18**

**REGULAR ITEMS:**

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

<b><u>Additions to 6 February 2018</u></b>
<b><u>Deletions from 6 February 2018</u></b>
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<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.

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Agenda Item 6

NB – Changes from previous work programme highlighted in bold

**Committee Date: 1 May 2018**

<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>
<del>Review of Ubice</del>	<del>To consider – six month update.</del>	<del>Peter Tonge, Head of Community Services</del>	<del>No. Annual report to be taken to the July 2018 meeting, as agreed by the Overview and Scrutiny Committee on 2 May 2017.</del>
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.
Enviro-Crimes Update	To consider – six monthly update	Pete Tonge, Head of Community Services	No.

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NB – Changes from previous work programme highlighted in bold

## PENDING ITEMS

Agenda Item	Overview of Agenda Item
Gloucestershire Joint Waste Committee	<p>Updates to be brought to the Committee in respect of:</p> <ul style="list-style-type: none"> <li>- the future work programme which would be developed with the Gloucestershire Joint Waste Committee in the autumn; and</li> <li>- in the longer term, review of the Gloucestershire Waste Strategy.</li> </ul> <p>Agreed by the Overview and Scrutiny Committee at its meeting on 17 October 2017.</p>
Annual Review of Ubico	July 2018 – Agreed by the Overview and Scrutiny Committee at its meeting on 2 May 2017.
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
Economic Development and Tourism Strategy	Annual Review – June 2018
Review of Workforce Development Strategy	Review by O&S Workshop – agreed by Overview and Scrutiny Committee at its meeting on 13 June 2017.
Review of Customer Care Strategy	Review by O&S Workshop – agreed by Overview and Scrutiny Committee at its meeting on 13 June 2017.
Review of Corporate Enforcement Policy	Review by O&S Workshop – agreed by Overview and Scrutiny Committee at its meeting on 13 June 2017.
Review of Planning Enforcement Plan	Review effectiveness of the Plan once it has been in operation for 12 months – agreed by Overview and Scrutiny Committee at its meeting on 9 January 2018.

Agenda Item	Overview of Agenda Item
<b>Community Safety Partnership Update</b>	<b>Report on the local arrangements for community safety to be taken to the Overview and Scrutiny Committee prior to consideration by the Executive Committee – agreed by Overview and Scrutiny Committee at its meeting on 6 February 2018.</b>



## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	20 March 2018
<b>Subject:</b>	Ubico Update
<b>Report of:</b>	Peter J Tonge, Head of Community Services
<b>Corporate Lead:</b>	Robert Weaver, Deputy Chief Executive
<b>Lead Member:</b>	Councillor J R Mason, Lead Member for Clean and Green Environment
<b>Number of Appendices:</b>	None

<p><b>Executive Summary:</b></p> <p>The report provides an update on the waste collections and grounds maintenance services provided by Ubico Ltd and informs Members of the work underway to review street cleansing services.</p> <p>This report covers waste and recycling services, the garden waste club, grounds maintenance and street cleansing services.</p> <p>The report looks at the improvement plan that has been put into place following the roll out of new rounds in April 2017.</p>
<p><b>Recommendation:</b></p> <p><b>To CONSIDER the update on the waste collections and grounds maintenance services provided by Ubico.</b></p>
<p><b>Reasons for Recommendation:</b></p> <p>At a meeting of the Overview and Scrutiny Committee in May 2017, it was agreed that the interim performance of Ubico be monitored by the Committee as the next annual report is not due until July 2018.</p>

<p><b>Resource Implications:</b></p> <p>None</p>
<p><b>Legal Implications:</b></p> <p>The Council's contract with Ubico dated 1 April 2015 includes provisions relating to contract monitoring and contract performance. Any changes to these arrangements may be accommodated through the contract variation provisions included in the contract.</p>
<p><b>Risk Management Implications:</b></p> <p>A failure of our waste service could damage the reputation of the Council. This risk is managed through the contract management procedures that the Council has in place.</p>

**Performance Management Follow-up:**

Performance is monitored and managed in conjunction with the Gloucestershire Joint Waste Team through the monthly client meetings, Environmental Service Partnership Board and the Overview and Scrutiny Committee.

An interim improvement plan has been created to monitor the immediate improvements that needed to be made as a result of issues arising from the roll out of the new service. This is monitored regularly by officers of the Joint Waste Team, Council and Ubico and regular corrective action is taken.

**Environmental Implications:**

None

**1.0 INTRODUCTION**

- 1.1** In April 2017, the Council completed its fleet procurement and the new fleet was delivered. The Council had taken the view that it was more financially prudent to undertake a procurement exercise and purchase its own fleet. The fleet was due for replacement as the contract with CP Davidson expired at the end of March 2017. The new fleet has been purchased with consideration for the increase in housing growth in the borough during the lifetime of the fleet.
- 1.2** The procurement of this new fleet was a major project and was primarily managed by the Joint Waste Team in close liaison with the interim head of service and Ubico.
- 1.3** Significant round changes were planned and introduced in April 2017 and over 60% of the borough had a change of day or week to their waste and recycling collection, including a change to the way that food waste was collected, now in a separate vehicle rather than a pod on the main waste vehicle.

**2.0 BACKGROUND**

- 2.1** Any change to waste collections are expected to cause a degree of disruption to the service as drivers and operators settle into new rounds and new ways of working and members of the community get used to their new waste days or new collection methodology. Normally, this would disrupt the service for a short time but experience tells us that this settles down within a month or two.
- 2.2** In this case, however, the disruption continued well past this two month period, and to some lesser extent still continues, although there has been improvement due to the close working of Council officers, the Joint Waste Team and Ubico.
- 2.3** As a result of this an improvement plan was put into place to ensure that the Council saw improvements in the number of missed bin collections and, importantly, missed assisted collections. Assisted collections are where the customer cannot, for one reason or another, place the bin in the collection location themselves.
- 2.4** Also during this period a key member of staff who managed grounds maintenance retired from Ubico and the Council lost its client side monitoring officer for grounds maintenance. This led to a lack of knowledge and oversight of this element of the contract.

### 3.0 WASTE & RECYCLING SERVICES

3.1 At the end of Q1 2017, approximately 150 missed bins per week were being reported which represents 0.17% missed collection rate. In addition:

- There was an increase in repeat missed bins and particularly concerning was the number of assisted collections that were being missed.
- Public complaints were rising and, as the focus was on embedding the new service, these were not being responded to in a timely manner.
- The stock of new bins was not being checked and on several occasions Ubico ran out of bins.

3.2 Bins and/or caddies can be missed for a variety of reasons including a new crew member on the round, bins not being left in the usual place etc. This is particularly likely with food caddies due to their size.

3.3 In response to this, an improvement plan was agreed with Ubico with the following key aims:

- To reduce the number missed collections to less than 100 per week by the end of August, and a 50% reduction by the end of October on the Q1 figure. This will equate to 0.09% missed collection rate, well below the 1% performance target.
- Improve communications between TBC and Ubico.
- Develop better reporting systems.
- Ensure that the stock of bins is monitored and maintained in order for Ubico to deliver bins to residents when needed.

The standard of our waste collections continues to be monitored and improved.

3.4 The improvement plan has been monitored regularly at the various contract management meetings and some improvements have been achieved.

The table below shows the number of missed bins for the year to date by month.

Apr	May	June	July	Aug	Sept
1115	447	553**	690**	332	352
Oct	Nov	Dec	Jan	Feb	
262	279	418*	465*	326	

3.5 It should be noted that June and July had five collection weeks and that December and January saw snow and Christmas disruption.

3.6 As a result of the improvement plan we saw significant improvements for the months of August through to November and missed collections were brought down to a more acceptable level.

3.7 In addition to the close monitoring of missed bins another method of dealing with "repeat" missed collections was initiated - this was the introduction of the "red list". This is a list of properties that had their bins missed on more than one occasion and were therefore the focus of additional attention.

**3.8** Being on the red list means that a supervisor will pay particular attention to that property for three weeks and will check that this bin in particular has been collected.

**3.9** The standard of our waste collections continues to be monitored and improved.

#### **4.0 THE GARDEN WASTE CLUB**

**4.1** This year has seen the launch of the garden waste club. Membership of the club is an easy way of disposing of garden waste for composting on a fortnightly basis through kerbside collections of a brown wheelie bin.

**4.2** Members of the club pay an annual fee, currently £45.00. Previously, customers had separate annual renewal dates meaning that the Council was invoicing and processing payments all throughout the year. We have now moved to a single annual renewal date making this process much more cost effective and timely.

**4.3** Once customers / members have paid their annual subscription they are sent a distinctive adhesive sticker to place on their brown bin also making it easier for the collection crews to identify bins that are for collection. We currently have approximately 16,000 members.

#### **5.0 GROUNDS MAINTENANCE**

**5.1** The Property team has been working with Ubico grounds maintenance team since the start of the winter works programme to establish a better working relationship and understanding of the current workloads and resource availability. The Asset Manager has met with the grounds maintenance crew to discuss their current issues and for the crews to explain their issues in delivering a better service.

**5.2** Introduction of a task management software system which allows tasks to be logged and managed and KPIs to be monitored and detailed to ensure customers can be better informed as to progress of works. Property will be instructing work through this system to ensure the correct priority levels are being set with each task.

**5.3** This is the start of agreeing a service level agreement and task will be instructed within the following categories:

- *Urgent*: if the task has health and safety implications or could have representational risk for TBC or Ubico this should be actioned within 24 hours.
- *High*: to be action within two weeks.
- *Medium*: to be action within three months.
- *Low*: to be actioned in six months.

The new system will monitor and produce reports as to how Ubico is performing within these parameters.

**5.4** The issues that were identified included:

- the current equipment isn't ideal for some of the tasks it is required for;
- there has been a lack of investment in the equipment;
- staff felt they had not been listened to regarding these issues;
- work was being completed on land that is not owned by TBC; and
- tasks were being completed based on historical information that was out of date.

- 5.5** All crews have been issued with mapping of the borough which shows TBC land ownership, the crews are updating these maps to include details of hedgerows and their annual winter works programmes. The maps are also being updated to include details of Gloucestershire County Council and Parish contracts to ensure the crews have a full understanding of what is required across the whole of the contracted works.
- 5.6** Ubico has invested in new small tools equipment, i.e. chainsaws, and has trained additional staff to use them, and are currently working up the grass cutting rounds to ensure these are the most efficient and meet TBC expectations.
- 5.7** The working relationship has improved greatly, with TBC's Property team having a greater understanding of the works being completed and Ubico having a better understanding of TBC expectations. TBC will continue to work with Ubico to develop the contract to include SLAs, quality management and KPIs.
- 5.8** In the late spring/early summer a further piece of work will be started to ensure grounds maintenance work across the borough is better coordinated with partners to ensure the most effective use of resources.
- 5.9** Recycling rates have seen a small but positive increase and are currently at a rate of 55.97% (as at Q3) and forecast to be 55.3% at year-end compared to 53.29% in 2016/17 (full year).
- 5.10** Equally importantly, the amount of waste sent to landfill has decreased to 283 kg / household (as at Q3) and forecast to be 367kg /hh at year end down from 411 kg / household in 2016/17.
- 6.0 STREET CLEANSING**
- 6.1** The Joint Waste Team is commencing a review of the street cleansing service to analyse the type of requests that are being received by the Council and establish if there are better ways of working.
- 6.2** Since the services were transferred to Ubico Ltd in 2015, a new fleet of cleaning vehicles has been procured and much housing development has taken place.
- 6.3** A review is required to evaluate the service performance and also to decide whether the current levels of resourcing, frequencies of cleaning activities and schedules are sufficient to meet the service standards and legislation. The purpose of this street cleaning review is to appraise the current practices carried out by the Council's environmental service provider, Ubico, in line with the relevant governing legislation and the Council's vision under the Clean and Green Environment Portfolio.
- 6.4** This review will evaluate all aspects of the street cleaning services and provide a plan for the future in order to deliver cost efficient and excellent service.
- 6.5** There is a need to deliver high quality services on pressurised budgets and the street cleaning services can have unpredictable and expensive outlays such as fly tips and hazardous waste removal. Therefore, it is important all opportunities of smarter and joint working with other organisations are maximised as much as possible.
- 6.6** This review will cover the opportunities available, contacts and work areas where smarter working opportunities can arise.

## **7.0 FINANCIAL PERFORMANCE**

**7.1** Budget setting for the forthcoming year has been much more robust and the Council's Finance team and the Head of Community Services, supported by the Joint Waste Team, have much more oversight of the process and made comments and suggestions at an early stage.

**7.2** This ensures that the budget setting process is more accurate and incorporates elements such as a budget for road closures, agency staff etc.

**7.3** Work to manage the budget better continues, for example, Ubico is considering ways to reduce the reliance of agency staff across its contracts.

## **8.0 CONCLUSION**

**8.1** Improvements are being made and officers of the Council, Joint Waste Team and Ubico are working closely together to monitor progress regularly.

**8.2** Particular improvements have been made in reducing the number of missed bins and better communications between partners has assisted greatly in this and has enhanced the level of communication with our communities.

**8.3** Management is determined that the issues are resolved effectively and more quickly and are closely monitoring standards and will take corrective action as necessary to resolve any further issues.

## **9.0 OTHER OPTIONS CONSIDERED**

**9.1** None

## **10.1 CONSULTATION**

**10.1** None

## **11.0 RELEVANT COUNCIL POLICIES /STRATEGIES**

**11.1** Joint Waste Committee Business Plan

Ubico Business Plan

## **12.0 RELEVANT GOVERNMENT POLICIES**

**12.1** None

## **13.0 RESOURCE IMPLICATIONS (Human/Property)**

**13.1** None

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

**14.1** None

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

**15.1** None

## 16.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

### 16.1 Overview and Scrutiny Committee – 2 May 2017

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**Background Papers:** Overview and Scrutiny Committee – 2 May 2017

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**Appendices:** None

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	20 March 2018
<b>Subject:</b>	Performance Management – Quarter 3 2017/18
<b>Report of:</b>	Graeme Simpson, Head of Corporate Services
<b>Corporate Lead:</b>	Mike Dawson, Chief Executive
<b>Lead Members:</b>	Councillor G F Blackwell , Lead Member for Organisational Development
<b>Number of Appendices:</b>	4

**Executive Summary:**

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 a set of Key Performance Indicators (KPIs). The report also includes the Revenue Budget Summary Statement (Appendix 2), the Capital Monitoring Statement (Appendix 3) and the Reserves Position Summary (Appendix 4). This performance information is reported to the Overview and Scrutiny Committee on a quarterly basis and the outcome is then reported to the Executive Committee by the Chair of the Overview and Scrutiny Committee.

**Recommendation:**

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

**Reasons for Recommendation:**

The Overview and Scrutiny Committee 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 a set of Key Performance Indicators (KPIs). The report also includes the Revenue Budget Summary Statement (Appendix 2), the Capital Monitoring Statement (Appendix 3) and the Reserves Position Summary (Appendix 4). This performance information is reported to the Overview and Scrutiny Committee on a quarterly basis and the outcome is then reported to the Executive Committee by the Chair of the Overview and Scrutiny Committee.
- 1.2** This is the third quarterly monitoring report for 2017/18. The majority of information within the performance tracker reflects the progress of Council Plan actions as at the time of writing the report. The KPI information is of a statistical nature so represents the position as at the end of December 2017 (Qtr 3).

**2.0 COUNCIL PLAN PERFORMANCE TRACKER**

- 2.1** The Council Plan (2016-20) has four priorities which contribute to the overall Council Plan vision "*Tewkesbury Borough, a place where a good quality of life is open to all*". The priorities are:
- Finance and Resources
  - Economic Development
  - Housing
  - Customer Focused Services

Each of the four priorities is supported by a number of objectives and actions which will focus activity on delivery of the priorities. The tracker 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 and key activities to bring to Members' attention since the last performance report include:

- Although 'routine' business, significant work has been undertaken in preparing and approving the annual budget and Medium Term Financial Strategy.
- A further £12 million approved by Council for commercial property investment.
- Second floor refurbishment of the Public Service Centre is complete and a new tenant now occupying one third of the top floor. The refurbishment of the rest of the building is now well underway.
- JCS has been adopted.
- Significant support continues to be given to Parishes in developing Neighbourhood Plans. A further Plan has been designated making it 14 across 16 Parishes.
- First year of the Housing and Homeless Strategy action plan is complete.
- 150 affordable homes have been delivered to date, thereby achieving the annual target ahead of time.
- Revenues and Benefits restructure is fundamentally complete.
- The garden waste project is concluding with the annual renewal of over 15,000 customers taking place.
- Over 500 responses received in relation to consultation on Public Space Protection Order with results supporting the introduction of such an order.
- Over £500,000 of LEADER funding approved.

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 review to ensure it is operating on a viable commercial level.	😊 Final report now received and findings of the report are being considered. A separate marketing project has recently commenced.
Put in place a plan to regenerate Spring Gardens.	😞 Original target date of December 2017 has been amended to September 2018. Bruton Knowles appointed to review existing position and advise on current market conditions and opportunities.
Produce a vision for the J9 area.	😞 Delay to the target date from March 2018 to June 2018 to allow work to be completed by Building Design Partnership (BDP).
Deliver a programme with partners to progress Healings Mill and other key sites to support the regeneration of Tewkesbury.	😞 Site was not sold in the summer. Discussions are being sought with a number of agencies to secure development.
Explore with partners - including the Battlefield Society - the potential to increase the heritage offer at the Battlefield site.	😞 A delay in completing the feasibility assessment has caused the target date to change from December 2017 to April 2018.
Deliver the Public Services Centre refurbishment project.	😞 Slight delay to the target date now scheduled for completion August 2018.
Look at collaborative options for the environmental health service.	😞 Delay to the target date from April 2018 to July 2018 for Environmental Health to look at the feasibility of shared posts for contaminated land.

### 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 December 2017.

3.2 Of the 15 indicators with targets, their status as at the end of quarter 3 is :

 (achievement of target is unlikely)	 (on target)	 (target likely to be achieved by the end of the year)
2	13	0

In terms of the direction of travel i.e. performance compared to last year, the status for the 15 indicators are:

↑ (better performance than last year)	↓ (not as good as last year)	↔ (on par with previous year performance)
11	3	1

3.3 Key indicators of interest include:

- KPI 13 - Percentage of 'major' applications determined - is above both the target and last year's out-turn being exceeded.
- KPI 14 - Percentage of 'minor' applications determined - is an improvement on last years out turn figure but will not meet the target of 90%.
- KPI 15 – percentage of 'other' applications determined – performance is both exceeding target of 90% and previous year's performance of 88.66%.
- KPI 19 – there is a significant reduction in the number of reported enviro crimes. 710 to date compared with 1359 reported for the full year in 2016/17.
- KPI 22 - Average number of days to process new benefit claims has reduced to 14 days where the national average is 21 days.
- KPI 28 - Average of 7.2 sick days have been lost per full time employee for the year to date meaning the 7 day target has not been achieved.
- KPI 29 - Percentage of waste recycled or composted continues to perform strongly at nearly 56%.

#### 4.0 FINANCIAL SUMMARY - REVENUE POSITION

4.1 The financial budget summary for Q3 shows a £590,640 surplus (£315,331 – Q2) against the profiled budget. Below is a summary of the expenditure position for the Council split out between the main expenditure types:

<b>Services expenditure</b>	<b>Full Year Budget</b>	<b>Budget</b>	<b>Actual</b>	<b>Underspend / (overspend)</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Employees	8,644,124	6,299,959	6,214,358	85,601
Premises	521,412	404,908	388,593	16,316
Transport	169,250	125,228	100,833	24,395
Supplies & Services	1,819,164	1,406,805	1,342,324	64,481
Payments to Third Parties	4,957,832	3,853,638	3,769,577	84,061
Transfer Payments - Benefits	19,627,180	0	(86,981)	86,981
Income	(25,890,598)	(3,772,545)	(3,590,462)	(182,083)
Support Services	(17,954)	0	0	0
Capital Charges	992,592	0	0	0
	<b>10,823,002</b>	<b>8,317,993</b>	<b>8,138,241</b>	<b>179,753</b>
<b>Corporate Codes</b>				
Interest costs	57,086	42,815	(74,153)	116,968
Investment Properties	(1,179,467)	(926,317)	(1,025,237)	98,920
Corporate Savings Targets	(60,000)	(45,000)	0	(45,000)
New Homes Bonus	47,300	0	0	0
Business rates income	0	0	(240,000)	240,000
				<b>590,640</b>
	<b>9,687,921</b>	<b>7,389,491</b>	<b>6,798,851</b>	

**Note: With regards to savings and deficits, items in brackets and red are overspends**

4.2 The budget position in relation to the Heads of Service responsibility shows an underspend of £179,753 as at the end of December (£115,464 – Q2). As can be seen there are three main areas of savings - employees of £85,601, payments to contractors of £84,061 and the Housing Benefit service of £86,981.

4.3 Employee costs savings are generated mainly through staff vacancies and maternity leave. Services have managed vacancies in the short term with limited use of agency staff and help from current staff to cover work.

4.4 The underspend on payments to contractors is generated from small savings across all services. The benefits service performance in ensuring that the Council keep up-to-date on processing claims and changes, as well as targeting overpayments, means that the Council is recovering more subsidy on its expenditure than was budgeted.

4.5 In terms of overspends being reported at the half year point, there are two significant overspends which need to be reported to Members at this stage. Planning income has been consistently below target during Q3 leading to a deficit of £255,662 against budget on the development service. Garden waste is also below budget as a result of the changes to the charging structure whereby customers are making pro rata payments for this financial year. This was expected and is a one-off issue relating to the change to a single renewal date for all customers and the introduction of a sticker system for bin collections.

- 4.6** Attached at Appendix 2 is a summary of the position for each Head of Service, which shows the current variance against their budget. Where the main types of expenditure headings within the Head of Service's responsibility have a variance over £10,000, a short explanation for the reason for the variance has been provided.
- 4.7** Although the Head of Services' position is underspent, the budget report also recognises the need to achieve savings from the base budget in terms of salaries and procurement savings. These savings targets are currently held on the corporate budget codes on the ledger. No savings are recognised against these plans as they accumulate through the year within service groupings. This has the effect of reducing the underspend on services by £45,000.
- 4.8** Also detailed under corporate budgets is the retained income from the Business Rates Scheme. This is showing a surplus of £240,000. This is a prediction of the year end position although it should be noted that there has been so far very little activity with regards to processing appeals against the new 2017 list. A number of outstanding appeals against the 2017 list have been processed or withdrawn. The Council has set aside a significant provision to cover appeals which is hoped to be sufficient in meeting successful appeals, therefore allowing the Council to benefit from wider increases in business rates income.
- 4.9** The Council also has a target for the acquisition of additional investment property. The Council has bid on properties in 2017 and has completed the purchase of three additional properties at a cost of £13.6m. These new properties will generate nearly £820,000 of gross income per year and, given the low interest rates currently being enjoyed, it is envisaged that they will make a contribution of £291,000 in excess of budget in the current year. It is suggested within the Commercial Investment Strategy that these monies are set aside to pump prime a sinking fund for the management of void costs.
- 4.10** Treasury management activity has produced a positive variance of £116,968 against budget. Access to low borrowing rates and the use of more lucrative funds for our cash investments has resulted in our treasury management activity providing a much better return than expected.
- 4.11** Taking into account the positive position on the corporate accounts, the overall position of the council at the end of Q3 is a surplus of £590,640.
- 4.12** The Council has successfully bid for £4.53 million from the growth deal fund via the Local Enterprise Partnership (LEP) to improve the existing Longford roundabout and to add a new roundabout east along the A40 to access the new development site at Innsworth. In order to access the funds, a business case needs to be put forward to the LEP Board for approval. The business case will need to include modelling, designs, financial justification, and risks etc. all of which are revenue activities. This work will be contracted to transport consultants to undertake with a delivery timescale of Autumn 2018. The LEP Board will be presented with the business case in early 2019 which upon acceptance will allow the drawdown of the grant monies.
- 4.13** It is anticipated that it will cost £100,000 to produce the business case with the work commencing in February 2018. The LEP Board will not finance the development of the business case but the money invested can be recovered from the overall grant once awarded. It is therefore necessary for the Council to forward fund the development of the business case with a 'loan' of £100,000 available from accumulates in-year surpluses.

## **5.0 CAPITAL BUDGET POSITION**

**5.1** Appendix 3 shows the capital budget position as at Q3. This is currently showing a significant underspend against the profiled budget.

**5.2** The underspend is as a result of not utilising all of the agreed funding on the purchase of commercial investment properties. There is also slippage in timescales on certain projects such as the refurbishment of the Council offices and also consistent underspends against expectations on disabled facilities grants.

## **6.0 RESERVES POSITION**

**6.1** Appendix 4 provides a summary of the current usage of available reserves.

**6.2** Reserves have been set aside from previous years to fund known future costs and the strategic planning decisions on the authority's future operation. The information in the Appendix does not take account of reserves which have been committed, but not yet paid.

**6.3** Whilst the Q3 position shows that there remains a significant balance on the reserves, the expectation is that the balances will be spent in the future. Finance has asked for updates from all departments about their plans to ensure that earmarked reserves are either used for their intended purpose, or released back to the general fund.

## **7.0 OTHER OPTIONS CONSIDERED**

**7.1** None

## **8.0 CONSULTATION**

**8.1** None

## **9.0 RELEVANT COUNCIL POLICIES/STRATEGIES**

**9.1** Council Plan 2016-20.

## **10.0 RELEVANT GOVERNMENT POLICIES**

**10.1** None directly.

## **11.0 RESOURCE IMPLICATIONS (Human/Property)**

**11.1** None directly.

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

**12.1** Linked to individual Council Plan actions.

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

**13.1** Linked to individual Council Plan actions.

## 14.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

14.1 Council Plan 2012-16 approved by Council 19 April 2016.

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**Background Papers:** None

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**Appendices:** Appendix 1 – Council Plan Performance Tracker Qtr 3 2017/18  
Appendix 2 - Revenue Budget  
Appendix 3 - Capital Budget  
Appendix 4 - Reserves



## Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2017-18

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	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.	Target date: March 2018	Corporate Leadership Team (CLT) Gill Blackwell 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. Significant projects in progress include the refurbishment of the Public Service Centre (incl. Growth Hub), Spring Gardens/Oldbury Road regeneration, review of garden waste, new on-line forms and review of the planning service. The progress in delivering these individual projects may vary but overall the transformation programme is delivering its objectives.
b) Implement a Fees and Charges Strategy to maximise return in the medium term.	Target date: <del>February 2018</del> April 2017	Head of Finance & Asset Management Ron Furolo Lead Member for Finance and Asset Management	✓	Strategy approved by Executive in April 2017. Timetable for ensuring fees and charges are reviewed and considered by each service on an annual basis aligns with the budget cycle and allows for publicity and communication with customers prior to their implementation on 1 April.



**PRIORITY: FINANCE AND RESOURCES**

Actions	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>				
c) Produce a balanced budget in light of elimination of the revenues support grant.	Target date: February 2018	Head of Finance and Asset Management  Ron Furolo Lead Member for Finance and Asset Management	✓	Budget proposal was approved at Council on 20 February. The proposal is balanced despite the £1.6m deficit.
<b>Objective 2. Maintain a low council tax.</b>				
3) Produce a medium term strategy which ensures that council tax remains in the lowest quartile nationally.	Target date: December 2017	Head of Finance & Asset Management  Ron Furolo Lead Member for Finance and Asset Management	✓	Annual Medium Term Financial Strategy was approved at Council in December 2017.

**PRIORITY: FINANCE AND RESOURCES**

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Objective 3. Investigate and take appropriate commercial opportunities.</b>				
a) Deliver the aims and objectives of the commercial property investment strategy.	Target date: March 2018	Corporate Leadership Team (CLT) Gill Blackwell Lead Member for Organisational Development and Ron Furolo Lead Member for Finance and Asset management		The council has been successful in acquiring an additional three properties to add to the portfolio at a cost of circa £13.6m with an average net initial yield of 5.99%. Portfolio is now worth £31.09m and generates over £1.9m gross income. A net return, after deducting financing costs, of £1.15m is available to support the council budget in 2018/19. Council has agreed a further £12m investment in additional properties.
b) Undertake a review of the discretionary trade waste service to ensure it is operating on a viable commercial level.	Target date: <del>April 2017</del> <del>July 2017</del> <del>August 2017</del> April 2018	Head of Community Services Jim Mason Lead Member for Clean and Green Environment		The final report has been received. Officers are now considering the outputs, implications and any subsequent actions. A separate marketing project has recently commenced.

**PRIORITY: FINANCE AND RESOURCES**



Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Objective 4. Use our assets to provide maximum financial return.</b>				
a) Put in place a plan to regenerate Spring Gardens	Target date: <del>December 2017</del> September 2018 (revised date)	Head of Finance and Asset Management  Ron Furolo Lead Member for Finance and Asset Management		Bruton Knowles appointed to review current position and advise on current market conditions and opportunities. Feedback to be provided to Spring gardens working group and will be reported in Spring.
b) Deliver the council's asset plan.	Target date: March 2018	Head of Finance & Asset Management  Ron Furolo Lead Member for Finance and Asset Management		Delivery of plan in third quarter has included: <ul style="list-style-type: none"> <li>• Agreement to dispose of garage sites at Winchcombe and Staverton</li> <li>• Land disposal at Lincoln Green Lane, Tewkesbury progressed</li> <li>• Top floor of Public Service Centre (PSC) refurbished and tenant moved in</li> <li>• Ground floor refurbishment plan and costs agreed – commence 1<sup>st</sup> February</li> <li>• New leases agreed for existing tenants at PSC</li> <li>• Land transferred to Tewkesbury Nature Reserve</li> <li>• Vineyards play area refurbishment completed and re-opened</li> <li>• Abbey caravan site agreement for lease in place and works commenced</li> <li>• Heads of Terms agreed for lease to Roses Trust</li> </ul>

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

KPI no.	KPI description	Outturn 2016-17	Target 2017-18	Outturn Q1 2017-18	Outturn Q2 2017-18	Outturn Q3 2017-18	Outturn Q4 2017-18	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
1	Percentage of creditor payments paid within 30 days of receipt.	94.74%	94.00%	95.18%	94.70%	94.55%		↔	☺	The percentage has remained stable in the third quarter.	Lead Member Finance and Asset Management/ Simon Dix
2	Outstanding sundry debt in excess of 12 months old.	£33,566	£50,000	£38,317	£43,351	£47,956		↓	☺	Two big debts totalling £19,127 are close to being resolved while the underlying debt of £28,830 needs to be addressed by service managers.	Lead Member Finance and Asset Management/ Simon Dix

**PRIORITY: ECONOMIC DEVELOPMENT**

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Objective 1. Be the primary growth engine of Gloucestershire's economy.</b>				
a) Seek approval and implement year one of the Economic Development and Tourism Strategy	Target date: June 2018	Head of Development Services Rob Bird Lead Member for Economic Development/Promotion		The Economic Development and Tourism Strategy was approved at Executive committee in June 2017. Implementation of annual delivery plan – activities this quarter: <ul style="list-style-type: none"> <li>• Growth Hub development (see action below)</li> <li>• Implementation of tourism marketing plan for Winchcombe</li> <li>• LEADER funding continuing to be allocated – increased grants now available approved 19 projects, with a total value of £515k (31%) across Tewkesbury Borough and Forest of Dean</li> <li>• LEP and Gloucestershire districts submitting an Expression of Interest to the European Regional Development Fund (ERDF) Inward Investment bid call – to improve and develop the Inward investment service and capacity for the county.</li> <li>• Promotional advert in Commercial Property magazine – opening South West section.</li> <li>• In partnership with Cotswold Tourism, new Visitor Guide produced – 200,000 copies being distributed globally</li> <li>• Reached 1,000,000 hits on Cotswold Tourism website</li> <li>• New Battle Trail leaflet in production</li> </ul>
b) Develop and launch a business growth hub in the Public Services Centre	Target date: Spring 2018	Head of Development Services Rob Bird Lead Member for Economic Development/Promotion		<ul style="list-style-type: none"> <li>• The Due Diligence business case has been submitted to the Local Enterprise Partnership (LEP) board.</li> <li>• Architect designs and survey work completed.</li> <li>• Workshop with Heads of Service and Operational Managers planned</li> <li>• The funding agreement and other documentation relevant to the successful delivery of the hub is now in progress.</li> <li>• Draft governance structure in place</li> <li>• Ongoing meetings with other Hub providers</li> </ul>






**PRIORITY: ECONOMIC DEVELOPMENT**

Actions	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.	Target date: <del>March 2017</del> <del>March 2018</del> June 2018 (revised date)	Head of Development Services Rob Bird Lead Member for Economic Development/Promotion	☹	Following the Thinking Places consultation. Building Design Partnership (BDP) are in the final stages of completing their first stage report setting out opportunities for future development at the area which will lead to a masterplan for the area to underpin the work of the JCS, prior to its publication later in the Spring. Detailed work on the masterplan will be updated following Housing Infrastructure Fund (HIF) award.
37 b) Work with our partners, including the JCS partners and the LEP, to promote the M5 Growth Zone.	Target date: Ongoing as part of County Strategic Economic Plan (ends 2022)	Head of Development Services Rob Bird Lead Member for Economic Development/Promotion	☺	Thinking Places has completed their consultation and work in regard to creating a vision for J9 and the wider area and have reported their initial findings to the J9 Members Working Group. Along with partners a response is being prepared to the Road Investment Strategy to highlight the importance of the M5 junctions in TBC area and Gloucestershire as a whole.
c) Work with partners to build a case for an all-ways M5 junction 10.	Target date: 2021 (approved business case)	Head of Development Services Rob Bird Lead Member for Economic Development/Promotion	☺	A bid for Forward Funding from the Housing Infrastructure Fund was submitted in September for funding to create an all ways M5 junction 10 with associated improvements. Outcome of the bid is expected in February.



**PRIORITY: ECONOMIC DEVELOPMENT**

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Objective 4. Deliver regeneration for Tewkesbury town.</b>				
a) Develop a regeneration plan for Tewkesbury Town.	Target date: April 2018	Head of Development Services  Elaine MacTierman Lead Member for Built Environment		The Tewkesbury Town Regeneration Partnership has been re-launched (incorporating the Riverside Partnership) with revised terms of reference and new membership.  Working Groups have been formed to take individual projects forward. <ul style="list-style-type: none"> <li>• Riverside project</li> <li>• Funding group</li> <li>• A masterplan overview group to deliver a refresh of the masterplan for Tewkesbury town centre.</li> </ul> The masterplan overview group has met to refresh the masterplan and has considered that the masterplan would be appropriately made into an supplementary planning document.
b) Deliver a programme with partners to progress Healings Mill and other key sites to support the regeneration of Tewkesbury.	Target date: <del>September 2017</del> <del>January 2018</del> March 2018 (revised date)	Head of Development Services  Rob Bird Lead Member for Economic Development/Promotion		Following the site not being sold last summer, discussions are now being sought with developer, to ascertain the potential of the site. Alongside this discussions with a number of agencies are being held to secure development. Officers have also met with the Environment Agency and Historic England on site to look at the constraints in environmental and flooding terms. A programme of action is being drawn up.
c) Explore the potential for the formation of a retail group to support the vitality and regeneration of the town.	Target date: September 2017	Head of Development Services  Rob Bird Lead Member for Economic Development/Promotion		A Tewkesbury Town Traders retail group has been formed in Tewkesbury and is led by local businesses. The Economic Development Officer regularly attends meetings to represent the Council but also to understand the retailers aspirations.

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<p>d) Explore with partners – including the Battlefield Society – the potential to increase the heritage offer at the Battlefield site.</p>	<p>Target date: Complete feasibility - <del>December 2017</del>. April 2018 (revised date)</p>	<p>Head of Development Services Rob Bird Lead Member for Economic Development/Promotion</p>	<p>☹</p>	<p>A feasibility assessment is in progress investigating the potential heritage offer. The original target date has been extended to conclude this work.</p>
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### Key performance indicators for priority: Economic development

KPI no.	KPI description	Outturn 2016-17	Target 2017-18	Outturn Q1 2017-18	Outturn Q2 2017-18	Outturn Q3 2017-18	Outturn Q4 2017-18	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
3	Employment rate 16-64 year olds.	83.7%		74.3%						74.3% relates to 40,800 people within the borough. This is just above the national rate of 74.2%.  (Source: ONS April 2016 – Mar 2017. Current figures)	Leader Member Economic Development/ Annette Roberts
4	Claimant unemployment rate.	1.0%		0.9%	0.9%	0.8%				0.8% relates to 425 people within the borough. This rate is below the county rate of 1.0%  (Source: ONS Dec 2017)	Leader Member Economic Development/ Annette Roberts
5	Number of business births.	460 (2015 figure)				480 (2016 figure)					Leader Member Economic Development/ Annette Roberts
6	Number of business deaths	335 (2015 figure)				515 (2016 figure)					
7	Number of visitors to Tewkesbury Tourist Information Centre (TIC)	32,270	31,000	9,751	11,808 (Q1 & Q2: 21,559)	4,180 (Q1 - Q3: 25,739)		↑	😊	UK & overseas visitor's numbers have remained steady, with slight decrease in local residents using the service. This is mainly as a result of more customers booking coach/buses online.	Leader Member Economic Development/ Annette Roberts

KPI no.	KPI description	Outturn 2016-17	Target 2017-18	Outturn Q1 2017-18	Outturn Q2 2017-18	Outturn Q3 2017-18	Outturn Q4 2017-18	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
8	Number of visitors to Winchcombe Tourist Information Centre (TIC)	10,316	10,000	4,002	4,233 (Q1 & Q2: 8,235)	1,172 (Q1 - Q3: 9,407)		↑	😊	Numbers remaining consistent. TBC working closely with Winchcombe Town Council to promote the area more effectively through a joint marketing plan.	Leader Member Economic Development/ Annette Roberts



**PRIORITY: HOUSING**

Actions	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.	Target date: Winter 2017	Head of Development Services Elaine MacTiernan Lead Member for the Built Environment	✓	All three councils adopted the JCS with Cheltenham Borough Council being the final council, on 11 December 2017
42 b) Develop the Tewkesbury Borough Plan.	Target date: <del>Winter 2018</del> Spring/ Summer 2019	Head of Development Services  Elaine MacTiernan Lead Member for the Built Environment	☺	<p>The timetable for the Tewkesbury Borough Plan (TBP) has been 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.</p> <p>It is anticipated that Council approval for the Preferred Options Borough Plan will take place in April 2018.</p> <p>Estimated timetable for the TBP to adoption is:</p> <ul style="list-style-type: none"> <li>• Preferred Options Consultation- Spring 2018</li> <li>• Pre-Submission Consultation- Summer 2018</li> <li>• Submission to Secretary of State- Summer/ Autumn 2018</li> <li>• Examination in Public- Winter 2018/19</li> <li>• Adoption- Spring/ Summer 2019</li> </ul>

**PRIORITY: HOUSING**

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
43 c) Support Neighbourhood Development Plans (NDP) across the borough where communities bring them forward.	Target date: March 2018	Head of Development Services Elaine MacTiernan Lead Member for the Built Environment	☺	<p>A total of 14 neighbourhood areas have now been designated across 16 parishes.</p> <p>The Gotherington NDP was subject to examination in April 2017 and was successfully voted through at its referendum on 20 July 2017. The NDP has now been formally 'made' by the Council.</p> <p>Twynning NDP was also successfully voted through at its referendum on 1 March 2018. Alderton NDP has now been successful at examination and the examiner's report is expected in February 2018.</p> <p>A number of other plans are also advancing and officers have been working with, Ashchurch Rural, Churchdown and Innsworth, Down Hatherley, Norton and Twigworth, and neighbourhood plan groups.</p>

**PRIORITY: HOUSING**

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<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.	Target date: Winter 2017 (JCS) Spring/ summer 2019 (TBP)	Head of Development Services  Elaine MacTiernan Lead Member for the Built Environment		The JCS was adopted on 11 <sup>th</sup> December 2017. Where adequate land was allocated to meet the housing needs.  It is anticipated that Council approval for the Preferred Options Borough Plan will take place in April 2018 before going out to public consultation.  The most recently published Housing Land Supply Statement (June 2017) sets out that the Borough currently has at least a 5.3 year supply of housing land.
44 b) Continue to promote sustainable development throughout the borough.	Target date: Winter 2017 (JCS) Spring/ Summer 2019 (TBP)	Head of Development Services  Elaine MacTiernan Lead Member for the Built Environment		The JCS was adopted in December 2017 and achieved its Winter 2017 target. However, the TBP will now follow the JCS and is being developed to reach adoption in Spring/Summer 2019. Therefore there has been a need to change the target date against this objective.

**PRIORITY: HOUSING**

Actions	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.**

<p>a) Monitor annually the delivery of homes within the borough.</p>	<p>Target date: March 2018</p>	<p>Head of Development Services Elaine MacTiernan Lead Member for the Built Environment</p>	<p>✓</p>	<p>The 2016/17 monitoring has now been completed and the report was published onto the council's website in June 2017. This report provides information on how many homes have been delivered within this year.</p>
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<p>45 b) Work with partners, infrastructure providers and developers to progress the delivery of key sites.</p>	<p>Target date: March 2018</p>	<p>Head of Development Services Elaine MacTiernan Lead Member for the Built Environment</p>	<p>☺</p>	<p>JCS transport strategy (May 2017) has identified key transport infrastructure requirements for strategic allocations.</p> <p>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. Both projects are progressing with the input of officers.</p> <p>M5 J9/Ashchurch visioning (thinking place) and master planning project (BDP) will be published shortly. This will be important piece of work in determining development potential in the area that will feed into the JCS review.</p>
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**PRIORITY: HOUSING**

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
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**Objective 4. Deliver affordable homes to meet local need.**

<p>a) Implement year one of the Housing and Homelessness Strategy</p> <p>46</p>	<p>Target date: 31 March 2018</p>	<p>Head of Community Services Julie Greening Lead Member for Health and Wellbeing</p>	<p>✓</p>	<p>The first year of the Homeless strategy Action Plan has now concluded. Year two action plan has been submitted to Executive committee. The new action plan is a 15 month plan to realign the plan to the municipal year rather than the calendar year.</p> <p>Successful activity this quarter includes:</p> <ul style="list-style-type: none"> <li>• An application for Challenge 1 of the Gold Standard was submitted in December 2017 and the authority should receive a Bronze award in the new year.</li> <li>• Lead authority on Places of Safety contract</li> <li>• A new county housing first service for chaotic entrenched rough sleepers has been introduced through a joint SIB funding bid</li> <li>• Housing services website successfully updated.</li> <li>• Affordable housing policies agreed with planning policy as part of the Borough Plan.</li> </ul>
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<p>b) Deliver 150 affordable homes each year.</p>	<p>Target date: 31 March 2018</p>	<p>Head of Community Services Elaine MacTiernan Lead Member for the Built Environment</p>	<p>✓</p>	<p>Q3 has delivered 65 new affordable properties including properties in Bishops Cleeve, Longford, Tewkesbury and Churchdown. They comprise of; 35 affordable rented and 30 shared ownership. This gives a total of 150 to date this year and means the annual target has been met ahead of time.</p>
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**PRIORITY: HOUSING**

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
c) Work in partnership to prevent residents becoming homeless.	Target date: 31 March 2018	Head of Community Services Julie Greening Lead Member for Health and Wellbeing	✓	<p>Housing services is actively participating in partnerships with other local districts, other public agencies such as the Police Crime Commissioner, Glos County, and the Glos Clinical Commissioning Group to provide a housing first model for rough sleepers. This will lead on many of the actions in our multi agency financial inclusion partnership, as well as working closely within internal partners such as Revenues and Benefits to make best use of the Discretionary Housing Payments funds.</p> <p>We are now the lead authority for the Places of Safety Project for victims of Domestic Abuse and negotiations have facilitated the continuation of the Sanctuary Scheme/target hardening for victims of violence who wish to remain in their own homes until July 2018.</p>

### Key performance indicators for priority: Housing

KPI no.	KPI description	Outturn 2016-17	Target 2017-18	Outturn Q1 2017-18	Outturn Q2 2017-18	Outturn Q3 2017-18	Outturn Q4 2017-18	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
9	Total number of homeless applications presented	119		28	23 (Q1 & Q2: 51)	33 (Q1, Q2 & Q3: 84)		↔		The number of households presenting as homeless during the second quarter has risen on the previous quarter but remain largely in line with the previous year	Lead Member Health and Wellbeing/ Peter Tonge
48 10	Total number of homeless applications accepted	61		16	10 (Q1 & Q2: 26)	24 (Q1, Q2 & Q3: 50)		↔		The number of accepted homeless applications has risen this quarter – this is likely to be as a result of clearing case backlogs which occurred during q2 following changes in the team and short period of under staffing	Lead Member Health and Wellbeing/ Peter Tonge

## Key performance indicators for priority: Housing

KPI no.	KPI description	Outturn 2016-17	Target 2017-18	Outturn Q1 2017-18	Outturn Q2 2017-18	Outturn Q3 2017-18	Outturn Q4 2017-18	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
11 49	Total number of active applications on the housing register	<b>2196</b> 1196 – 1 bed 668 – 2 bed 231 – 3 bed 83 – 4 bed 15 – 5 bed 3 – 6 bed+		<b>2367</b> 1283 – 1 bed 725 – 2 bed 245 – 3 bed 96 – 4 bed 15 – 5 bed 3 – 6 bed	<b>2017</b> 1066 – 1 bed 632 – 2 bed 226 – 3 bed 76 – 4 bed 15 – 5 bed 2 – 6 bed	<b>1886</b> 979 – 1 bed 599 – 2 bed 222 – 3 bed 70 – 4 bed 15 -5 bed 1 – 6 bed				The breakdown of bands is: Gold – 115 Silver – 515 Bronze – 1218 Emergency - 38 The numbers registered with Choice Based Lettings have fallen following ongoing review and removal of dormant applications.	Lead Member Health and Wellbeing/ Peter Tonge
12	Total number of homeless prevention cases	187		62	45 (Q1 & Q2: 107)	57 (Q1,Q2 & Q3: 164)		↑		This has been a successful quarter for preventing both homeless applications and homeless acceptances through positive interventions. The first three quarters indicate that prevention figures this year will be significantly higher than previous years	Lead Member Health and Wellbeing/ Peter Tonge

## Key performance indicators for priority: Housing

KPI no.	KPI description	Outturn 2016-17	Target 2017-18	Outturn Q1 2017-18	Outturn Q2 2017-18	Outturn Q3 2017-18	Outturn Q4 2017-18	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
13	Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant.	82.50%	80%	90.90%	80%	88.51%		↑	☺	<p>Improved performance in Q3 with both target and last year's out-turn being exceeded. Performance expected to continue to the year end.</p> <p>During this year a total of 35 'major' applications have been determined of which 31 were determined within 13 weeks or the agreed timescale with the applicant.</p>	Lead Member Built Environment/ Annette Roberts
14	Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the applicant.	70.55%	90%	66.04%	68.29%	73.89%		↑	☹	<p>Well below target but continued and significant improvement since Q1 and improvement on last year's out-turn. Not expected to meet target by year end however would expect to maintain improved performance.</p> <p>During this year a total of 180 'minor' applications have been determined of which 133 were determined within 8 weeks or the agreed timescale with the applicant.</p>	Lead Member Built Environment/ Annette Roberts

**Key performance indicators for priority: Housing**

KPI no.	KPI description	Outturn 2016-17	Target 2017-18	Outturn Q1 2017-18	Outturn Q2 2017-18	Outturn Q3 2017-18	Outturn Q4 2017-18	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
15 51	Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant.	88.66%	90%	90.19%	90.15%	91.11%		↑	😊	<p>Continued excellent performance, exceeding target and improvement on last year's out-turn. Speed of decisions has been positively impacted by the new technical officer post which provides support to officers and carries out the validation of applications.</p> <p>During this year a total of 472 'other' applications have been determined of which 430 were determined within 8 weeks or the agreed timescale with the applicant.</p>	Lead Member Built Environment/ Annette Roberts

**PRIORITY: CUSTOMER FOCUSED SERVICES**

Actions	Target date	Reporting Line	Progress to date	Comment
<b>Objective 1. Maintain and improve our culture of continuous service improvement.</b>				
a) Deliver improvements through a review of the Revenues and Benefits service	Target date: January 2018	Head of Revenues and Benefits Gill Blackwell Lead Member for Organisational Development	✓	<p>The main phase of the Revenues and Benefits team restructure is complete. A new management structure is in place supported with an overall reduction in the number of FTE within the benefits team. As routine business, the team structure will remain under review to ensure it is fit for purpose and responsive to changes resulting from legislative changes and customer requirements.</p> <p>Improvements to processes are taking place, including improved staff engagement, policy reviews and customer focus activities such as e-billing, pilot of webchat and online forms are in the pipeline.</p>
52 b) Deliver the enviro-crimes action plan, with a particular focus on fly-tipping and dog fouling	Target date: March 2018	Head of Community Services Jim Mason Lead Member for the Clean and Green Environment	☺	<p>The requirements of the enviro crime strategy continue to be implemented.</p> <ul style="list-style-type: none"> <li>• Officers continue to successfully issue fixed penalty notices, now more than 20 have been issued</li> <li>• Two cases relating to illegal waste deposit and carrying waste offences were sent for prosecution, report outcome in Q4</li> <li>• Signage continues to be erected at hotspots</li> <li>• Signage and Enforcement appearing to be effective as less tipping at common hotspots. Require to monitor over longer period to confirm trend.</li> <li>• Results from Public Space Protection Order (PSPO) dog fouling consultation indicate that there is broad support from responders regarding introduction of Borough wide PSPO. Report to committee in Q4 regarding adoption of PSPO across borough.</li> <li>• Joint stop and search initiative with Environment Agency carried out in October. Initiative considered by all parties a general success. Whilst no enforcement action was taken on this occasion a number of advisory letters were sent out and advice given. Will</li> </ul>

look to repeat this initiative in Q1 2018/19 and develop scope of initiative as a result of this experience.

**PRIORITY: CUSTOMER FOCUSED SERVICES**

Actions	Target date	Reporting Line	Progress to date	Comment
c) Review garden waste arrangements to improve the renewal and payment process	Target date: March 2018	Head of Corporate Services Jim Mason Lead Member for the Clean and Green Environment	☺	Notification for the annual renewal has been sent to 15,000 garden waste customers. The sticker licence is in place and will be forwarded once payment has been made. Resilience work has been undertaken with the Customer Services Team to prepare them for call volumes.

**Objective 2. Develop our customer service ethos to ensure that we deliver to the needs of residents.**

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a) Improve the quality of our website self-serve forms	Target date: March 2018	Head of Corporate Services Mike Dean Lead Member for Customer Focus	☺	<p>The project is progressing well, and the missed bin form is now live. This form makes it significantly easier for customers to report missed bins, and for Ubico to action them.</p> <p>Other completed forms include:</p> <ul style="list-style-type: none"> <li>• Business grant application</li> <li>• Job application</li> <li>• Community support request</li> <li>• Food business application</li> </ul> <p>Report it forms, as well as FOI and complaints forms will be completed in the new year.</p>
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**PRIORITY: CUSTOMER FOCUSED SERVICES**

Actions	Target date	Reporting Line	Progress to date	Comment
b) Roll out a programme of customer services training for staff across the council, including an appraisal of our complaint system.	Target date: <del>March 2017</del> <del>September 2017</del> January 2018	Head of Corporate Services  Mike Dean Lead Member for Customer Focus	☺	A review of our complaints system has taken place, and feedback is being used to inform the corporate online forms project. In addition, complaints handling training has taken place for operational managers. Customer services training is now programmed in for all front line staff – the council’s corporate customer care standards will be central to this.

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

54

a) Deliver the Public Services Centre refurbishment project.	Target date: <del>March 2018</del> <del>June 2018</del> August 2018 (revised date)	Head of Finance & Asset Management  Ron Furolo Lead Member for Finance and Asset Management	☹	Refurbishment works to top floor has now been completed. Works to the ground floor and entrance to offices now agreed within the allocated finances. Works to commence 1 <sup>st</sup> February with an estimated programme of 29 weeks. Reception areas and business hub to be completed by the end of June with civic suite and externals completed by the end of August.
b) To let out the top floor of the Public Services Centre.	Target date: March 2018	Head of Finance and Asset Management  Ron Furolo Lead Member for Finance and Asset Management	☺	One tenant to occupy a third of the area on the top floor has been secured with occupation on the 18 December 2017. The vacant space remains on the market and improvements to the marketing materials, potential inducements and increasing the amount of agents acting on behalf of the council to be considered if no tenants in place by the end of February.  Refurbished top floor being used as civic suite through ground floor refurbishment works therefore space unavailable for new tenants to occupy the area until September.

**PRIORITY: CUSTOMER FOCUSED SERVICES**

Actions	Target date	Reporting Line	Progress to date	Comment
<b>Objective 4. Improve and expand our partnership both public and private sector and explore opportunities to do this.</b>				
a) Look at collaborative options for the planning and environmental health services	Target date: Environmental health – <del>December 2017</del> <del>April 2018</del> July 2018 (revised date)  Planning - <del>December 2017</del> April 2018	Head of Development Services and Head of Community Services  Elaine MacTierman Lead Member for Built Environment and Jim Mason Lead Member for Clean and Green	<div style="text-align: center;">☹️</div> <hr/> <div style="text-align: center;">😊</div>	Environmental Health Manager Appointed in November 2017. EHM is in discussion with neighbouring authorities about the feasibility of shared post relating to planning consultations and contaminated land. The structure of the EH team is also currently under review.  Planning – a report is to be presented at Executive Committee in March outlining the proposals of the Development Services review.
b) Work with partners to improve digital links between public services to make life simpler for customers.	Target date: March 2018	Head of Corporate Services  Mike Dean Lead Member for Customer Focus	😊	‘Join forces with our partners’ is one of three key priorities in our Digital Strategy. Initiatives include ; <ul style="list-style-type: none"> <li>• New online forms are being developed to improve the way the council works with Ubico, as well as making it easier for customers to report, apply and pay for services.</li> <li>• The introduction of PayPoint will enable face-to-face customers to pay for things such as council tax or garden waste in their local communities, rather than having to drive to the council offices.</li> <li>• The introduction of Office 365 will provide collaborative working opportunities.</li> <li>• The property services help desk is accessible to all PSC customers.</li> </ul>

**PRIORITY: CUSTOMER FOCUSED SERVICES**

Actions	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>				
a) Deliver a Digital Strategy.	Target date: March 2018	Head of Corporate Services  Mike Dean Lead Member for Customer Focus	☺	The Digital Strategy was approved at Executive Committee on 6 April 2016. As part of this strategy, the digital team is in the process of inviting a number of suppliers in to demonstrate what might be possible in terms of digital platforms for Tewkesbury Borough Council.  In addition, the digital team has produced a digital story and accompanying info-graphic, which tells the story of how far the council has come in terms of digital changes. This has been circulated to councillors, staff and neighbouring districts.
50 b) Improve and increase the range of digital payment channels available for our customers	Target date: March 2018	Head of Finance and Asset Management  Mike Dean Lead Member for Customer Focus	☺	Implementation of Paypoint channel is now complete and payments are being received. Replacement of the income system will go live for garden waste payments in February 2018 with other services going live before the year end.
c) To improve business continuity, migrate to cloud based Office 365	Target date: December 2017	Head of Corporate Services  Mike Dean Lead Member for Customer Focus	✓	This constitutes phase one of the 365 project and all staff and members email have been moved onto 365.

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

KPI no.	KPI description	Outturn 2016-17	Target 2017-18	Outturn Q1 2017-18	Outturn Q2 2017-18	Outturn Q3 2017-18	Outturn Q4 2017-18	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
16	Total enquiries logged by the Area Information Centre (AIC).	1595		338	132	224				<p>Q1, Q2 Q3</p> <p>Bishops Cleeve 72, 24 64</p> <p>Brockworth 147, 53 101</p> <p>Churchdown 53, 24 19</p> <p>Winchcombe 66, 31 40</p> <hr/> <p>Total 338 132 224</p> <p>Customer foot fall remains steady.</p>	Lead Member Customer Focus/ Graeme Simpson
57 17	Total number of people assisted within the borough by Citizens Advice Bureau (CAB).	1372		383	735	1,114				<p>2,175 issues raised compared to 2,206 for the same period last year Q1-Q3). With 75% being about:</p> <p>Benefits 26%</p> <p>Debt 20%</p> <p>Employment 11%</p> <p>Relationships 10%</p> <p>Housing 8%</p> <p>Of the 1,114 clients seen in the first 9 months of this year the heaviest demand was again in Brockworth at 149 (13.4 %).</p> <p>The following five wards represent 515 (46%) of all clients seen:</p> <p>Brockworth 149, Cleeve</p>	Lead Member Economic Development /Promotion / Annette Roberts

										St Michael 107, Tewkesbury Priors Park- 107, Churchdown St Johns 84 and Tewkesbury Town with Mitton 71.	
Key performance indicators for priority: Customer focused services											
KPI no.	KPI description	Outturn 2016-17	Target 2017-18	Outturn Q1 2017-18	Outturn Q2 2017-18	Outturn Q3 2017-18	Outturn Q4 2017-18	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
18	Financial gain to clients resulting from CAB advice	£390,717		£77,593	£139,391	£198,524				During the quarter, clients have benefitted from £59,133 of financial gains (£198,524 in the nine months to end of December).	Lead Member Economic Development /Promotion / Annette Roberts
59 19	Number of reported enviro crimes	1359	1000	353	176 (Q1 & Q2 529)	181 (Q1 & Q2 & Q3 710)		↑	😊	Enviro-Crime figures for Q3: <ul style="list-style-type: none"> <li>fly tips- 75</li> <li>littering- 1</li> <li>dog fouling- 38</li> <li>abandoned vehicles- 28</li> <li>noise- 39</li> </ul> General reduction in reported enviro crimes continues in this quarter. This reflects the notable reduction of fly tipping at hotspots. Indication that Enviro crime strategy is having an effect. Longer data period required before conclusive analysis can be stated.	Lead Member Clean and Green Environment/ Peter Tonge

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

KPI no.	KPI description	Outturn 2016-17	Target 2017-18	Outturn Q1 2017-18	Outturn Q2 2017-18	Outturn Q3 2017-18	Outturn Q4 2017-18	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
20	Community groups assisted with funding advice	349		46	32 (Q1 & Q2: 78)	30 (Q1- Q3: 108)				<p>Since July 2015 community groups have been supported by the borough to receive £1,000,174 in grants from external funders.</p> <p>In quarter 3 of 2017-2018 the council supported groups to raise £100,991 in external grants.</p>	Lead Member Economic Development /Promotion / Annette Roberts
59 21	Benefits caseload: a) Housing Benefit b) Council Tax Support	3,974 4,552		3,971 4,536	4,000 4,461	4,008 4,441				The number of council tax support claimants has fallen during quarter 3. The housing benefit caseload has increased during this quarter, but it is anticipated that this will start to fall during Q4 once the whole of the Borough has moved to Universal Credit.	Lead Member Finance and Asset Management / Graeme Simpson
22	Average number of days to process new benefit claims	16.19	16.19	13.22	15.67	14.0		↑	☺	The benefits team continue to perform well above the national average of 21 days and remain on track to meet target.	Lead Member Finance and Asset Management / Graeme Simpson

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

KPI no.	KPI description	Outturn 2016-17	Target 2017-18	Outturn Q1 2017-18	Outturn Q2 2017-18	Outturn Q3 2017-18	Outturn Q4 2017-18	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
23	Average number of days to process change in circumstances	5.30	5.30	4.27	3.46	6.0		↓	☺	Performance remains good, the national average is 9 days. Performance has declined in quarter 3 due to changes with regard to homeless claims taking longer to assess at 10 days. Standard changes are currently taking 4 days on average to process.	Lead Member Finance and Asset Management/ Graeme Simpson
24	Percentage of council tax collected	98.24%	98%	29.63%	57.5%	85.6%		↑	☺	Council tax collection is on track to meet the 2017-18 target.	Lead Member Finance and Asset Management / Graeme Simpson
25	Percentage of NNDR collected	98.97%	98%	33.85%	59.4%	84.8%		↑	☺	Business rates collection is on track to meet the 2017-18 target.	Lead Member Finance and Asset Management / Graeme Simpson
26	Number of anti-social behaviour incidents	2443		615	600 (Q1- Q2: 1215)	501 (Q1- Q3: 1716)		↑		Over a rolling 12 mth period there has been a decrease in incidents of 8.5%	Lead Member Community/ Peter Tonge

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

KPI no.	KPI description	Outturn 2016-17	Target 2017-18	Outturn Q1 2017-18	Outturn Q2 2017-18	Outturn Q3 2017-18	Outturn Q4 2017-18	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
27	Number of overall crime incidents	3070		851	893 (Q1- Q2 1744)	793 (Q1- Q3: 2537)		↓		Over a 12 mth rolling period there has been an increase of 13.24%.	Lead Member Community/ Peter Tonge
28	Average number of sick days per full time equivalent	7.79	7.0	1.31	2.57 (Q1-Q2 3.88)	3.39 (Q1- Q3: 7.4)		↓	☹	Total sick days to Qtr 3 = 1306. Comprising long term (746) and short term (560). Long term sickness equates to av 4.28 days and short term 3.21 days	Lead Member Organisational Development/ Graeme Simpson
29	Percentage of waste recycled or composted	53.29%	52%	56%	57.48%	55.95%		↑	☺	Both the recycling rate and the kg/hh demonstrate good performance. There is a reduction of waste sent to landfill which is promising for a wasteful time of year at Christmas and New Year, even when some collections did not take place over the Christmas period due to bank holidays and some delays due to inclement weather. The MRF is efficiently sorting recyclables and the levels of contamination of wrong items are low. This can range between 6-8% of the material sent for sorting in the blue bin. Suez send this for energy recovery. Garden waste tonnages have dropped due to the change in	Lead Member Clean and Green Environment/ Peter Tonge
30	Residual household waste collected per property in kgs	411kg	430kg	95kg	94kg (Q1-Q2 189KG)	94kg (Q1- Q3: 283KG)		↑	☺		Lead Member Clean and Green Environment/ Peter Tonge



										season, however still averaging 406 tonnes per month over the quarter. Food waste tonnage is slightly lower than previous quarters, but this isn't reflected in the landfill tonnage and also will be down slightly due to the missed Christmas collections. Both the food and other bin tonnages will be up in January most likely as the catch up collections take place.	
31	Food establishments hygiene ratings	Not measured previously	5% baseline	4.82	4.36	4.30				There are 650 food hygiene rated premises. Of this 28 are below a food hygiene rating of three.	Lead Member Clean and Green Environment/ Peter Tonge

# Appendix 2- Budget Report

## Chief Executive

	Full Year Budget	Budget	Actual	Savings / (Deficit)	Budget Variance
	£	£	£	£	%
Employees	241,157	180,599	180,956	(357)	(0.2)
Premises	0	0	0	0	-
Transport	2,898	2,178	1,628	550	25.3
Supplies & Services	4,132	3,052	3,340	(288)	(9.4)
Payments to Third Parties	2,000	2,000	195	1,805	90.3
Support Services	(250,187)	0	0	0	-
Income	0	0	0	0	-
<b>TOTAL</b>	<b>0</b>	<b>187,829</b>	<b>186,119</b>	<b>1,710</b>	<b>0.9</b>

## Community Services

	Full Year Budget	Budget	Actual	Savings / (Deficit)	Budget Variance	
	£	£	£	£	%	
Employees	1,013,123	758,925	734,811	24,114	3.2	1
Premises	2,500	1,876	325	1,551	82.7	
Transport	35,284	26,471	21,770	4,701	17.8	
Supplies & Services	155,744	105,807	82,223	23,584	22.3	2
Payments to Third Parties	4,197,547	3,405,292	3,386,995	18,297	0.5	3
Support Services	445,907	0	0	0	-	
Depreciation	542,291	0	0	0	-	
Income	(1,824,800)	(1,425,605)	(1,433,077)	7,472	(0.5)	
<b>TOTAL</b>	<b>4,567,596</b>	<b>2,872,766</b>	<b>2,793,046</b>	<b>79,720</b>	<b>2.8</b>	

1) Employee savings relate to a number of savings made due to having a vacant licencing officer post which is being partially covered by current establishment, along with general staff turnover, maternity and sickness.

2) The saving on supplies and services is mostly related to the ending of the safe at home initiative, which was the cost of overseeing Disabled Facility Grant (DFG) applications. This is not being charged as part of the capital costs of DFGs.

3) Payments to third parties are showing an underspend due to a saving on the anticipated cost of the end of life costs on the vehicle contract. This was being funded from New Homes Bonus and so savings will be returned to reserves to fund other one off projects. The saving on this is being offset by a £38k projected overspend on the Ubico contract.

## Corporate Services

	Full Year Budget	Budget	Actual	Savings / (Deficit)	Budget Variance	
	£	£	£	£	%	
Employees	1,665,669	1,289,324	1,316,886	(27,562)	(2.1)	4
Premises	0	0	0	0	-	
Transport	16,951	12,781	10,456	2,325	18.2	
Supplies & Services	479,695	365,985	363,877	2,107	0.6	
Payments to Third Parties	111,720	65,969	55,985	9,984	15.1	
Transfer Payments - Benefits Service	19,627,180	0	(86,981)	86,981	-	5
Support Services	(336,319)	0	0	0	-	
Depreciate	24,136	0	0	0	-	
Income	(20,068,485)	(238,508)	(300,263)	61,755	(25.9)	5
<b>TOTAL</b>	<b>1,520,547</b>	<b>1,495,550</b>	<b>1,359,960</b>	<b>135,590</b>	<b>9.1</b>	

4) The employees' budget is overspent at the end of quarter 3 due to some savings from the Revenues and Benefits restructure yet to be realised as a result of minimal impact from the transfer to UC. Position to be reviewed throughout 2018.

5) The overall position is, however, positive due to excellent performance in the Benefits team and some additional income received from Central Government to support the delivery of legislative changes.

## Democratic Services

	Full Year Budget	Budget	Actual	Savings / (Deficit)	Budget Variance	
	£	£	£	£	%	
Employees	247,331	186,836	141,659	45,177	24.2	6
Premises	0	0	390	(390)	-	
Transport	17,888	13,421	10,879	2,542	18.9	
Supplies & Services	449,510	342,417	314,129	28,287	8.3	7
Payments to Third Parties	36,700	20,422	21,177	(755)	(3.7)	
Support Services	913,191	0	0	0	-	
Depreciation	21,021	0	0	0	-	
Income	(500)	(378)	(14,898)	14,520	(3,841.3)	8
<b>TOTAL</b>	<b>1,685,141</b>	<b>562,718</b>	<b>473,337</b>	<b>89,381</b>	<b>15.9</b>	

6) Employees cost are underspent as the additional costs of running elections in year has been less than the savings derived from the vacant post held in democratic services.

7) Small savings in the cost of annual computer licences, election costs and the cost of civic functions have resulted in a underspend across the service of nearly £30k.

8) A new burdens grant from central government has been received in the year which had not been budgeted for.

## Deputy Chief Executive

	Full Year Budget	Budget	Actual	Savings / (Deficit)	Budget Variance
	£	£	£	£	%
Employees	106,036	79,540	79,298	242	0.3
Premises	0	0	0	0	-
Transport	3,440	2,585	1,458	1,127	43.6
Supplies & Services	4,350	3,766	3,328	438	11.6
Support Services	(113,826)	0	0	0	-

Income	0	0	0	0	-
<b>TOTAL</b>	<b>0</b>	<b>85,891</b>	<b>84,085</b>	<b>1,806</b>	<b>2.1</b>

### Development Services

	Full Year Budget	Budget	Actual	Savings / (Deficit)	Budget Variance	
	£	£	£	£	%	
Employees	1,637,208	1,227,190	1,221,432	5,758	0.5	
Premises	43,230	9,136	10,102	(966)	(10.6)	
Transport	56,072	42,068	36,785	5,283	12.6	
Supplies & Services	165,030	148,286	152,149	(3,863)	(2.6)	
Payments to Third Parties	217,825	169,630	116,439	53,191	31.4	9
Support Services	438,685	0	0	0	-	
Depreciation	20,614	0	0	0	-	
Income	(1,472,081)	(1,074,177)	(818,515)	(255,662)	23.8	10
<b>TOTAL</b>	<b>1,106,583</b>	<b>522,133</b>	<b>718,392</b>	<b>(196,259)</b>	<b>(37.6)</b>	

9) The savings made on payments to third parties are as a result of £21K 2016/17 creditor that wasn't needed and so could be released into this year's budget. In addition, there has been a saving on agency costs relating to planning. This is directly linked to lower income received.

10) Planning income is £266,700 down on what we'd predicted in the budget at Q3. There are some other small income gains that have offset this slightly however it is now highly unlikely that we will meet the full budgeted income for this year.

### Finance and Asset

	Full Year Budget	Budget	Actual	Savings / (Deficit)	Budget Variance	
	£	£	£	£	%	
Employees	2,382,270	1,629,900	1,619,043	10,857	0.7	11
Premises	472,682	393,896	377,776	16,120	4.1	12
Transport	15,142	11,371	7,842	3,529	31.0	
Supplies & Services	474,561	358,830	349,859	8,971	2.5	
Payments to Third Parties	241,680	182,481	186,548	(4,067)	(2.2)	
Support Services	(753,235)	0	0	0	-	
Depreciation	384,530	0	0	0	-	
Income	(1,274,495)	(854,763)	(848,207)	(6,556)	0.8	
<b>TOTAL</b>	<b>1,943,135</b>	<b>1,721,715</b>	<b>1,692,862</b>	<b>28,854</b>	<b>1.7</b>	

11) A number of savings on posts as a result of maternity leave and some employees working reduced hours has resulted in an underspend against budget.

12) A range of small gains at a variety of locations against the costs of business rates, electricity and water has resulted in an underspend.

### One Legal

	Full Year Budget	Budget	Actual	Savings / (Deficit)	Budget Variance	
	£	£	£	£	%	
Employees	1,351,330	947,645	920,273	27,373	2.9	13
Premises	0	0	0	0	-	
Transport	21,575	14,353	10,015	4,338	30.2	
Supplies & Services	83,142	78,663	73,417	5,245	6.7	
Payments to Third Parties	150,460	7,845	2,238	5,607	71.5	
Support Services	(362,170)	0	0	0	-	
Income	(1,244,337)	(179,114)	(175,502)	(3,613)	2.0	
<b>TOTAL</b>	<b>0</b>	<b>869,392</b>	<b>830,441</b>	<b>38,951</b>	<b>4.5</b>	

13) Legal budgets are closely monitored through the JMLG meetings between the three partner organisations of one legal. The only significant variance is on employee costs, which is where extraordinary income has been used to offset employee costs, rather than being shown as a gain on income

### Appendix 3 - Analysis of Capital Budget

	Q3 Budget Position £	Q3 Actual Position £	(Over) / Under spend £	% Slippage	Comments
Council Land & Buildings	1,730,000	704,389	1,025,611	59	Majority of the expenditure is in relation to starting the refurbishment of the public services centre. This work is progressing with the 2nd floor being completed at the end of January and 1/3rd of the area now being rented commercially. However the rest of the project has slipped from the anticipated start date showing a saving against budget profile but with the ground floor phase commencing at the beginning of February, expenditure is expected to catch up over the next six months.
Vehicles & Equipment	636,299	553,813	82,486	13	The expenditure on vehicles is on budget and now delivered. The variance is primarily due to waste bin purchases. Expenditure is currently behind the budget profile, but it is likely that the budget will be utilised in full by the end of the year.
Capital Investment Fund	16,780,400	13,662,761	3,117,639	0	Officers have successfully concluded £13.6m of investment in the third quarter. A balance of £3.1m remains to be invested.
65 Community Grants	81,126	8,872	72,254	89	At the beginning of the year the expectation was that the majority of the remaining 9 capital grant projects would be underway. This has not happened and 4 schemes have not yet commenced at the end of Q3.
Housing & Business Grants	525,000	259,215	265,785	51	Spend on disabled facilities grants continue to be lower than expected in the budget.
<b>Total</b>	<b>19,752,825</b>	<b>15,189,050</b>	<b>4,563,775</b>	<b>23</b>	

## Appendix 4 - Revenue Reserves for 2017/18

Reserve	Balance 31st March 2017	Spend on Reserves to Quarter 3	Reserve Remaining	Note
<b>Service Reserves</b>				
Asset Management Reserve	521,892	16,563	505,329	
Borough Regeneration Reserve	6,934	-	6,934	
Business Support Reserve	232,299	27,632	204,668	
Business Transformation Reserve	322,070	92,480	229,590	1
Community Support Reserve	127,362	59,470	67,892	2
Development Management Reserve	103,800	44,378	59,422	3
Development Policy Reserve	296,884	70,935	225,949	4
Elections Reserve	63,000	-	63,000	
Flood Support and Protection Reserve	43,731	11,999	31,732	
Health & Leisure development reserve	28,046	16,057	11,989	
Housing & Homeless Reserve	18,160	573	17,587	
IT Reserve	14,726	2,495	12,231	
Organisational Development Reserve	14,458	2,086	12,372	
Risk Management Reserve	7,703	5,450	2,253	
Transport Initiatives Reserves	342,046	52,302	289,744	
Waste & Recycling development Reserve	28,750	1,313	27,438	
	2,171,862	403,733	1,768,128	
<b>Corporate Management Reserves</b>				
Business Rates Reserve	1,491,301	-	1,491,301	
MTFS Equalisation Reserve	1,167,617	-	1,167,617	5
	2,658,918	-	2,658,918	
<b>Totals</b>	<b>£4,830,779</b>	<b>£403,733</b>	<b>£4,427,046</b>	

### Notes to Reserves

- 1 Expenditure incurred on a range of initiatives including General Data Protection Requirements, replacement of income systems and the replacement of on-line forms
- 2 Expenditure against balance of community grants brought forward
- 3 Costs resulting from planning appeals and temporary staff to support major planning studies (externally funded)
- 4 Expenditure relating to the advancement of the Borough Plan and other initiatives
- 5 £837,000 of this reserve is being used to support the base budget in 2017/18 with the balance supporting future years

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	20 March 2018
<b>Subject:</b>	Flood Risk Management Group Report
<b>Report of:</b>	Annette Roberts, Head of Development Services
<b>Corporate Lead:</b>	Robert Weaver, Deputy Chief Executive
<b>Lead Member:</b>	Cllr E J MacTiernan, Lead Member for Built Environment
<b>Number of Appendices:</b>	Two

**Executive Summary:**

The report provides an update on the progress against the Flood Risk Management Action Plan.

**Recommendation:**

**To CONSIDER the annual report on progress against the Flood Risk Management Group Action Plan.**

**Reasons for Recommendation:**

At its meeting on 21 March 2017, the Overview and Scrutiny Committee agreed that progress against the Flood Risk Management Group Action Plan would be monitored by the Committee on an annual basis.

**Resource Implications:**

No additional resources are required as part of this report.

**Legal Implications:**

The Council has powers, under Section 14A of the Land Drainage Act 1991, to undertake flood risk management work where it considers that the work is desirable, having regard to the local flood risk management strategy for its area, and where the purpose of the work is to manage a flood risk in the Council's area from an ordinary watercourse. The works that the Council is permitted to do under this section is wide-ranging and includes the construction or maintenance of existing works (which include buildings, structures, watercourses, drainage works and machinery).

Where the works are to be carried out on land not owned by the Council, agreements should be put in place to cover consent of the owner for the works to be carried out and responsibilities for maintenance. However; under Section 64 of the Land Drainage Act 1991, the local authority may, at all reasonable times, enter any land for the purpose of exercising any functions under the Act.

The Council's contract rules will need to be followed when appointing contractors.

Where there are joint projects, such as with the Environment Agency, the Council should enter into agreements which set out each party's obligations and responsibilities in relation to these projects, including ongoing maintenance of the works.

Gloucestershire County Council (GCC) has made grants available to the District Councils to undertake flood alleviation schemes. An agreement between Gloucestershire County Council and the Borough Council has been established and will be implemented on all new schemes costing in excess of £1,000.

**Risk Management Implications:**

A failure to deliver against the action plan will mean that the authority will not be adequately managing the risk of flooding in the borough, particularly in relation to land within the local authority ownership.

**Performance Management Follow-up:**

Performance against the action plan is monitored at the Flood Risk Management Group on a quarterly basis.

**Environmental Implications:**

Any work involving natural watercourses or the cutting back of trees or hedges will be carried out at the time of year that has least impact on wildlife and habitat (e.g. bird nesting season). Where necessary the appropriate licences will be applied for.

**1.0 INTRODUCTION/BACKGROUND**

**1.1** At its meeting on 21 March 2017, the Overview and Scrutiny Committee recommended to the Executive Committee that:

- a) the revised Terms of Reference and Flood Risk Management Group Action Plan be adopted;
- b) a review of these Terms of Reference take place within the first 12 months of the term of the new Council; and
- c) progress against the Flood Risk Management Group Action Plan be monitored by the Overview and Scrutiny Committee on an annual basis.

1.2 The Executive Committee approved these recommendations and the Flood Risk Management Group (FRMG) meets on a quarterly basis and is chaired by the Lead Member for the Built Environment.

## 2.0 FLOOD RISK MANAGEMENT ACTION PLAN

2.1 The action plan at Appendix 1 is based on land drainage projects monitored by the Flood Risk Management Group. The action plan is a 'living' document to which funding or partnership opportunities can be added as and when they arise.

2.2 The Flood Risk Management Group last met on 26 February 2018. The action plan represents the report that was presented at that meeting.

2.3 The Action Plan is split up into a number of areas

- 1) Live Capital Projects
- 2) Tewkesbury Borough Council Programme of watercourse maintenance
  - TBC owned watercourse maintenance works 2017/18
  - TBC owned watercourse maintenance proposed 2018/19
- 3) Forward Plan - Future Maintenance Issues
- 4) Update on grant applications
  - Existing schemes
  - Funding bids in progress

## 3.0 LIVE CAPITAL PROJECTS

3.1 In terms of the live capital projects, the action plan shows one project named the Grange Field. This is a project to create the diversion of a channel to create meandering watercourse with associated wetland and wildflower meadow features. There is £180,000 allocated to this project. The Council is working in partnership with Environment Agency (EA) and Gloucestershire Wildlife Trust (GWT) to deliver this project. The tender for the civil engineering work on this project is open. This contract is currently programmed to begin on the 19 March 2018.

3.2 In 2017, the flood relief project at Chaceley (funded from a grant from Gloucestershire County Council) was completed on time and under budget. The scheme consisted of constructing a new twin outfall to the River Severn. The main function is to help evacuate flood water quicker than at present. There is also a preventative element which will be greatly enhanced once our working partner, the Lower Severn Internal Drainage Board, has cleared and regraded a connecting watercourse. Following a presentation to the Chaceley Parish Council public meeting, the Council received kind words of praise and thanks in an email.

## 4.0 TEWKESBURY BOROUGH COUNCIL OWNED WATERCOURSE MAINTENANCE WORKS 2017/18

4.1 The Council owns various parcels of land across the Borough and some of these have watercourses either running through them or adjacent to them. This means that the Council is a 'riparian owner' with responsibilities to maintain these watercourses in good condition. In 2009, the Council agreed to increase the land drainage revenue budget in order to allow for routine maintenance work to be carried out. During 2017/18, 98 projects have been undertaken across the borough including desilting, unblocking, flail cutting and hedge cutting, as well as reactionary work such as clearing fallen trees etc. This amounted to £45,444.



## **5.0 TEWKESBURY BOROUGH COUNCIL FUTURE MAINTENANCE WORKS PROPOSED 2018/19**

**5.1** The action plan also contains the programmed future maintenance works proposed in 2018/19 and includes 37 projects across the borough involving desilting, flail cutting and clearance of shrubs amounting to a total of £22,868. This does not take account of reactionary requirements or those areas where an annual assessment is made as to whether work is actually required. This will be monitored in the 2018/19 year through Officer updates to the FRMG meetings. There are also six projects listed on the Forward Plan – Future Maintenance Issues - which may require potential investment in the coming years.

## **6.0 GRANT APPLICATIONS – EXISTING SCHEMES**

**6.1** In relation to the grant applications, the action plan details four existing schemes which are currently live. These are being led by Gloucestershire County Council as the Lead Local Flood Authority with funding coming from Flood Defence Grant in Aid, Local Levy and the County Council. They consist of:

- Bishops Cleeve, Woodmancote and Southam - To deliver Surface Water Management Plan (SWMP) outputs. The SWMP identified a range of measures including diversion, storage and property protection. The allocated funding for this scheme is £900,000. The scheme is being commissioned which will be subject to consultation before tenders for project are invited in 2018.
- Churchdown – To deliver Surface Water Management Plan (SWMP) outputs. SWMP has identified range of measures including diversion, storage and property protection. The allocated funding for this scheme is £120,000; however, it is likely that this funding will be deferred until 2018/19.
- Prestbury / Whaddon - To deliver two flood storage areas with targeted Property Level Protection measures. The allocated funding for this scheme is £2.2 million. Work is expected to be completed in autumn 2018.
- Brockworth – To deliver Surface Water Management Plan (SWMP) outputs. SWMP has identified range of measures including diversion, storage and property protection. The allocated funding for this scheme is £200,000; however, it is likely that this funding will be deferred until 2018/19.

## **7.0 FUNDING BIDS IN PROGRESS**

**7.1** In relation to funding bids in progress, there is a notional allocation for Gloucestershire of £3M under the Priority Axis 6: Preserving and Protecting the Environment and Promoting Resource Efficiency under the European Structural and Investment Funds (ESIF) - European Regional Development Fund (ERDF) funding. The project, as part of the wider consortium bid surrounding Green Infrastructure in the JCS area, is still awaiting the grant funding agreement which is expected to be confirmed in spring 2018. The project surrounds the betterment of areas of public open space of low ecological value into a network of vibrant mini-meadow areas. This will provide significant multiple benefits in the way of flood risk, biodiversity, water quality, amenity and anti-social behaviour. It should also lessen the Council's future maintenance liability due to a much reduced cutting regime.

## **8.0 SUPPLEMENTARY PLANNING DOCUMENT**

**8.1** Alongside the above projects, the Flood Risk Management Group has overseen the review of the Flood and Water Management Supplementary Planning Document (SPD). This document was drafted, consulted on and has subsequently been adopted by the Council and is now a material consideration in the determination of planning applications.

## **9.0 WORKING IN PARTNERSHIP**

**9.1** Tewkesbury Borough Council, together with Gloucestershire Rural Community Council (GRCC), is also working with other partners to help communities in Tewkesbury Borough increase their resilience to floods; this includes flood warden training which took place in January 2018.

## **10.0 CONCLUSION**

**10.1** As well as continuing progress on specific projects and the production of the reviewed Supplementary Planning Document detailed above, the Council has been, and continues to be, successful in drawing in money from various sources, in particular the Lead Local Flood Authority to help fund further major capital projects which help protect our residents. Officers will continue to identify and apply for funding in the future, so there will be a constant, continuing process of working with local communities to identify flood alleviation projects.

## **11.0 OTHER OPTIONS CONSIDERED**

**11.1** None.

## **12.0 CONSULTATION**

**12.1** None.

## **13.0 RELEVANT COUNCIL POLICIES/STRATEGIES**

**13.1** Flood and Surface Water Supplementary Planning Document.

## **14.0 RELEVANT GOVERNMENT POLICIES**

**14.1** None.

## **15.0 RESOURCE IMPLICATIONS (Human/Property)**

**15.1** Tewkesbury Borough Council employs a Flood Risk Management Engineer. Part of the post holder's responsibilities is to identify flood risk management funding opportunities and submit bids, as well as to monitor progress on the action plan.

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

**16.1** Flood risk management reduces the likelihood that local residents and businesses will have flood water entering their properties and the consequential impact that such an event would have on the health, welfare and finances of those affected.

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

**17.1** None.

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

- 18.1** Overview and Scrutiny Committee – 21 March 2017  
Executive Committee – 26 April 2017

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**Background Papers:** None

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**Appendices:** Appendix 1 – Flood Risk Management Group Action Plan – February 2018

Appendix 2 - Grange Field Scheme Diagram.

## Flood Risk Management Group Action Plan (February 2018)

## i) “Live” capital projects

Table 1: Live Capital Projects

Location	Scheme / Works Description	Funding Source	Funding Allocated	Progress	Target Completion Date
The Grange Field	Diversion of channel to create meandering watercourse with associated wetland and wildflower meadow features.	Tewkesbury Borough Council	£180,000	<p>Working in partnership with Environment Agency (EA) and Gloucestershire Wildlife Trust (GWT). Whilst work has officially started, the substantive works have to coincide with the requirements of the ESIF grant if we are to receive the match funding – details of which are given separately below. However, the tender for the civil engineering work is open, with a closing date of 07/03/2018. This contract is currently programed to begin 19/03/2018.</p> <p>We are realising a cost saving by utilising Ubico for the soft landscaping and planting. We have provisional agreement to engage the services of the more expertise staff that were responsible for creating the wildflower planting at Pittville Park.</p>	Spring 2019

## ii) Tewkesbury Borough Council Programme of Watercourse Maintenance

Tewkesbury Borough Council (TBC) owns various parcels of land across the Borough and some of these have watercourses either running through them or adjacent to them. This means that Tewkesbury Borough Council is a 'riparian owner' with responsibilities to maintain these watercourses in good condition.

In 2009 TBC agreed to increase the land drainage revenue budget; in order to allow for routine maintenance work to be carried out.

**Table 2: Completed Tewkesbury Borough Council owned watercourse maintenance works 2017 – 2018**

	Location	Parish	Works	Estimated Length (m)	Cost
1	Kings Gate	Ashchurch Rural	Flail Cutting (June)	181	£144.80
2	Kings Gate	Ashchurch Rural	Flail Cutting and de silt (October)	181	£325.80
3	Cold Pool Lane (playing fields)	Badgeworth	Flail Cutting (June)	200	£160.00
4	Rhapsody Cl/Symphony Road	Badgeworth	Flail Cutting (June)	400	£320.00
5	Rhapsody Cl/Symphony Road	Badgeworth	Flail Cutting (October)	400	£320.00
6	Trumpeter Road	Badgeworth	Flail Cutting (June)	167	£133.60
7	Trumpeter Road	Badgeworth	Flail Cutting (October)	167	£133.60
8	Trumpeter Road	Badgeworth	Clearance of Reeds & pond	Sum	£1,633.60
9	Bramble Chase	Bishops Cleeve	Flail Cutting (June)	300	£240.00
10	Bramble Chase	Bishops Cleeve	Flail Cutting (October)	300	£240.00
11	Blackberry Grove	Bishops Cleeve	Flail cutting of banks (adjacent Gabions - June)	50	£40.00
12	Blackberry Grove	Bishops Cleeve	Flail cutting of banks (adjacent Gabions - October)	50	£40.00
13	Finlay Way	Bishops Cleeve	Flail Cutting (June)	420	£336.00
14	Finlay Way	Bishops Cleeve	Flail Cutting (October)	420	£336.00
15	Hayfield Way	Bishops Cleeve	Flail Cutting (June)	512	£409.60
16	Hayfield Way	Bishops Cleeve	Flail Cutting (October)	512	£409.60

17	Hayfield Way	Bishops Cleeve	Clearance of box culvert	Sum	£2,287.50
18	Oldacre Drive	Bishops Cleeve	Flail Cutting (June)	250	£200.00
19	Oldacre Drive	Bishops Cleeve	Flail Cutting (October)	250	£200.00
20	Oldacre Drive	Bishops Cleeve	Fallen trees removed	Sum	£1,095.00
21	Oldacre Drive	Bishops Cleeve	Tree works on watercourse	Sum	£1,560.00
22	Tobyfield Close	Bishops Cleeve	Flail Cutting (walk through cut - June)	10	£8.00
23	Tobyfield Close	Bishops Cleeve	Flail Cutting (walk through cut - October)	10	£8.00
24	Stoke Road	Bishops Cleeve	Flail Cutting (June)	55	£44.00
25	Stoke Road	Bishops Cleeve	Flail Cutting (October)	55	£44.00
26	Voxwell Lane	Bishops Cleeve	Flail Cutting (June)	100	£80.00
27	Voxwell Lane	Bishops Cleeve	Flail Cutting (October)	100	£80.00
28	Green Way Road	Brockworth	Fly tipping (Gas Cylinders in pond)	Sum	£85.00
29	Coopers View	Brockworth	Flail Cutting (walk through cut - June)	406	£324.80
30	Coopers View	Brockworth	Flail cutting of banks (walk through cut - October)	406	£324.80
31	Ermin Park	Brockworth	Flail Cutting (walk through cut - June)	100	£80.00
32	Ermin Park	Brockworth	Flail Cutting and De silt (walk through cut - October)	100	£180.00
33	Green Way Road	Brockworth	Flail Cutting (Balancing pond - June)	50	£40.00
34	Green Way Road	Brockworth	Flail Cutting (Balancing pond - October)	50	£40.00
35	Green W/Abbotswood	Brockworth	Flail cutting of banks (June)	20	£16.00
36	Green W/Abbotswood	Brockworth	Flail cutting of banks (October)	20	£16.00
37	Horsbere Brook	Brockworth	Flail Cutting (walk through cut - June)	500	£400.00
38	Horsbere Brook	Brockworth	Flail Cutting and De silt (walk through cut - October)	500	£900.00
39	Grenville Close	Churchdown	Flail Cutting  (June)	250	£200.00

40	Grenville Close	Churchdown	Flail Cutting (October)	250	£200.00
41	Trafalgar Dr/Snowdon	Churchdown	Flail Cutting (walk through cut - June)	375	£300.00
42	Trafalgar Dr/Snowdon	Churchdown	Flail Cutting (walk through cut - October)	375	£300.00
43	Parkside Close	Churchdown	Flail Cutting (walk through cut - June)	66	£52.80
44	Parkside Close	Churchdown	Flail Cutting (walk through cut - October)	66	£52.80
45	Parkside Close	Churchdown	Clearance of blockage	Sum	£85.00
46	Bird Road	Hucclecote	Flail Cutting (June)	300	£240.00
47	Bird Road	Hucclecote	Flail Cutting (October)	300	£240.00
48	Hathorn Road (Pond Area)	Hucclecote	Flail Cutting (June)	50	£40.00
49	Hathorn Road (Pond Area)	Hucclecote	Flail Cutting (October)	50	£40.00
50	Pineholt	Hucclecote	Clearance of blockage	Sum	£134.00
51	Rookery Road	Innsworth	Flail Cutting (walk through cut - June)	8	£6.40
52	Rookery Road	Innsworth	Flail Cutting (walk through cut - October)	8	£6.40
53	Fircroft Road	Longford	Flail Cutting (June)	115	£92.00
54	Fircroft Road	Longford	Flail Cutting and de silt (October)	115	£207.00
54	Chargrove Lane	Shurdington	Flail Cutting (Walk through cut - June)	180	£144.00
55	Chargrove Lane	Shurdington	Flail Cutting and de silt (Walk through cut - October)	180	£324.00
56	Tip Road	Stoke Orchard	Flail Cutting (June)	100	£80.00
57	Tip Road	Stoke Orchard	Flail cutting of banks and de silt - (October)	100	£180.00
58	Cricket Ground	Tewkesbury	Fallen Tree removal	Sum	£480.00
59	Avoncrest Drive	Tewkesbury	Flail Cutting and rubbish removal	37m	£1,605.00
60	Lankett Lane	Tewkesbury	Fly tipping (Sofa in channel)	Sum	£85.00
61	Bloody Meadow	Tewkesbury	Flail Cutting (June)	440	£352.00

62	Bloody Meadow	Tewkesbury	Flail Cutting (October)	440	£352.00
63	Carrant Brook	Tewkesbury	Flail Cutting (June)	500	£400.00
64	Carrant Brook	Tewkesbury	Flail Cutting (October)	500	£400.00
65	Carrant Brook	Tewkesbury	Tree works on watercourse	Sum	£2,580.00
66	Council Offices	Tewkesbury		Flail Cutting (June)	100
67	Council Offices	Tewkesbury	Flail Cutting and de silt (October)	100	£180.00
68	Cricket ground	Tewkesbury	Flail Cutting (June)	265	£212.00
69	Cricket ground	Tewkesbury	Flail Cutting and de silt (October)	265	£477.00
70	Lankett Lane	Tewkesbury	Flail Cutting (June)	180	£144.00
71	Lankett Lane	Tewkesbury	Flail Cutting and de silt (October)	180	£328.00
72	Lincoln Green Lane	Tewkesbury	Flail Cutting (June)	550	£440.00
73	Lincoln Green Lane	Tewkesbury	Flail cutting of banks (October)	550	£440.00
74	Rails Meadow	Tewkesbury	Flail Cutting (June)	395	£316.00
75	Rails Meadow	Tewkesbury	Flail Cutting (October)	395	£316.00
76	St Marys Lane	Tewkesbury	Flail Cutting (Access difficult - June)	50	£40.00
77	St Marys Lane	Tewkesbury	Flail Cutting and de silt (Access difficult - October)	50	£90.00
78	The Vineyards	Tewkesbury	Flail Cutting (June)	446	£356.80
79	The Vineyards	Tewkesbury	Flail Cutting and de silt (October)	446	£802.80
80	Beauchamp Road	Walton Cardiff	Flail Cutting (June)	80	£64.00
81	Beauchamp Road	Walton Cardiff	Flail Cutting & Reed removal (October)	80	£289.00
82	Crown Road	Walton Cardiff	Flail Cutting (June)	180	£144.00
83	Crown Road	Walton Cardiff	Flail Cutting & Reed removal (October)	sum	£1,344.00
84	Collyberry Road	Woodmancote	Flail Cutting  (walk through cut - June)	35	£32.00



85	Collyberry Road	Woodmancote	Flail Cutting and de silt (walk through cut - October)	35	£72.00
86	Collyberry Road	Woodmancote	Willow hedge cutting	35	£164.00
87	Honeybourne Meadow	Woodmancote	Flail Cutting (June)	240	£192.00
88	Honeybourne Meadow	Woodmancote	Flail Cutting and de silt (October)	240	£432.00
89	Honeybourne Meadow (Pond area)	Woodmancote	Flail Cutting (June)	350	£388.50
90	Honeybourne Meadow (Pond area)	Woodmancote	Flail Cutting (October)	350	£388.50
91	Pumping Stations	Deerhurst/Tirley	Service and Inspections (July / December)	sum	£1,480.00
93	Trash Screens	Various (8 screens)	De silt and unblock	sum	£3,620.00
94	Little Acorns (off A435)	Bishops Cleeve	Re-grading / shaping of slipping banks	sum	£1,402.50
95	Bramble Chase	Bishops Cleeve	Repairs to rotting bridge structure. Re grade of bank where eroding.	Sum	£3,567.00
96	Abbotswood Road	Brockworth	Dead and fallen tree removal	Sum	£1,040.00
97	Green Acre (off Abbotswood Rd)	Brockworth	Re-alignment of watercourse to help stop erosion of bank - rear property boundary.	sum	£2,838.00
98	Mill Avon/Lower Lode Lane	Tewkesbury	Collapsed fencing clearance and flail cutting.	sum	£1,350.00
	-	-			<b>£45,444.20</b>

**Table 3: Tewkesbury Borough Council owned watercourse maintenance works proposed 2018 - 2019**

	<b>Location</b>	<b>Parish</b>	<b>Works</b>	<b>Estimated Length (m)</b>	<b>Cost</b>
1	Kings Gate	Ashchurch Rural	Flail cutting of banks	181	£289.60
2	Cold Pool Lane (playing fields)	Badgeworth	Flail cutting of banks and hedgerow	200	£320.00
3	Rhapsody Cl/Symphony Road	Badgeworth	Flail cutting of banks	400	£640.00
4	Trumpeter Road	Badgeworth	Clearance of Reeds & pond	Sum	£1,767.20
5	Bramble Chase	Bishops Cleeve	Flail Cutting and de silt	300	£780.00
6	Blackberry Grove	Bishops Cleeve	Flail Cutting and de silt (adjacent Gabions)	50	£130.00
7	Finlay Way	Bishops Cleeve	Flail Cutting and de silt	420	£1,092.00
8	Hayfield Way	Bishops Cleeve	Flail cutting of banks	512	£819.20
9	Oldacre Drive	Bishops Cleeve	Flail cutting of banks	250	£400.00
10	The Grange	Bishops Cleeve	Flail cutting of banks (walk through cut)	300	£480.00
11	Tobyfield Close	Bishops Cleeve	Flail cutting of banks (walk through cut)	10	£16.00
12	Stoke Road	Bishops Cleeve	Flail cutting of banks	55	£88.00
13	Voxwell Lane	Bishops Cleeve	Flail Cutting and de silt	100	£260.00
14	Coopers View	Brockworth	Flail Cutting and de silt (walk through cut)	406	£1,055.60
15	Ermin Park	Brockworth	Flail cutting of banks (walk through cut)	100	£160.00
16	Green Way Road	Brockworth	Flail cutting of banks (Balancing pond)	50	£80.00
17	Green W/Abbotswood	Brockworth	Flail Cutting and de silt	20	£52.00
18	Horsbere Brook	Brockworth	Flail cutting of banks (walk through cut)	500	£800.00
19	Grenville Close	Churchdown	Flail Cutting and de silt	250	£650.00
20	Trafalgar Dr/Snowdon	Churchdown	Flail Cutting and de silt (walk through cut)	375	£975.00

21	Parkside Close	Churchdown	Flail cutting of banks (walk through cut)	66	£105.60
22	Bird Road	Hucclecote	Flail cutting of banks	300	£480.00
23	Hathorn Road (Pond Area)	Hucclecote	Flail cutting of banks	50	£80.00
24	Rookery Road	Innsworth	Flail cutting of banks (walk through cut)	8	£12.80
25	Fircroft Road	Longford	Flail cutting of banks	115	£184.00
26	Chargrove Lane	Shurdington	Flail cutting of banks (Walk through cut)	180	£288.00
27	Tip Road	Stoke Orchard	Flail cutting of banks and de silt	100	£260.00
28	Bloody Meadow	Tewkesbury	Flail cutting of banks	440	£702.00
29	Carrant Brook	Tewkesbury	Flail Cutting and de silt	500	£1,300.00
30	Council Offices	Tewkesbury	Flail cutting of banks	100	£160.00
31	Cricket ground	Tewkesbury	Flail cutting of banks	265	£424.00
32	Lankett Lane	Tewkesbury	Flail cutting of banks	180	£288.00
33	Lincoln Green Lane	Tewkesbury	Flail cutting of banks	550	£880.00
34	Rails Meadow	Tewkesbury	Flail Cutting and de silt	395	£1,027.00
35	St Marys Lane	Tewkesbury	Flail cutting of banks (Access difficult)	50	£80.00
36	The Vineyards	Tewkesbury	Flail Cutting and de silt	446	£713.60
37	Beauchamp Road	Walton Cardiff	Clearance of reeds	sum	£353.00
38	Crown Road	Walton Cardiff	Clearance of reeds	sum	£1,488.00
39	Collyberry Road	Woodmancote	Flail Cutting and de silt (walk through cut)	35	£228.00
40	Honeybourne Meadow	Woodmancote	Flail cutting of banks	300	£480.00
41	Pumping Stations	Deerhurst/Tirley	Service and Inspections (6 monthly)	sum	£1,480.00
63	Trash Screens	Various (8 screens)	De silt and unblock	sum	To be confirmed
37	Various Sites	Various	Footbridges over watercourses inspection and repairs	sum	£1,000.00
					<b>£22,868.60</b>

All works are subject to current quoted costs.

The contract involves:

- Flail cutting of banks twice yearly – Jun/Jul and Oct/Jan
- De silting where necessary over a 3 year programme.

**Table 4 – Forward Plan – Future Maintenance Issues**

Table 4 shows potential future maintenance issues outside of the general maintenance on our owned watercourses. I.e. collapsing, slipping banks, substantial erosion etc.

Below shows the current known watercourses that potentially will cost monies to fix in the future.

	Location	Parish	Problem	Risks -	Comments
1	Finlay Way	Bishops Cleeve	Banks eroding (very sandy soil)	Low	Monitor. Big open space behind.
2	A435 (rear of Little Accorns)	Bishops Cleeve	Banks eroding	Medium	Significant movement in banks. Collapsing in several places over a 50m length. Proposed re grade and possible tree planting to help support bank.
3	Horsbere Brook	Brockworth	Collapsed gabion basket	Low	Monitor. Very deep and wide watercourse. Access issues.
4	Ermin Park	Brockworth	Steep bank with Trees	Low	Monitor. Very deep and wide watercourse. Access issues.
5	Pineholt	Hucclecote	Banks eroding	Medium	Significant movement in banks. Causing more slippage. Proposed re grade possible willow spilling erosion control
6	Mill Avon	Tewkesbury	Collapsed bank fenced off at Gloucester Road, Tewkesbury	Low	Monitor. Very deep and wide watercourse.

### iii) Update on Grant Applications

**Table 5: Existing Schemes**

Location	Scheme / Works Description	Funding Source	Funding Allocated	Progress	Estimated earliest construction start
Bishops Cleeve, Woodmancote and Southam	Surface Water Management Plan (SWMP) outputs. SWMP has identified range of measures including diversion, storage and property protection	FDGiA, local levy and GCC contribution	£728k FDGiA £16k Local Levy £150k GCC	GCC is the lead authority for this scheme. Parish Council consulted in 2014 on the broad outline of an initial package of measures. GCC has commissioned Atkins to prepare inception scheme design and estimated costs. Landowners and the Parish Council will then be consulted on these proposals before detailed design and invitation of tenders in 2018.	2018/19
Churchdown	Surface Water Management Plan (SWMP) outputs. SWMP has identified range of measures including diversion, storage and property protection	FDGiA, local levy and GCC contribution	£71k FDGiA £13k Local Levy £40k GCC	GCC is the lead authority for this this scheme. Unfortunately, it has not been possible to reach an agreement with landowners. It is now proposed to use property level resilience measures only and although doorstep surveys can be carried out this year it is likely that the EA will be asked to defer funding for the implementation of the work to 2018/19.	2017/18/19

Location	Scheme / Works Description	Funding Source	Funding Allocated	Progress	Estimated earliest construction start
Prestbury / Whaddon	Two distinct but nearby flood storage areas with targeted Property Level Protection measures	FDGiA, local levy and GCC contribution	£2m FDGiA £50k Local Levy £243k GCC	GCC is the lead authority for this scheme. Planning permission has been granted and pre commencement archaeology mitigation work has been carried out. The main civil engineering work started in January 2018 and is expected to be completed by the autumn weather permitting.	2017/18
Brockworth	Surface Water Management Plan (SWMP) outputs. SWMP has identified range of measures including diversion, storage and property protection	FDGiA, local levy and GCC contribution	£142k FDGiA £15k Local Levy £40k GCC	GCC is the lead authority for this scheme. Unfortunately it has not been possible to reach an agreement with landowners. It is now proposed to use property level resilience measures only and although doorstep surveys can be undertaken this year the EA will be asked to defer the funding for the implementation of the works to 2018/19.	2017/18/19

**Table 6: Funding Bids in progress**

Location	Scheme / Works Description	Funding Source	Funding Allocated	Progress	Target Completion Date
Various	Priority Axis 6: Preserving and Protecting the Environment and Promoting Resource Efficiency	European Structural and Investment Funds (ESIF) - European Regional Development Fund (ERDF)	Notional allocation for Gloucestershire ~ £3M	<p>Our project, as part of the wider consortium bid surrounding Green Infrastructure in the JCS area, is still awaiting the grant funding agreement. DCLG have stated we are 'in the queue' and they are looking to get it finalised by the end of February.</p> <p>As you will recall; the project surrounds the betterment of areas of public open space of low ecological value, into a network of vibrant mini-meadow areas. This will provide significant multiple benefits in the way of flood risk, biodiversity, water quality, amenity and anti-social behaviour (dog fouling and inconsiderate parking issues have been reported). In addition we will be creating solutions that can be simply and effectively maintained and adapted over time. The Grange Field project would act as the match funding and as such are intrinsically linked.</p>	One of the criteria of the call is that all projects need to be completed by 2020



# The Grange Field Watercourse



The watercourse connects back into the existing route here

A leaky dam made from log piles holds water back during heavy rain events and helps to create the wet woodland habitat

**Attractive**

An optional path through wet woodland offers an immersive experience into this interesting habitat

*Working in partnership*

The main channel has a more vertical profile where bridges are located so that a clear waterbody can be seen and gentler profile elsewhere where plants will more easily colonise. In several areas there are wide flat shelves planted with wet meadow species

The existing woodland will be coppiced, reduced and managed sensitively to allow for the new watercourse channel and to create a softer looking edge

The existing channel will be closed off and infilled with material from the excavation, protecting the boundary to the park. The old channel will be underdrained to ensure this low area does not become boggy

- KEY**
- Existing tree
  - Proposed tree
  - Existing woodland
  - Tree removed
  - Existing watercourse infilled
  - Proposed watercourse
  - Top of bank to watercourse
  - SuDS treatment basin
  - Existing intercepted pipe
  - Offline Basin
  - Extent of flood water behind leaky dams
  - Wet woodland pools
  - Pedestrian bridge
  - Wet woodland walkway
  - Informal ford crossing for maintenance
  - Leaky log dam
  - Existing grass areas
  - Meadow grass
  - Flat shelf and wet meadow
  - Grass mounding
  - Existing fence to be removed
  - Reclaimed log natural play

**Wildlife**

The new watercourse meanders gently through the landscape

Bridges allow easy access over the channel

Attractive flower meadow species to the banks of the channel will attract wildlife

When the water levels are high, water will spill into this shallow pool and drain away again slowly, forming a biodiverse and variable wetland habitat

Excess material from the excavation to be formed into gentle low mounds

Natural play areas using cut logs from the woodland are located within existing ridge and furrow landform

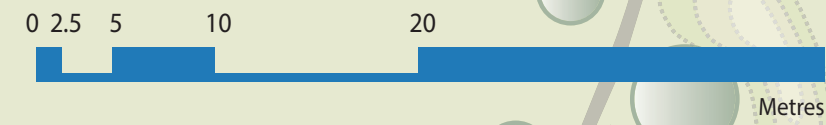
Existing storm water pipe from school intercepted and taken into a SuDS treatment basin to be cleaned before entering the watercourse

Existing fence removed to east boundary. Mounding and natural play elements provide and informal barrier and play opportunities

**Playful spaces**

Wider park area outside scope of this project (some mounding located to southern parts of the park)

**Supports biodiversity**





# The Grange Field Watercourse

*Working in partnership*

Fence removed along boundary creating an open and accessible entrance to the park

Gentle grass mounds create an exciting playful landscape, restrict vehicle access and recycle excavated material from the new watercourse

Natural play features are located at key points around the park encouraging users into the heart of the open space utilising the distinctive ridge and furrow

The majority of the mature parkland trees will be kept and new tree planting established to replace any lost due to the works

Reclaimed logs used as informal boundary, seating and play elements along the boundary

New recycled plastic bridges provide easy access over the watercourse and closer proximity to the water

Beautiful meadow grasses cover the banks of the new watercourse and wetland plants line the channel, enhancing the biodiversity of the park

The new watercourse meanders slowly through the landscape with gently sloping banks

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**View from first bridge looking back to the park**

New tree and wet meadow planting to create a national priority wet woodland habitat

New recycled plastic bridges provide easy access over the watercourse and closer proximity to the water

Low level walkway provides an optional immersive experience of the wet woodland habitat

Natural play features are located at key points around the park encouraging users into the heart of the open space utilising the distinctive ridge and furrow

Pathway on the upper level offers users an alternative route

Small basins within this low flat area encourage water to collect seasonally providing a diverse and rich habitat

**View from wet woodland walk**