

23 April 2018

<b>Committee</b>	Overview and Scrutiny
<b>Date</b>	Tuesday, 1 May 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**

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

When the continuous alarm sounds you must evacuate the building by the nearest available fire exit. Members and visitors should proceed to the visitors' car park at the front of the building and await further instructions (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.



Item	Page(s)
<b>3. DECLARATIONS OF INTEREST</b>	
Pursuant to the adoption by the Council on 26 June 2012 of the Tewkesbury Borough Council Code of Conduct, effective from 1 July 2012, as set out in Minute No. CL.34, Members are invited to declare any interest they may have in the business set out on the Agenda to which the approved Code applies.	
<b>4. MINUTES</b>	1 - 12
To approve the Minutes of the meeting held on 20 March 2018.	
<b>5. CONSIDERATION OF THE EXECUTIVE COMMITTEE FORWARD PLAN</b>	13 - 19
To determine whether there are any questions for the relevant Lead Members and what support the Overview and Scrutiny Committee can give to work contained within the Plan.	
<b>6. OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2018/19</b>	20 - 33
To approve the Overview and Scrutiny Committee Work Programme for the forthcoming year.	
<b>7. HOUSING STRATEGY MONITORING REPORT</b>	34 - 55
To consider the progress made in respect of the outcomes identified in the Housing Strategy Action Plan.	
<b>8. DISABLED FACILITIES GRANTS REVIEW MONITORING REPORT</b>	56 - 63
To consider progress against the recommendations arising from the Disabled Facilities Grants review.	
<b>9. CUSTOMER CARE STRATEGY</b>	64 - 74
To consider the progress made in relation to the actions contained within the Customer Care Strategy Action Plan 2017/18 and to endorse the action plan for 2018/19.	
<b>10. ANNUAL OVERVIEW AND SCRUTINY REPORT 2017/18</b>	75 - 91
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.	

**DATE OF NEXT MEETING****TUESDAY, 12 JUNE 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, 20 March 2018 commencing at 4:30 pm**

### **Present:**

Chair  
Vice Chair

Councillor P W Awford  
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.76 ANNOUNCEMENTS**

- 76.1 The evacuation procedure, as noted on the Agenda, was advised to those present.
- 76.2 The Chair welcomed the Managing Director of Ubico to the meeting and indicated that he was in attendance for Agenda Item 9 – Ubico Update. It was noted that the Lead Member for Organisational Development - which included scrutiny - was also present as an observer.

### **OS.77 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

- 77.1 Apologies for absence were received from Councillor T A Spencer. There were no substitutions for the meeting.

### **OS.78 DECLARATIONS OF INTEREST**

- 78.1 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.
- 78.2 There were no declarations made on this occasion.

### **OS.79 MINUTES**

- 79.1 The Minutes of the meeting held on 6 February 2018, copies of which had been circulated, were approved as a correct record and signed by the Chair.

**OS.80 CONSIDERATION OF THE EXECUTIVE COMMITTEE FORWARD PLAN**

80.1 Attention was drawn to the Executive Committee Forward Plan, circulated at Pages No. 8-9. 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.

80.2 It was

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

**OS.81 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2017/18**

81.1 Attention was drawn to the Overview and Scrutiny Committee Work Programme 2017/18, circulated at Pages No. 10-13, which Members were asked to consider.

81.2 It was

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

**OS.82 GLOUCESTERSHIRE POLICE AND CRIME PANEL UPDATE**

82.1 The Chair advised that, unfortunately, the Council's representative on the Gloucestershire Police and Crime Panel had been unable to attend the last meeting of the Panel on 16 March 2018. He had advised that the main report had been based around restorative justice and this would be circulated to Members following the meeting.

82.2 It was

**RESOLVED** That the report on restorative justice, considered by the Gloucestershire Police and Crime Panel at its meeting on 16 March 2018, be circulated to the Committee following the meeting.

**OS.83 GLOUCESTERSHIRE HEALTH AND CARE OVERVIEW AND SCRUTINY COMMITTEE UPDATE**

83.1 Members received an update from the Council's representative on the Gloucestershire Health and Care Overview and Scrutiny Committee, on matters discussed at its last meeting held on 6 March 2018.

83.2 Members were informed that the Chief Executive of the Gloucestershire Hospitals NHS Foundation Trust had submitted a detailed briefing to the Committee including the reasons for the proposal to establish a subsidiary company; the number of staff affected; and the staff consultation process. Most of the concerns that were raised by the Committee had reflected those raised by staff throughout the consultation process and the briefing paper clarified the Trust's response. It was also confirmed that the subsidiary company would be fully accountable to Her Majesty's Revenue and Customs. Whilst acknowledging that there had been formal consultation with affected staff, some Members felt that the Committee should also have been consulted; however, as this matter related to how the Gloucestershire Hospitals NHS Foundation Trust organised its workforce, not to a service change, it fell outside the remit of the Committee.

- 83.3 It was noted that the Committee had received and discussed the Gloucestershire Winter Resilience Plan at its November 2017 meeting and it was important to understand whether the objectives identified in the plan had been achieved. It was clear that, despite the challenges, a lot had been accomplished and this was attributed to significantly closer partnership working and every member of staff working together to achieve the best for patients. Headlines from the period included: significantly improved winter emergency department performance – the national four hour standard had been met in November 2017 for the first time in over four years, December had seen a 16.84% increase in performance and there had been a 15.01% improvement in January compared with the same period in the previous year; 78% reduction in ambulance handover delays with zero over one hour; 59% increase in weekend discharges; reduced delayed transfers of care with Gloucestershire being the third best in the country for January 2018; and, the Gloucestershire Care Services NHS Trust rapid response service had supported 80% (1,295) more patients to remain in their own home over the winter compared to the previous year. The data on the trauma and orthopaedics pilot at Gloucestershire Hospitals NHS Foundation Trust had indicated this was having a positive effect on the patient experience and was improving job satisfaction for staff and training for junior doctors. The Committee had agreed to extend the pilot in order to gather more data and continue validation of this process with a formal consultation on a service change in due course.
- 83.4 In addition to the Winter Plan performance, the Committee had noted that the Gloucestershire Clinical Commissioning Group (GCCG) was working to reduce cancer wait times and would continue to closely monitor performance. It was also clarified that the GCCG was working with the 2gether NHS Foundation Trust to improve waiting times around Early Intervention in Psychosis and would be looking to increase the age range next year. It was noted that adult social care reassessments had been an issue for some time and the performance team had been commissioned to undertake a detailed analysis with every team. It had been identified that restrictions within the Estates Return Information Collection (ERIC) system had resulted in each locality developing their own way of recording data which had impacted on overall performance; work was underway for a replacement for ERIC.
- 83.5 The Chair thanked the Council's representative for her report and it was  
**RESOLVED** That the Gloucestershire Health and Care Overview and Scrutiny Committee Update be **NOTED**.

#### **OS.84 UBICO UPDATE**

- 84.1 Attention was drawn to the report of the Head of Community Services, circulated at Pages No. 14-20, which provided Members with an update on the waste collection and grounds maintenance services provided by Ubico and the work underway to review street cleansing services. Members were asked to consider the update.
- 84.2 The Head of Community Services explained that the Committee had received a number of reports from the Council and the Joint Waste Team throughout the year and, at its meeting in May 2017, Members had specifically requested this interim update given that the next annual report was not due until July 2018. He reminded Members that the Council had completed its fleet procurement in April 2017 and significant round changes had also been introduced at that time impacting on 60% of the borough. Any changes to waste collections were expected to cause a degree of disruption in the following month or two but, in this case, it had continued well past that period - there had been an increase in missed bins including a number of assisted collections to the elderly and vulnerable, public complaints had

risen and there had been issues with stock control with Ubico running out of bins on several occasions. The table at Page No. 16, Paragraph 3.4, showed the number of missed bins for the year to date broken down by month; it was noted that over 1,000 bins had been missed in April 2017 and that was simply unacceptable. As the amount of missed bins remained at a high level, a number of meetings had been held with the new Managing Director of Ubico when he took up the post in May 2017 and this was something he had prioritised very quickly. As a result, an improvement plan was agreed with Ubico with the aim of reducing the number of missed collections to below 100 per week by the end of August 2017 with a 50% reduction on the quarter 1 figures by the end of October 2017; this equated to a 0.09% missed collection rate, well below the 1% target. The plan also intended to improve communications between the Council and Ubico, which he was pleased to report had happened, as well as developing better reporting systems and ensuring that the stock of bins was monitored and maintained. It was noted that the number of missed bins had increased in December 2017 and January 2018 due to the inclement weather; this was to be expected and Ubico had kept the Council fully informed of what was being done to address any issues so that this could be clearly communicated to residents and there had been a significant improvement in that area. In addition to the close monitoring of missed bins, a “red list” had been introduced by Ubico for properties where bins were missed on more than one occasion and therefore required additional attention; there were currently less than 10 properties on the red list. Regular reports were provided to the Environmental Services Project Board, which included the Head of Community Services and the Lead Member for Clean and Green Environment. The standard of waste collections continued to be monitored on a weekly basis to ensure that the Council and Ubico were working together to provide the best possible service for residents.

- 84.3 In terms of the garden waste service, Members were advised that a new garden waste club had recently been launched. Members of the club paid an annual subscription fee and there was now a single annual renewal date for all customers. Once they had paid the fee, customers were sent an adhesive sticker to place on their brown bins making it easier for crews to identify bins for collection. There was potential to expand this service and the idea of introducing rewards for recommending a friend was currently being considered as an incentive.
- 84.4 The Head of Community Services went on to advise that, unfortunately, grounds maintenance had not been as successful and the summer period had been particularly difficult for a number of reasons including the loss of the Council's client monitoring officer and a key member of staff leaving Ubico. The Council's Property team had played a significant part in getting the service back on track and had put in place a new task management software system which allowed tasks to be logged and managed. Furthermore, new Key Performance Indicators (KPIs) had been introduced and Officers were now looking at entering into a service level agreement for tasks to be categorised as urgent, high, medium or low. One of the issues that had been identified was the lack of investment in equipment but that had now been addressed. A further piece of work was planned for spring/summer and would involve looking at grounds maintenance across the borough to better coordinate with partners for more effective use of resources; this had been piloted in Bishop's Cleeve. It was noted that this would not necessarily result in financial savings and was more about improvements in service and efficiency; its success hinged on the various partners working together. A review of street furniture was also planned as some things had been put in place historically which had been logical at the time but which now created difficulties in terms of maintenance e.g. railings in a park which meant that the area needed both a lawnmower and a strimmer.

- 84.5 In terms of street cleansing, Members were informed that a review of the service was being undertaken by the Joint Waste Team to analyse the type of requests received by the Council and to establish if there were better ways of working. The Head of Community Services indicated that new guidelines had been introduced in 2017 which restricted what could be done without a road or lane closure. This was very problematic and would be addressed by the review which would also include an assessment of street litter bins - these had tended to be installed on an ad-hoc basis and their number had increased over the years. Financial performance had improved significantly over the past year, particularly around budget setting; in the past a percentage would simply have been added to the previous year's figures but this year it had been assessed line by line so it should be much more meaningful.
- 84.6 During the debate which ensued, a Member questioned what had been done to improve communications between the Council and Ubico. In response, the Head of Community Services explained that, previously emails had been sent back and forth between the teams and ultimately he and the Managing Director of Ubico had needed to intervene to get issues resolved. A very clear message had been sent out that Customer Services needed to log all requests through the system to ensure that Ubico got the job done more quickly. An agreement had also been reached around notification of missed bins, for example, if a whole street had been missed the Council would know about it at the earliest opportunity, and would know the reason and the remedy, so the public could be kept informed – Ubico had made a commitment to ensure action was taken when they said it would be. Over the winter period the communication of key messages to Councillors and members of the public had been very good and was based on information from Ubico via the Council's communication channels. The Member queried what timescales were expected from the service level agreement and was advised that missed bins were usually collected within five days; the Council's Waste Policy clearly set out how the service would operate. A Member noted that KPIs were due to be reviewed across all services and she questioned if that had taken place. The Head of Community Services confirmed that this had been done through the Joint Waste Team and a new suite of KPIs would be in place as of April 2018 which would be the same across the partnership, with slight variations for the different services. These would be reported back to the Overview and Scrutiny Committee.
- 84.7 A Member raised concern that different staff were often used on waste collection rounds and he suggested that lack of consistency could result in more missed bin collections. He recognised that two important members of staff had been lost in relation to grounds maintenance but he felt that action should have been taken to replace them at a much earlier stage to avoid the resultant knowledge gap. He pointed out that there were occasions when bins could not be accessed if an area was overgrown and he questioned why this was not reported to the grounds maintenance team given that all the works were carried out by Ubico. He considered this to be a simple communication issue. The Managing Director of Ubico provided assurance that every effort was made to keep the three man crews consistent in order to build knowledge; however, this could be difficult to maintain and agency drivers often left at short notice. Notwithstanding this, attempts were always made to pair new staff with those who already knew the route. Some missed bins were inevitable but it was the responsibility of Ubico to keep that number as low as possible. In terms of the overall figures, the number of missed bins was reducing back down to the level that had been seen prior to the bad weather i.e. 50-60 missed bins per week which was a better than 50% reduction. Ubico had proven that could be achieved so it should be the benchmark as far as he was concerned. He provided assurance that Tewkesbury Borough Council was not alone in its experience with grounds maintenance. By its very nature, it tended to be based on the expertise of individual members of staff who built up knowledge about areas which required more frequent cutting etc. and this caused difficulties when they left. Unfortunately, there was not much built-in resilience if



someone left and consideration needed to be given as to how this could be overcome. He provided assurance that he would be discussing this with the Head of Community Services at strategic level. The Member had made a good point about general communication and he indicated that he would take this away to find out what happened. He pointed out that the partnership agreement was flexible in terms of where the Council could allocate resources and Ubico could recommend changes if things could be done more efficiently. The Member went on to point out that he was aware of an issue with a broken mower at the start of the 2017 growing season which had meant that several cuts had been missed. In his view, it was unacceptable to have let the grass grow so high and it was essential that equipment was available when it was required. The Managing Director of Ubico advised that there were maintenance schedules in place to ensure that plant and equipment was suitably looked after but he undertook to look into this particular issue following the meeting. One general problem was that equipment could be difficult to maintain as it got older and this could result in breaks in service. As a company, Ubico was working with all partners to ensure that clear fleet replacement programmes were in place which covered all plant and equipment. He recognised that grass not being cut was a potential reputational issue in the same way as bins not being emptied. The Member questioned whether all equipment was covered in the KPI around maintenance and was informed that it currently focused only on the vehicle fleet but the Head of Community Services undertook to discuss with the Joint Waste Team whether the KPI could be expanded.

- 84.8 A Member noted that a review of street cleansing was being undertaken. He expressed the view that Tewkesbury Borough Council residents were not currently receiving the same level of service they had in the past and he could not understand why this was the case given that there had been no changes to staffing. The Managing Director assured Members that, whilst there had been no change to the level of resources, Ubico was doing more than it had done previously for the same resources, for example, it was emptying more bins as and when new developments were built in the borough. The current view taken by Ubico was that changes could be made to absorb these additional collections, e.g. by changing the frequency they were emptied, looking at overall resourcing levels etc. but, with a clear performance agreement in place, this could be monitored in order to clamp down if standards started to slip. The Head of Community Services advised that the introduction of a Public Space Protection Order for dog fouling was due to be considered by the Council in April; if adopted, one of the key messages for the public would be that this type of waste could be disposed of in normal waste bins which would eliminate the need for dog waste bins which tended to be side by side with normal bins. He went on to explain that the Council had two street sweepers in its vehicle fleet but, unfortunately, due to the driver crisis, there was currently no driver for the larger vehicle which was used for the main roads. Ubico had been fiercely trying to recruit but it was a very technical machine and it was proving difficult to find someone with the right qualifications. To offer some perspective, he indicated that the vehicle could do the work of 10 men if used efficiently. The Managing Director of Ubico indicated that there had been a strategic overview of driver recruitment which continued to be a national challenge. One issue which had been identified was the tone of job advertisements and the need to use language which promoted some of the key benefits of the role e.g. good work-life balance rather than factors which may discourage people from applying e.g. working in all weather conditions. Another improvement was the introduction of finders' fees. It was important for Ubico to be more creative with recruitment as a company and this was now starting to pay dividends. A Member queried what the turnover rate was for drivers and why retention was difficult. The Managing Director of Ubico undertook to provide the turnover rate to Members following the meeting. He advised that market dynamics was part of the problem – the need to use agency drivers was a particular issue as

they tended to leave at short notice if they were offered another job with a higher wage and newer drivers did not have the same loyalty to the company. This was all being taken into consideration in the review of recruitment.

- 84.9 A Member questioned why bins were missed and whether there was any correlation in terms of location i.e. rural or urban. The Managing Director of Ubico indicated that there was no simple answer - bins could be missed for a whole host of reasons. He pointed out that another authority had recently introduced a new back office system and had seen the number of missed bin collections reduce from approximately 5,500 per year to 2,500 per year – the new system involved a button being installed into every cab which was pressed upon the non-presentation of a bin and this generated an immediate response for the Customer Services agent; this meant that if someone challenged a non-presentation, Customer Services could ask the customer for permission to access the CCTV in the cab which would send an image of the front of the property to confirm that the bin had not been presented. He stressed that, whilst Ubico did challenge people who reported missed bins when it was believed they had not been presented for collection, this could not be evidenced in the same way. Conversations had taken place with shareholders about the possibility of introducing similar technology and the associated savings in terms of time and fuel; however, it would require considerable investment and Tewkesbury Borough Council already had an advanced back office system in terms of reporting so it would be a significant change. He had no doubt this was an effective model for that particular Council but was not suggesting it should be replicated within Gloucestershire. In terms of the reasons for errors, it was common to miss bins in rural areas like Tewkesbury Borough as properties could be spread out – drivers may stop at the point they believed the road to end when it actually continued around the corner. In addition, he pointed out that bin stores were increasingly common in new developments and it was important to work with the Planning department to ensure these were as visible as possible and that they could be accessed by collection crews. Another common reason for missed collections was that a separate smaller vehicle was used to collect food waste - the food waste caddies could easily be missed if they were hidden behind a gatepost or another bin, particularly given that the presentation rate for food waste was around 50%. Encouraging the community to take ownership in order to keep the error rate as low as possible was part of the work Ubico had been doing around launching its new values and behaviours. A continuing issue had been identified within the Tewkesbury Borough crews where five or six bins had been missed because each crew had thought another was collecting them; this was unacceptable and was something which needed to be clamped down on. This was a cultural change which required continued enforcement over a period of time, not an overnight fix.
- 84.10 A Member indicated that he had been very impressed with the improvement plan when the Committee had received the last report, particularly the fact that it had been achieved by October; however, since that time the figures for missed bin collections had been creeping up – even when discounting the December and January figures which had been impacted by bad weather – and yet the report stated that the standard of waste collections continued to be monitored and improved. He asked for more detail about the monitoring that was undertaken. In terms of the KPIs, he raised concern that the target for missed bin collections was 1% and yet the improvement plan included a figure equivalent to 0.1% so he questioned why this was not the target for the KPI. In response, the Head of Community Services advised that missed bins were monitored on a weekly basis; he received an email every Friday, as did the Managing Director of Ubico and the Joint Waste Team. It was noted that conversations would have taken place prior to the email being sent out as to whether they were genuine missed bins so the figures were accurate. The introduction of the red list had been very useful in terms of monitoring – as these were bins that had been repeatedly missed, it was

accepted that there had been a service failure in these instances and that action needed to be taken. With regards to the KPI, 1% was the figure set out in the contract and represented between 300 and 400 missed collections per week; however, Ubico had demonstrated that it could reduce the number of missed bin collections to less than 100 per week and this was the benchmark. The Member pointed out that a missed bin collection rate of 0.1% was being regularly achieved and he was of the view that the KPI needed to be challenging and should be amended to reflect that. The Chief Executive indicated that changing the KPI to 0.1% or less would be reported to the partnership board as feedback from the Committee.

- 84.11 A Member raised concern that there was nothing in the report about maintenance of the new vehicle fleet and he sought assurance that equipment was checked regularly. The Head of Community Services felt that was a good question given the value of the equipment and he confirmed that the fleet, and fleet management, were included within the new KPIs. He advised that Ubico was required to hold an operator's licence and a regular audit was undertaken by the Traffic Commissioners to ensure that vehicles were properly maintained. The Internal Audit team would also shortly be carrying out its own audit, the results of which would be reported to the Audit Committee. A Member queried whether the vehicles used for street cleansing were different from the others in the fleet and if these were the same vehicles for which it was difficult to get drivers. The Head of Community Services clarified that the whole vehicle fleet had been replaced – both waste collection vehicles and street cleansing vehicles – and it was the large mechanical sweeper which did not currently have a driver. The Managing Director of Ubico confirmed that the fleet was performing well and operators were happy with the kit they were using. He indicated that Traffic Commissioner checks were becoming increasingly stringent; it was also necessary to comply with Lifting Operations and Lifting Equipment (LOLER) Regulations which were very labour intensive and rigorous. He welcomed the internal audit which would help to ensure that Members were happy with the arrangements in place.
- 84.12 A Member indicated that he had previously been unable to report an incident of green waste being left in a passing place online as a postcode had been required; as it was located in a lane, he did not have that information. He also pointed out that many of the waste collection calendars that been hooked onto bins in Winchcombe had been blown away in the very windy weather conditions and he suggested that they could have been delivered at a more appropriate time. The Head of Corporate Services advised that a lot of work had been done around online forms and he clarified that, whilst there was a requirement to include a location, this did not have to be a postcode. The Managing Director of Ubico apologised for the issue with the distribution of the collection calendars. He recognised that a common sense approach should have been taken and undertook to speak to the supervisor for that round. The Member also noted that Ubico was a teckal company and shareholders could make profit up to a certain level of turnover; however, this was not referenced in the financial performance section of the report. In terms of Ubico's growth as a company, the Managing Director of Ubico explained that the first phase had been about consolidation rather than aggressive trading. Turnover had now reached £30M which gave £6M to trade with third parties and distribute to shareholders. Consideration was currently being given to the business plan for the forthcoming year and proposals to deliver more savings, for example, the company now owned 450 vehicles in total so there was some potential work around reducing the cost of hire vehicles which were used sporadically, either by keeping a few spare vehicles which Ubico could deploy itself or hiring them out to others.

- 84.13 The Chair sought assurance that the Committee would have sight of the KPIs and the Head of Community Services advised that they had not been formally signed off when the report had been written but he confirmed that it was absolutely the intention to bring the KPIs to the Overview and Scrutiny Committee and provide regular updates as part of the performance management report. It was subsequently

**RESOLVED** That the Ubico Update be **NOTED**.

## **OS.85 PERFORMANCE REPORT - QUARTER 3 2017/18**

- 85.1 The report of the Head of Corporate Services, circulated at Pages No. 21-66, attached performance management information for quarter 3 of 2017/18. The Overview and Scrutiny Committee was asked to review and scrutinise the performance information and, where appropriate, identify any issues to refer to the Executive Committee for clarification or further action to be taken.
- 85.2 Members were advised that this was the third quarterly monitoring report for 2017/18 and progress against delivering the objectives and actions for each of the Council Plan priorities were reported through the Performance Tracker, attached at Appendix 1 to the report. Key actions for the quarter were highlighted at Paragraph 2.3 of the report and included the preparation and approval of the annual budget and Medium Term Financial Strategy; Council approval of a further £12M for commercial property investment; a new tenant occupying one third of the top floor with the refurbishment of the rest of the building well underway; adoption of the Joint Core Strategy; conclusion of the garden waste project with the annual renewal of over 15,000 customers; and over 500 responses to the consultation on Public Space Protection Orders with the Executive Committee making a recommendation to Council to introduce an Order. As always, due to the complex nature of the actions being delivered, it was inevitable that some would not progress as smoothly or quickly as envisaged and details were set out at Paragraph 2.4 of the report. A number of these had been flagged to Members previously and a combination of factors meant that more progress had not been made between quarters; some of the proposals may be delivered over the course of the Council Plan rather than over the year. In terms of the Key Performance Indicators (KPIs), Members were informed that the status of each indicator was set out at Paragraph 3.2 of the report. Of the 15 indicators with targets, 13 indicators were on target and two were unlikely to achieve their target. Areas of interest included KPIs 13, 14 and 15 in relation to determination of planning applications which were showing improvement compared to the previous year; KPI 19 which showed a significant reduction in the number of reported enviro-crimes; KPI 28 in relation to the increased number of sick days per full time employee – it was noted that the Overview and Scrutiny Committee had been invited to a presentation on absence management in February; and KPI 29 in respect of percentage of waste recycled or composted which continued to perform strongly at 56%. A Member questioned whether the recommendations which had come out of the absence management presentation in February would be taken forward. In response, the Head of Corporate Services confirmed that they would and advised that a further breakdown would be given to explain the content of the KPIs in relation to sickness absence. The Member went on to raise concern that Councillors were not made aware of staff changes at an early enough stage. The Head of Corporate Services clarified that Members were notified of staff changes on a monthly basis via the Member Update Sheet. The Chief Executive recognised that changes to personnel could be difficult but, rather than being a Human Resources issue, this was more about service managers ensuring that there was a proper handover with Members and he undertook to raise this with the Management Team.

- 85.3 Turning to the financial information, the Head of Finance and Asset Management advised that the financial budget summary for quarter 3 showed a £590,640 surplus against the profiled budget; this had increased from £315,331 in quarter 2. The table at Page No. 26, Paragraph 4.1 of the report, showed the expenditure position for the Council split between the main expenditure types. The overall budget in the control of Heads of Service showed a surplus of £179,753 at the end of December and the summary position was set out at Appendix 2 to the report. Particular reference was made to the surplus against treasury management activity, which was due to access to cheap borrowing rates and the use of more lucrative funds for cash investment, and the income from investment properties following the acquisition of three new commercial properties. Business rates had continued to perform well with income of £240,000 for the year. In terms of overspends, planning income had been consistently below target; garden waste was also below budget but that was expected and was a one-off issue relating to the change to a single renewal date for all customers. Appendix 3 to the report gave an update on the capital budget which showed an underspend against the profiled budget due to not utilising all of the agreed funding on the purchase of commercial investment properties and slippage on certain projects e.g. refurbishment of the Council Offices, as well as consistent underspends against expectations on disabled facilities grants. Appendix 4 to the report provided a summary of the current usage of available reserves with £403,733 being spent during quarter 3. Whilst there remained a significant balance on the reserves, it was anticipated that this would be spent during quarter 4.
- 85.4 A Member noted that retained income from the business rates scheme was showing a surplus of £240,000 and he questioned when this would be available to spend. He also queried whether there was a programme in place for 100% retention. The Head of Finance and Asset Management confirmed that the surplus of £240,000 was the anticipated year end position. In terms of 100% retention, Officers were working through the scheme detail to see how the pilot would work. If it was in line with the projection, the scheme could generate an additional £400,000 for the Council. The Chief Executive reminded Members that business rates, and other income streams such as the New Homes Bonus, were volatile and any changes made by the government could have a significant impact on the authority's accounts. One of the risks with business rates was the potential number of appeals and this was something which had been a substantial cost to the Council in the past.
- 85.5 A Member drew attention to Page No. 27, Paragraph 4.12, which set out that the Council had successfully bid for £4.53M from the growth deal fund to improve the existing Longford roundabout and A40 access to the new development site at Innsworth. In order to access the funds, a business case needed to be put forward to the Local Enterprise Partnership (LEP) for approval. With this in mind, he questioned how the Council would finance the transport consultants who were being contracted to do that work. The Head of Finance and Asset Management explained that the Executive Committee had approved £100,000 from the surplus to support the development of the business case; if approved by the LEP board, this would be replenished so there would be no detriment to the Council financially, although there was clearly an element of risk. The Head of Development Services confirmed that the first stage of the process was to produce the business case and this would unlock the wider allocation. Whilst there was no guarantee, the money had been allocated to this project and the risk had not increased since Members had been advised previously. A Member went on to question whether progress had been made in respect of the MAFF site and was informed that an Officer group was working up an options appraisal for a potential care home or residential facility on the site.

85.6 In response to a query regarding planning income, the Head of Development Services explained that a number of applications which had been expected throughout the year had not yet been received for various external reasons. This could not have been foreseen and they were still anticipated to come forward at some stage given that a lot were reserved matters applications linked to outline planning permissions. She pointed out that there had been a 20% increase in planning fees nationally which would have an impact but consideration was being given as to how to increase opportunities for commercialising the planning service. A Member raised concern that conflicting advice was being given at the pre-application stage and when the formal application was submitted. The Head of Development Services explained that pre-application advice assisted with the planning process and was a crucial way to increase planning income. Whilst schemes did occasionally change throughout the life of an application, there should be consistency in the advice being given. If Members heard of any times when this did not happen as it should then it was very important that she was given the details.

85.7 In response to a query regarding the Leisure Centre, the Head of Finance and Asset Management advised that the Council received £150,000 per year from Places for People plus a 45% share of the profit share in year 4 – 45% went to Places for People and the remaining 10% went to the Board to be used for improvements to the Leisure Centre and its facilities.

85.8 Having considered the information provided, it was

**RESOLVED** That the performance management information for quarter 3 of 2017/18 be **NOTED**.

## **OS.86 FLOOD RISK MANAGEMENT GROUP REPORT**

86.1 Attention was drawn to the report of the Head of Development Services, circulated at Pages No. 67-86, which provided an annual update on progress against the Flood Risk Management Action Plan. Members were asked to consider the update.

86.2 The Head of Community Services explained that the action plan at Appendix 1 reflected the report that had been presented to the Flood Risk Management Group at its meeting on 26 February 2018. The action plan was split into four main sections: live capital projects; Tewkesbury Borough Council's programme of watercourse maintenance; future maintenance issues; and grant applications. In terms of live capital projects, the action plan included one project in respect of Grange Field and the proposal was attached at Appendix 2 to the report. With regard to watercourse maintenance, Members were advised that 98 projects had been undertaken across the borough during 2017/18 including desilting, unblocking, flail cutting and hedge cutting as well as reactionary work such as clearing fallen trees; this had amounted to £45,444. The action plan also contained the programmed future maintenance works proposed in 2018/19 and included 37 projects amounting to a total of £22,868. In terms of grant applications, the action plan detailed four existing schemes which were led by Gloucestershire County Council as the Lead Local Flood Authority and these were summarised in Paragraph 6.1 of the report. In relation to funding bids in progress, there was a notional allocation of £3M for Gloucestershire under 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 would involve the betterment of areas of public open space of low ecological value into a network of mini-meadows which would provide multiple benefits in terms of flood risk, biodiversity, water quality, amenity and anti-social behaviour. It was noted that the grant funding agreement was expected to be confirmed in the spring.

- 86.3 Another key project that had been overseen by the Flood Risk Management Group was the review of the Flood and Water Management Supplementary Planning Document (SPD). This document had been adopted by the Council and was now a material consideration in the determination of planning applications. The Head of Development Services advised that the Council worked with Gloucestershire Rural Community Council (GRCC), and other partners, to help communities in Tewkesbury Borough increase their resilience to floods, this included flood warden training which had last taken place in January 2018; regular updates on this work were received by the Flood Risk Management Group.
- 86.4 A Member drew attention to Page No. 73 of the report which indicated that there was a provisional agreement to engage the services of expert staff responsible for creating the wildflower planting at Pitville Park and she pointed out that this would be very costly. The Head of Development Services explained that consideration had been given to various ways of developing the Grange Field project and she provided assurance that there had been a number of cost savings as well. The project was being financed through grant funding so it was not Tewkesbury Borough Council's money per se but the intention was to achieve the best value possible. With regard to watercourse maintenance, a Member indicated that he had been led to believe from another meeting that there was some uncertainty as to which watercourses the Council-owned. The Head of Development Services provided assurance that Tewkesbury Borough Council knew which watercourses and assets it owned and was responsible for but it was unclear who owned other parcels of land; land ownership was very complex across the borough.
- 86.5 The Chair indicated that he was a Member of Flood Risk Management Group and he expressed the view that it was unnecessary to bring the same information that was reported at that Group to the Overview and Scrutiny Committee. He suggested that the Chair of the Group could instead be asked to provide an annual summary report and the Committee agreed that this would be an appropriate way forward. It was therefore

**RESOLVED**

1. That the annual report on progress against the Flood Risk Management Group Action Plan be **NOTED**.
2. That the Chair of the Flood Risk Management Group be asked to provide an annual summary report in future.

The meeting closed at 6:20 pm

## EXECUTIVE COMMITTEE FORWARD PLAN 2018/19

### REGULAR ITEM:

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

#### **Addition to 25 April 2018**

- National Planning Policy Framework Consultation Response.
- Alderton Neighbourhood Development Plan Referendum.

#### **Committee Date: 6 June 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>
Appointment of Portfolio Holders and Support Members (Annual).	To approve the Portfolio Holders and Support Members for the forthcoming Municipal Year.	Lin O'Brien, Head of Democratic Services.	No.
Financial Outturn Report (including Capital Financing and Earmarked Reserves) (Annual).	To consider the Council's financial outturn.	Simon Dix, Head of Finance and Asset Management.	No.
Data Protection Policy.	To approve the Council's Data Protection Policy.	Shirin Wotherspoon, Principal Solicitor.	Yes – from 31 January to allow for the full implications of the General Data Protection regulation (GDPR).



Committee Date: 6 June 2018			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
ICT Strategy.	To approve the ICT Strategy,	Graeme Simpson, Head pf Corporate Services.	Yes – from 25 April to allow for further work on the Strategy,
Risk Management Strategy.	To approve the Risk Management Strategy.	Graeme Simpson, Head pf Corporate Services.	Yes – from 25 April to allow for further work on the Strategy,
Confidential Item: Disposal of Land at Bishops Cleeve.	To consider the information provided and agree a way forward.	Simon Dix, Head of Finance and Asset Management.	Yes, deferred from 25 April 2018 for further discussion.
(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)).			

Committee Date: 11 July 2018			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Management Report – Quarter Four 2017/18.	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter four performance management information.	Graeme Simpson, Head of Corporate Services.	No.

<b>Committee Date: 29 August 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>
Financial Update – Quarter one 2018/19.	To consider the quarterly budget position.	Simon Dix, Head of Finance and Asset Management.	No.
Confidential Item: Irrecoverable Debts Write-Off Report (Quarterly).	To consider the write-off of irrecoverable debts.	Graeme Simpson, Head of Corporate Services.	No.
(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)).			

<b>Committee Date: 10 October 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 One 2018/19.	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter one performance management information.	Graeme Simpson, Head of Corporate Services.	No.

<b>Committee Date: 21 November 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>
Financial Update – Quarter Two 2018/19.	To consider the quarterly budget position.	Simon Dix, Head of Finance and Asset Management.	No.
Medium Term Financial Strategy (Annual).	To recommend to Council the adoption of the five year MTFS which describes the financial environment the Council is operating in and the pressures it will face in delivering its services and a balanced budget over the period.	Simon Dix, Head of Finance and Asset Management.	No.
Housing Strategy Monitoring Report (Year 3) (Annual).	To approve the Housing Strategy Monitoring Report for Year Three.	Paula Baker, Housing Services Manager.	No.
Confidential Item: Irrecoverable Debts Write-Off Report (Quarterly).	To consider the write-off of irrecoverable debts.	Graeme Simpson, Head of Corporate Services.	No.
(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)).			

<b>Committee Date: 2 January 2019</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Performance Management Report – Quarter Two 2018/19.	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter two performance management information.	Graeme Simpson, Head of Corporate Services.	No.

<b>Committee Date: 6 February 2019</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Budget 2019/20 (Annual).	To recommend a budget for 2019/20 to the Council.	Simon Dix, Head of Finance and Asset Management.	No.
Financial Update - Quarter Three 2018/19.	To consider the quarterly budget position.	Simon Dix, Head of Finance and Asset Management.	No.
Confidential Item: Irrecoverable Debts Write-Off Report (Quarterly).	To consider the write-off of irrecoverable debts.	Graeme Simpson, Head of Corporate Services.	No.
(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)).			

Committee Date: 6 March 2019			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required

Committee Date: 3 April 2019			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Management Report – Quarter Three 2018/19.	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.
Council Plan 2016/20 Refresh (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.

## PENDING ITEMS

Agenda Item	Overview of Agenda Item
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.

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	1 May 2018
<b>Subject:</b>	Overview and Scrutiny Committee Work Programme 2018/19
<b>Report of:</b>	Graeme Simpson, Head of Corporate Services
<b>Corporate Lead:</b>	Mike Dawson, Chief Executive
<b>Lead Member:</b>	Councillor G F Blackwell, Lead Member for Organisational Development
<b>Number of Appendices:</b>	One

### Executive Summary:

The work programme detailed in Appendix 1 provides the core work activities of the Committee. The programme as it stands is a combination of standing agenda items such as performance management information, complaints, policy and strategy updates and new areas of review that have emerged and have been built into the programme. The programme remains flexible, allowing new areas of activity that will emerge during 2018/19 to be built in.

### Recommendation:

**To APPROVE the Overview and Scrutiny Work Programme 2018/19.**

### Reasons for Recommendation:

The Overview and Scrutiny Committee must deliver the work required of it as set out in the Council's Constitution. This must be set within the context of the Council's priority areas and the resources available to undertake the review.

### Resource Implications:

The Overview and Scrutiny Committee has an annual budget of £1,000 to support delivery of its work programme.

### Legal Implications:

None directly arising from this report.

### Risk Management Implications:

Effective Overview and Scrutiny supports delivery of the Council's vision, values and priorities.

### Performance Management Follow-up:

The work programme is a standing item on the agenda of each Overview and Scrutiny Committee.

**Environmental Implications:**

None.

**1.0 INTRODUCTION/BACKGROUND**

- 1.1** The work programme detailed in Appendix 1 provides the core work activities of the Committee for 2018/19. The programme as it stands is a combination of standing agenda items such as performance management information, complaints, six monthly policy and strategy updates and new areas of review that have emerged and have been built into the programme.

**2.0 2018/19 WORK PROGRAMME**

- 2.1** Some of the Committee's work cannot be planned, for example, any new areas of review that may emerge during the year; referral of issues from Council; call-in of decisions etc. The programme is therefore based upon what is known at this point in time but remains flexible, to allow changes to be made where appropriate.
- 2.2** Attention should be drawn to the Committee's Agenda for 12 June 2018 – 'policies and strategies'. On an annual basis, a list of policies and strategies is brought before the Committee. This will further help inform the Committee's work programme.
- 2.3** Another area that traditionally generates additional work activity for the Committee is presentational reviews. The most common source for these types of presentations is when the Committee reviews the performance management information and asks for further, specific information on a Council Plan activity. Presentations are often made by one of the Council's key partners, as they contribute to the delivery of the Council's priorities. There are also a small number of pending items in the programme which will be brought to fruition during the year.

**3.0 OTHER OPTIONS CONSIDERED**

- 3.1** None.

**4.0 CONSULTATION**

- 4.1** None.

**5.0 RELEVANT COUNCIL POLICIES/STRATEGIES**

- 5.1** Council Plan 2016-20.

**6.0 RELEVANT GOVERNMENT POLICIES**

- 6.1** None.

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

- 7.1** Possible use of the £1,000 budget to support any scrutiny reviews that may arise.



- 8.0 SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)**
- 8.1** The Committee will consider these implications when undertaking reviews and in making its recommendations.
- 10.0 IMPACT UPON (Value For Money/Equalities/E-Government/Human Rights/Health And Safety)**
- 10.1** The Committee will consider these implications when undertaking reviews and in making its recommendations.
- 11.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS**
- 11.1** None.

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**Background Papers:** None

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**Appendices:** Appendix 1 – Overview and Scrutiny Work Programme 2018/19

## OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2018/19

## REGULAR ITEMS:

- Executive Committee Forward Plan
- Overview and Scrutiny Committee Work Programme 2018/19

Addition to 1 May 2018Deletion from 1 May 2018

- Enviro-Crime Report – To consider the six month update – Deferred to 12 June 2018.

## Committee Date: 12 June 2018

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Citizens' Advice Bureau Presentation.	Annual update on CAB activity in the borough.	Andy Sanders, Economic and Community Development Manager.	No.
Economic Development and Tourism Strategy.	To consider the progress made against the Economic Development and Tourism Strategy Action Plan.	Andy Sanders, Economic and Community Development Manager.	No.
Enviro-Crime Report.	To consider the annual Enviro-Crime report.	Peter Tonge, Head of Corporate Services.	<b>Yes – Deferred from 1 May 2018 in order to provide a report with the full 2017/18 data.</b>
Review of Communications Strategy.	To consider the progress made against the actions within the Communications Strategy.	Graeme Simpson, Head of Corporate Services.	No.

NB – Changes from previous work programme highlighted in bold

Committee Date: 12 June 2018			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Management – Quarter 4 and Full Year 2017/18.	To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.	Graeme Simpson, Head of Corporate Services.	No.
Corporate Policies and Strategies.	For potential review by the Overview and Scrutiny Committee during 2018/19.	Graeme Simpson, Head of Corporate Services.	No.
Gloucestershire Health and Care Overview and Scrutiny Committee Update.	To receive an update from the Council's representative on matters considered at the last meeting (8 May 2018).	N/A	No.

Committee Date: 17 July 2018			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Annual Ubico Report.	To receive the annual report from Ubico.	Peter Tonge, Head of Community Services.	No - Agreed by the Overview and Scrutiny Committee at its meeting on 2 May 2017.
Scrutiny Review of Water Supply Outage Report.	To approve the Scrutiny Review of Water Supply Outage Report and to recommend it to Council for adoption.	Peter Tonge, Head of Community Services.	No.
Community Safety Partnership Update.	To consider the report on local arrangements for community safety.	Peter Tonge, Head of Community Services.	No - Agreed by Overview and Scrutiny Committee at its meeting on 6 February 2018.
Gloucestershire Health and Care Overview and Scrutiny Committee Update.	To receive an update from the Council's representative on matters considered at the last meeting (10 July 2018).	N/A	No.
Gloucestershire Police and Crime Panel Update.	To receive an update from the Council's representative on matters considered at the last meeting (13 July 2018).	N/A	No.

Committee Date: 4 September 2018			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Report – Quarter 1 2018/19.	To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.	Graeme Simpson, Head of Corporate Services.	No.
Complaints Report.	Annual update to provide assurance that complaints are managed effectively.	Graeme Simpson, Head of Corporate Services.	No.

Committee Date: 16 October 2018			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Update from Joint Waste Team.	To receive an update from the Joint Waste Team on the business plan.	Peter Tonge, Head of Community Services.	No.
Development Services Review Update.	To consider progress against the Development Services Review Action Plan.	Annette Roberts, Head of Development Services.	No.
Housing Strategy Monitoring Report.	To consider – six month update.	Paula Baker, Housing Services Manager.	No.
Gloucestershire Health and Care Overview and Scrutiny Committee Update.	To receive an update from the Council's representative on matters considered at the last meeting (11 September 2018).	N/A	No.
Gloucestershire Police and Crime Panel Update.	To receive an update from the Council's representative on matters considered at the last meeting (14 September 2018).	N/A	No.

Committee Date: 27 November 2018			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Report – Quarter 2 2018/19.	To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.	Graeme Simpson, Head of Corporate Services.	No.
Disabled Facilities Grants Review Monitoring Report.	To consider - six monthly update.	Peter Tonge, Head of Community Services.	No.
Gloucestershire Health and Care Overview and Scrutiny Committee Update.	To receive an update from the Council's representative on matters considered at the last meeting (13 November 2018).	N/A	No.
Gloucestershire Police and Crime Panel Update.	To receive an update from the Council's representative on matters considered at the last meeting (16 November 2018).	N/A	No.

Committee Date: 8 January 2019			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Enviro-Crimes Update.	To consider the six month update in respect of Enviro-Crimes.	Peter Tonge, Head of Community Services.	No.
Ubico Report.	To receive a six month update from Ubico.	Peter Tonge, Head of Community Services.	No.



Committee Date: 12 February 2019			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Tewkesbury Borough News Review.	To review the implementation of the recommendations arising from the Tewkesbury Borough News Review and how the arrangements had worked over the initial 12 month period.	Clare Evans, Corporate Services Manager.	No.
Annual review of the effectiveness of the Council's involvement in the Gloucestershire Health, Community and Care Overview and Scrutiny Committee.	In order to authorise payment of the Council's contribution to the running costs for the forthcoming year.	Graeme Simpson, Head of Corporate Services.	No.

Committee Date: 12 March 2019			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Report – Quarter 3 2018/19.	To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.	Graeme Simpson, Head of Corporate Services.	No.
Flood Risk Management Group Report.	To receive an annual report on the progress against the Flood Risk Management Action Plan.	Annette Roberts, Head of Development Services.	No.

Committee Date: 9 April 2019			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Overview and Scrutiny Committee Work Programme 2019/20.	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 2018/19.	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 Strategy Monitoring Report.	To consider – six month update.	Paula Baker, Housing Services Manager.	No.
Customer Care Strategy.	To consider - annual update.	Clare Evans, Corporate Services Manager.	No.
Disabled Facilities Grants Review Monitoring Report.	To consider - six monthly update.	Peter Tonge, Head of Community Services.	No.

## PENDING ITEMS

Agenda Item	Overview of Agenda Item
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 autumn 2017; 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>
<del>Risk Management Strategy Review</del>	<del>Agreed by the Overview and Scrutiny Committee at its meeting on 14 June 2016.</del> Risk Management training is being arranged for all Members late May/early June and, in line with the Terms of Reference, the Strategy will go to Audit Committee in July and on to the Executive Committee.
<del>Absence Management Policy Review</del>	<del>Agreed by the Overview and Scrutiny Committee at its meeting on 14 June 2016.</del> – An O&S Workshop was held on 28 February 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 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.

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	1 May 2018
<b>Subject:</b>	Housing Strategy Monitoring Report
<b>Report of:</b>	Peter Tonge, Head of Community Services
<b>Corporate Lead:</b>	Robert Weaver, Deputy Chief Executive
<b>Lead Member:</b>	Cllr E J MacTiernan, Lead Member for Built Environment Cllr J Greening, Lead Member for Health and Wellbeing
<b>Number of Appendices:</b>	2

### **Executive Summary:**

The Housing Strategy 2017-21 was developed by an Overview and Scrutiny Working Group and adopted by Council in January 2017. The comprehensive Housing Strategy incorporates renewal, as well as two distinct sub strategies: the Homelessness and Prevention of Homelessness Strategy, and the Tenancy Strategy.

The Strategy contains 4 key priorities to meet the housing needs of the borough. These are:

- Priority 1: Increasing the supply of housing
- Priority 2: Prevent homelessness
- Priority 3: Meet the housing needs of specific groups
- Priority 4: Improving the health and well-being of local people

Annual action plans are agreed by Executive Committee with regular reporting to Overview and Scrutiny Committee for review of achievements and future challenges. The action plan priorities focus on developments in the service rather than service performance which is outlined in the performance tracker.

This report presents the Overview and Scrutiny Committee with a summary of the key activities in the first three months of year 2 of the Housing Strategy Action Plan (January – March 2018). A more comprehensive update of actions achieved against each of the action plan targets can be found at Appendix 1.

### **Recommendation:**

**To CONSIDER the progress made to date in respect of the outcomes identified in the Housing Strategy Action Plan.**

### **Reasons for Recommendation:**

The Homelessness Act 2002 and Local Government Act 2003 require all district councils to develop a strategy which sets out the Council's policies, commitments and programme for a wide range of housing matters. Following development of the Council's Housing Strategy 2017-21, the Overview and Scrutiny Working Group requested that outcomes identified in the Action Plan be monitored and regular updates be presented to the Overview and Scrutiny Committee.

**Resource Implications:**

Staff and Member time. Resource implications will be met from existing budget allocations and, where they cannot, will be subject to a growth bid within the Council's Medium Term Financial Strategy and a separate report to Members.

**Legal Implications:**

The Council is required to have a housing and homelessness strategy in place so that its duties under the Homelessness Act 1996 (as amended) and Local Government Act 2003 can be met. The Homelessness Act 2002 requires local authorities to publish a strategy setting out how it will address homelessness and the Localism Act 2011 places a duty on all local authorities to produce a tenancy strategy.

The Homelessness Reduction Act 2017 is effective from April 2018 and further actions are likely to be added as the new legislation is implemented. The action plan is renewed annually to enable the strategy to flexibly respond to legislative change, and the strategy incorporates the Homelessness Reduction Act.

**Risk Management Implications:**

The review of activities against the Action Plan has identified that the aims and objectives of the strategy are being delivered in a timely way. This significantly reduces the risk of not meeting statutory housing and homelessness duties.

**Performance Management Follow-up:**

The Housing Strategy 2017-21 and associated Action Plan should be reviewed in January 2019 to ensure that it remains fit for purpose in the future.

**Environmental Implications:**

There are positive environmental implications in the delivery of the strategy objectives e.g. the strategy supports the delivery of new energy efficient homes and energy efficiency improvements in the existing housing stock across the borough.

**1.0 INTRODUCTION/BACKGROUND**

- 1.1** The Housing Act 1996 (as amended) and Local Government Act 2003 require all district councils to develop a strategy which sets out the Council's policies, commitments and programme for a wide range of housing matters. The Housing Strategy 2017-21 was developed by an Overview and Scrutiny Working Group and adopted by Tewkesbury Borough Council in January 2017. A review of the activities against the Action Plan has been undertaken quarterly as requested by the Working Group.
- 1.2** The Housing Strategy Action Plan achievements and a new Action Plan for 2018-19 was reviewed by the Executive Committee in January 2018. The action plan includes coordinated activities within Development Services, Environmental Health and Benefit Services as well as those of the Housing Services Team to meet the wide range of objectives within the strategy.

## **2.0 UPDATE AND KEY ACTIVITIES**

**2.1** The following is a summary of the key activities, identified within the Housing Strategy 2017-21 which have been achieved January – March 2018. This report also coincides with the end of the financial year and some activities include an annual summary to give comparators with previous years:

### **3.0 Priority 1 – Increasing the supply of housing (for full details see Action Plan)**

**3.1** *P1.1 Implement JCS housing policies through the development management process.*

**3.1.1** Following the adoption of the JCS, the three authorities have been working closely with the preferred social housing providers to establish common lettings policies across the different providers using best practice models, and outlining expectations regarding pre-tenancy conditions which are considered unreasonable such as: 4 weeks rent in advance, minimum income levels etc.

**3.2** *P1.5: Evaluate potential for additional promotional activities with private sector landlords to boost availability of homes in the Borough*

**3.2.1** New burdens funding associated with the Homelessness Reduction Act have been allocated to employ an additional member of staff. This will increase the capacity of the Housing Services officers to meet the demands of the new statutory duties, but also to develop a local private sector landlord scheme to increase the accommodation available to residents.

### **4.0 Priority 2 – Homelessness and Homelessness Prevention (for full details see Action Plan)**

**4.1** *P2.1 and P2.1a Implement changes associated with the forthcoming Homelessness Reduction Bill.*

**4.1.1** The new extended statutory homeless duties take effect from 1 April 2018 and will involve considerable additional support to all residents affected by housing crisis. The new legislation has been the primary focus of development within the service for several months. As well as the additional member of staff outlined earlier, a homeless database was also introduced on 28 March 2018 using new burdens funding. This will offer online interactive personalised support plans to customers which can be accessed from mobile devices, and also collate the increased data required by the MHCLG associated with the new legislation. Our intention is to fully migrate our homeless advice process from a partial paper process within the next six months as the process becomes more familiar.

**4.2** *P2.1b Reduce homeless acceptances and increase homelessness preventions and reliefs.*

**4.2.1** Housing Services has worked with customers to prevent homelessness in more cases this financial year than previously recorded. Appendix 2 demonstrates the success in these activities

- 4.3** *P21.d Work with partners to find solutions for high risk/high support/ multiple needs homeless households.*
- 4.3.1** Tewkesbury Borough Council continues as the lead partner on the Places of Safety Project for victims of domestic violence for the county. This project now offers 12 properties for victims of violence across the county (as an alternative to bed and breakfast) and funding should be sufficient to continue the project for another three years.
- 4.3.2** The Sanctuary Scheme/Target hardening project has also been recommissioned and extended until July 2018. This scheme has been very successful in preventing the use of bed and breakfast for victims of violence who wish to remain in their own homes.
- 4.3.3** The countywide Social Impact Bond (SIB) funded New Entrenched Homelessness Service – ‘ACTion Glos’ was launched at the end of last year for long-term rough sleepers/repeat users of homelessness services. Following a competitive tender process, P3 Charity has now signed the contract with Gloucester City Council (as lead authority for a countywide partnership) to deliver a new 3½ year service across the county. Interacting with a wide range of organisations, ‘ACTion Glos’ will provide intensive and relatively long-term support to a fixed cohort of 110 homeless people with multiple and complex needs for whom traditional services haven’t worked. It is a ‘Payment by Results’ service, with defined outcomes around access and sustainment of: accommodation (including ‘Housing First’ type tenancies); mental health and substance misuse services; and education, training and employment. Gloucestershire was one of eight areas in England to have successfully bid for new DCLG (SIB) funding to bring this important new resource to the county. An interim report indicates that there are currently 9 clients engaging with the service including one woman from Tewkesbury Borough.
- 4.4** *P2.3 and 3a – Welfare reform – early intervention, transitional support, assistance to find work. And minimisation of homelessness, particularly following the introduction of universal credit for housing costs.*
- 4.4.1** This action requires input from multiple teams within the Council and across partnership agencies. Our Benefits team is piloting a budgeting advice scheme with the Department for Work and Pensions (DWP) which includes self-referral and referrals from the DWP for persons affected by benefit changes. The budgeting advice has been linked into transitional discretionary housing payments to ensure that customers have all the assistance they need to address their housing related debt issues. Our benefits team is assisting two/three residents per week affected by benefit changes. At this stage, a large rise in homelessness caused solely by welfare reform has not been noted – although resolving those which have become homeless and are affected by these issues is problematic. This is particularly the case for households in temporary accommodation who would struggle to find work whilst in an area they will not stay permanently (see p.2.4).



- 4.5** *P2.4 and 5 – stop the use of bed and breakfast (b and b) and procure effective temporary accommodation + procure cost effective temporary accommodation within the borough.*
- 4.5.1** The average length of time homeless applicants are staying in bed and breakfast accommodation has risen from 99 customers remaining 37 days (2016/17) to 96 customers remaining 52 days (2017/18) but remains considerably lower than previous years. The costs for the previous year are still to be clarified but it is likely that the average cost per day has continued to rise this year. The rise in average days in bed and breakfast is largely due to the reluctance of landlords to take on high risk tenants (i.e. those with previous debt or ongoing benefit restrictions). A more detailed report will be included in next quarter's summary. Discussions are ongoing with Severn Vale Housing Society regarding options for emergency and temporary accommodation but the solutions under discussion are likely to be medium/longer term project.
- 5.0** **Priority 3 Meeting the housing needs of those who need it most (for full details see Action Plan).**
- 5.1** *P3.1 – commissioning Strategic Housing Market Assessment (SHMA)*
- 5.1.1** A standard methodology for calculating housing has now been confirmed through the Draft National Planning Policy Framework Guidance, and the county is now in a position to progress the SHMA.
- 6.0** **Priority 4 Improving the health and well-being of local people (for full details see Action Plan)**
- 6.1** *4.1b work with rps and partners to offer advice and assistance with grants, loans and support services*  
*4.1c and 4.2 monitor levels of private sector housing complaints*
- 6.1.1** The Environmental Health Service has actively processed complaints from private sector tenants:
- 15 complaints from tenants were received during the first quarter of this year which resulted in one notice and a pending notice for improvement action from landlords.
  - 2 further notices were issued for Filthy and Verminous properties.
  - 1 successful prosecution for a failure to comply with a prohibition order which resulted in a fine and costs.
- 6.2** *4.2a carry out the actions within the strategy for Gloucestershire and South Gloucestershire.*
- 6.2.1** A communication strategy is currently being drawn together with the Warm and Well provider, Severn Wye, and Tewkesbury Borough will be the focus of targeted marketing over the next three months. Publicity will be included in the Borough News and Severn Wye has offered to do a presentation on fuel poverty at the next Town and Parish Council Seminar.
- 7.0** **OTHER OPTIONS CONSIDERED**
- 7.1** None – this is an update on progress made to date.

## **8.0 CONSULTATION**

**8.1** None – updates have been provided by the relevant service managers.

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

**9.1** Housing Strategy 2017-21

## **10.0 RELEVANT GOVERNMENT POLICIES**

**10.1** The main documents driving Government housing policy and legislation are:

- National Planning Policy Framework 2012
- Homelessness Act 2002 and Housing Act 1996 & 2004 (Housing Standards)
- Local Government Act 2003
- Housing and Regeneration Act 2008
- Housing Grants, Construction and Regeneration Act 1996 (Housing grants, loans and home improvement assistance)
- The Future Home Improvement Agency (CLG 2009)
- Equality Act 2010
- Laying the Foundations: A Housing Strategy for England (Nov 2011)
- Localism Act 2011
- The Growth and Infrastructure Act 2013
- Welfare Reform Acts 2012 and 2016
- Homelessness Reduction Act 2017
- Housing and Planning Act 2016

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

**11.1** None directly associated with this report other than staff and Member time. Any resources associated with the actions in the strategy will form part of the Council's Medium Term Financial Strategy and Asset Management Plan. Resource implications will be met from existing budget allocations and, where they cannot, will be subject to a growth bid within the Council's Medium Term Financial Strategy and a separate report to Members.

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

**12.1** The strategy includes considerations of sustainability and energy efficiency in addition to the social and economic implications.

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

**13.1** Housing is a basic human need. An Equality Impact Assessment was undertaken prior to the Council's adoption of the strategy in September 2016, this is still relevant.

#### **14.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS**

- 14.1** The Housing Strategy 2017-21 has been approved and adopted by Council in January 2017. The Action Plan for year 2 of the strategy was approved by Executive Committee in January 2018.

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**Background Papers:** Existing strategies and policies are available on the Council's website.

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**Appendices:** Appendix 1 - Housing Strategy 2017-21 Action Plan Update Jan-Mar 2018  
Appendix 2 – Homeless Prevention, Homeless applications, and Homeless Acceptances (chart showing 5 year progress)

# APPENDIX 1 - HOUSING STRATEGY 2017-21 ■ YEAR 2 / Jan 2018 to Mar 2018 ACTION PLAN PROGRESS


## Priority 1 – Increase the supply of housing

Actions linked to Strategy Priorities	Responsible Officer	Target Date	Status	Planned activity progress
P1.1 Implement JCS housing policies through the development management process.	Strategic Housing & Enabling Officer (SHEO), Planning Policy Manager (PPM) + Development Manager (DM)	March 2019	☺	Provide consistent advice to developers through pre-application and application discussions, and consistent use of JCS policies in decision making.  Housing Services is currently working with the preferred affordable housing providers to establish agreed lettings properties and good practice for the affordable housing on the JCS sites.
P1.2 Identify TBC owned land suitable for future Affordable Housing development and consider use of modular housing where suitable.	SHEO + PPM	Dec 2018	☺	Land identified, Property Services hold portfolio. Drafting policy/statement of intent for sites. Property Services to determine whether to dispose of sites and present to Executive Committee.  Projects commenced on two former garage sites at Staverton & Winchcombe.
P1.3 Produce a guidance note that determines the use of commuted sums (financial contributions in lieu of on-site Affordable Housing) and seek Executive Committee approval.	SHEO + DM	Dec 2018	☺	A task group has been created through the S106 working group to consider and map the process for commuted sums. A guidance note will be produced as part of this exercise.  The task group has mapped the commuted sums process as it occurs presently. Further consideration needed to finalise process and following this produce a guidance note.

# APPENDIX 1 - HOUSING STRATEGY 2017-21 ■ YEAR 2 / Jan 2018 to Mar 2018 ACTION PLAN PROGRESS

<p>P1.4 Identify long-term empty homes and use a range of enforcement and incentive options to bring vacant homes back into use; where possible evaluating and encouraging their use to benefit the council's housing services</p>	<p>Environmental Health Manager (EHM)</p>	<p>Sep 2019</p>		<p>Produce Empty Homes Action Plan:</p> <p>Maintain up to date list of Empty Homes Develop a methodology for assessing and prioritising the feasibility of bringing empty homes back into use.</p> <p>Identify the range of tools available to the Council that can be used to bring homes back into use. Identify what resources and support would be required to utilise these tools.</p> <p>Confirm which tools will be used by seeking relevant approval.</p> <p>Carry out analysis of the effectiveness of these tools, how they are being applied and the overall contribution they are making to the Boroughs housing needs.</p> <p>Apply feasibility methodology to prioritise properties and produce rolling program of bringing properties back into use.</p> <p>Following the decision to introduce Council Tax Empty Homes Premium all affected council taxpayers were written to advising that a premium would be charged from 1 April 2018. The letter advised the recipient to contact the Environmental Health team for advice on bringing the empty property back into use. A number of individuals contacted the Council and provided information such as why the house was unoccupied. Based on the discussions with those that contacted the Council a general questionnaire will be produced which will be sent out to those paying additional Council Tax due to being liable for a long term empty home.</p>
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## APPENDIX 1 - HOUSING STRATEGY 2017-21 ■ YEAR 2 / Jan 2018 to Mar 2018 ACTION PLAN PROGRESS

<p>P1.5 Evaluate potential for additional promotional activities with private sector landlords to boost availability of homes in the Borough.</p>	<p>EHM + Housing Services Manager (HSM)</p>	<p>June 2018  Sep 2018 Sep 2018  March 2019  March 2019</p>		<ul style="list-style-type: none"> <li>• Produce plan setting out how we will work with private sector landlords to boost availability of homes.</li> <li>• Produce ongoing plan of promotional activities.</li> <li>• Reinvigorate the landlord accreditation 'Fit to Rent Scheme'.</li> <li>• Work with partners in other districts to develop incentives for landlords to join scheme</li> <li>• Monitor number of landlords in the borough participating in the scheme</li> </ul> <p>The new burdens funding associated with the homeless legislative changes has been dedicated to a new role within Housing Services to meet the additional demands on housing officers. Whilst the additional impact of the new duties has not been tested, the role has a private landlord liaison component. It is anticipated that following the initial introduction of the new duties, there will be capacity to dedicate time to developing a local private landlord scheme. linked to p2.1</p>
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# APPENDIX 1 - HOUSING STRATEGY 2017-21 ■ YEAR 2 / Jan 2018 to Mar 2018 ACTION PLAN PROGRESS

## Priority 2 – Homelessness and Homelessness Prevention

Actions linked to Strategy Priorities	Responsible Officer	Target Date	Status	Planned activity
P2.1 Implement changes associated with the forthcoming Homelessness Reduction Bill.	HSM	Ongoing from previous action plan  April 2018 launch of new legislation	☺	<p>Progress to date:</p> <ul style="list-style-type: none"> <li>County Training from Department for Communities &amp; Local Government (DCLG) delivered at Tewkesbury Borough July 2017</li> <li>Further training on application of the new duties undertaken in March 2018</li> <li>Training on security of tenure – s21 notices post the Tenancy De-regulation Act December 2017</li> <li>New burdens funding received and allocated to: New database implemented to facilitate online support plans and manage data reporting to the MHCLG</li> </ul> <p>Appointment of a new member of staff – partly to manage additional workload agreed. Role due to be advertised April 2018.</p>
P2.1a Improve advice process in prevention paperwork to incorporate action plans which include customer actions	HSM	June 2018	☺	<p>Continuing action – Our new database includes an online personalised Housing support plan (PHP) which customers can access and update via mobile devices. Our intention is to fully migrate to the interactive PHP after incorporating the support elements developed over the last year and continue to incorporate best practice as recommended by the MHCLG.</p> <p>Further changes will be continue to be necessary as our understanding of how best to implement the Act.</p> <p>Updates for advice and supportive leaflet suite will be necessary</p>

# APPENDIX 1 - HOUSING STRATEGY 2017-21 ■ YEAR 2 / Jan 2018 to Mar 2018 ACTION PLAN PROGRESS

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New: P2.1b Reduce homeless acceptances and increase homelessness preventions and reliefs	HSM	March 2019	☺	<p>This is a new target – to enable monitoring of activities on both the old legislation and the new legislation which emphasises the importance of early intervention to reduce homelessness acceptances.</p> <p>These figures are measured quarterly and evaluated nationally in financial years. Our first action plan report summarises the activity in the last financial year (April 2017 – March 2018):</p> <ul style="list-style-type: none"> <li>• 224 households in housing crisis were assisted to sustain or find housing (for a minimum of 6 months).</li> <li>• 43 of these were assisted to stay in their present home</li> <li>• 181 moved into sustainable accommodation (84 of which moved into social housing)</li> </ul> <p>Homeless decisions: 105 homeless decisions were made during the 2017-2018 Of which</p> <ul style="list-style-type: none"> <li>• 62 cases were accepted as statutorily homeless (many of the unaccepted cases were resolved by resolving homelessness before a formal decision was made).</li> </ul> <p>Please see appendix (2) for comparators over 5 years.</p>
P2.1c Develop solutions for homeowners with special housing needs in mortgage difficulty	HSM	March 2019	☹	<ul style="list-style-type: none"> <li>• To identify solutions – establish if this work can be linked to s106 working group on commuted sums</li> <li>• Where possible introduce policy based on tenets of old mortgage rescue scheme</li> </ul> <p>Activity on this action will commence later in the year because of large changes required for legislative changes in homelessness</p>





# APPENDIX 1 - HOUSING STRATEGY 2017-21 ■ YEAR 2 / Jan 2018 to Mar 2018 ACTION PLAN PROGRESS

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P2.1d Work with county local authority partners to find solutions for high risk/high support/multiple needs homeless households	HSM	March 2018 March 2020	☺	<ul style="list-style-type: none"> <li>• Work with partners on recommissioning domestic abuse services</li> <li>• Monitor delivery from above projects and rough sleeping in the borough</li> </ul> <p>The domestic abuse services tendering and evaluation period has now ended and the successful provider will be announced shortly. Tewkesbury Borough continues to lead on the Places of Safety Dispersed Refuge Project in the County.</p> <p>The county wide services for assertive outreach and chaotic rough sleepers continue to work with the most difficult to resolve rough sleepers.</p>
P2.2 Work with local authority partners on Gold Standard Programme	HSM	Dec 2019	☺	<p>Our first challenge associated with the Bronze award has been completed and initial evaluation (pre-moderation) by the MHCLG has confirmed Tewkesbury Borough has met the standard. It is not known how the challenges will change following the new legislation as the current focus of the MHCLG has been on supporting local authorities to introduce new statutory duties.</p>
P2.3 Introduce an early intervention protocol for tenants affected by welfare reform including transitional support and assistance to find work	HSM + Group Manager Revenues & Benefits	April 2018 Sep 2018	☺	<ul style="list-style-type: none"> <li>• Pilot budgeting advice scheme for those affected being introduced by the Revs and Bens service</li> <li>• Evaluate pilot &amp; develop plan to roll out scheme if successful</li> </ul> <p>The pilot has been ongoing for some time and is seeing 2-3 customers affected by benefit change per week. Customers are encouraged to take up advice by the DWP, but also as a requisite for discretionary housing payments awards.</p>

# APPENDIX 1 - HOUSING STRATEGY 2017-21 ■ YEAR 2 / Jan 2018 to Mar 2018 ACTION PLAN PROGRESS

<p>New: P2.3a Evaluate the implications of welfare reform and establish options to minimise the risk of homelessness – particularly following the introduction of universal credit for housing costs.</p>	<p>HSM</p>	<p>April 2019</p>		<ul style="list-style-type: none"> <li>• Housing services will monitor any rise in presentations from residents threatened with homelessness as a result of welfare reform.</li> <li>• Establish options to minimise risk which recognise new benefit regime based on monitoring results.</li> </ul> <p>Reasons for presentations are monitored on a case by case basis. At this stage there is not a large rise in cases caused by welfare reform – although resolving those which are affected has been problematic. This is particularly the case for households in temporary accommodation. This action is linked to p2.3</p>
<p>P2.4 Procure cost effective temporary accommodation within Tewkesbury Borough for accepted households with poor tenancy histories who are difficult to rehouse including properties suitable for households with mobility needs</p>	<p>HSM</p>	<p>April 2019</p>		<ul style="list-style-type: none"> <li>• Working group to recommend temporary accommodation solution</li> <li>• Funding to be allocated to temporary accommodation</li> <li>• Increase the amount of temporary accommodation within the borough</li> </ul> <p>This is a long term project which will resume once the imminent changes associated with the Homeless Reduction Act have been implemented.</p>

# APPENDIX 1 - HOUSING STRATEGY 2017-21 ■ YEAR 2 / Jan 2018 to Mar 2018 ACTION PLAN PROGRESS

P2.5 Stop the use of private bed and breakfast accommodation except in emergencies	HSM	April 2019	☹	<p>Previous action to be retained:</p> <ul style="list-style-type: none"> <li>The average length of time households stay in b and b has been successively reduced by prevention and is now 39 days. There has, however, been a rise in the number of households approaching the service and needing emergency accommodation.</li> </ul> <p>This priority is linked to P2.4</p> <ul style="list-style-type: none"> <li>Monitor use of b and b</li> </ul> <p>The average length of time households stay in b and b has risen from 39 days in 2016/17 to 52 days in 2017/18. 95 homeless households were placed during 2017/18. Costs are yet to be confirmed but average daily cost is likely to be higher when final Travelodge invoices are incorporated.</p>
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## APPENDIX 1 - HOUSING STRATEGY 2017-21 ■ YEAR 2 / Jan 2018 to Mar 2018 ACTION PLAN PROGRESS

### *Priority 3 – Meeting the housing needs of those who need it most*


Actions linked to Strategy Priorities	Responsible Officer	Target Date	Status	Planned activity
P3.1 Commissioning, along with the other district councils in Gloucestershire and other partners as appropriate, a Strategic Housing Market Assessment (SHMA).	PPM + SHEO	Dec 2018	☹	Action delayed through 2017 pending Government consultation on SHMA commissioning. Consultation now complete and we await resulting guidance.  Standard methodology for calculating housing confirmed through Draft National Planning Policy Framework guidance. Therefore SHMA can be progressed.
P3.2 Establish a local connection policy which ensures rural affordable housing development, via rural exception, is prioritised for the needs of the local community.	SHEO, PPM + HSM	Sep 2018	☹	Progress publication of document through One Legal and Corporate Services.
P3.4 Profile accommodation-based support that the council has access to in the County.	HSM	March 2019	☺	Accommodation is profiled by county commissioners. Housing Services will continue to work with county regarding suitability of accommodation by monitoring access to provision for those who approach in housing need and participating in joint bids for funding to meet needs.

### *Priority 4 – Improving the health and wellbeing of local people*



# APPENDIX 1 - HOUSING STRATEGY 2017-21 ■ YEAR 2 / Jan 2018 to Mar 2018 ACTION PLAN PROGRESS

Actions linked to Strategy Priorities	Responsible Officer	Target Date	Status	Planned activity
4.1a Maintain and promote the "Fit to Rent" Landlord Accreditation Scheme for landlords wanting to work with the council and be better trained to provide quality accommodation and management.	EHM	Sep 2018	☹	<p>Update Fit to Rent Policy Update website to reflect updated scheme Produce communication plan setting out how scheme will be promoted.</p> <p>The intention is to refresh the scheme and re-engage with landlords. This will be part of the work of the new Housing Solutions Officer post ..</p>
4.1b Work with RP's and partners to offer advice and assistance with grants, loans and support services (e.g. handyman services) to vulnerable and older people to help insulate, adapt and maintain homes.	EHM	Sep 2018	☹	<p>Develop action plan in conjunction with residential providers identifying what services and support can be provided to vulnerable and elderly residents. Develop and maintain communication plan setting out how vulnerable/elderly can be made aware of support available</p> <p>Plan is currently being developed, have met with main social housing provider and had preliminary talks.</p>

# APPENDIX 1 - HOUSING STRATEGY 2017-21 ■ YEAR 2 / Jan 2018 to Mar 2018 ACTION PLAN PROGRESS

4.1c Monitor levels of private sector housing complaints.	EHM	Sept 2018		<p>Identify a baseline to compare quarterly.</p> <p>Review current way of recording complaints; ensure complaints are recorded so as to allow for the production of a monthly report.</p> <p>As part of the review of how data is managed to meet GDPR requirements all aspects of how data is received and subsequently handled is being reviewed. The requirement to monitor the levels of private sector housing complaints will be built into this current review process.</p> <p>15 Housing complaints were received during this quarter. Investigation of the complaints resulted in 1 notice and a further pending notice for improvement action.</p> <p>2 further notices were issued during the quarter for Filthy and Verminous properties.</p> <p><i>(Current response time to customer complaints about housing conditions is 3 working days)</i></p>
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# APPENDIX 1 - HOUSING STRATEGY 2017-21 ■ YEAR 2 / Jan 2018 to Mar 2018 ACTION PLAN PROGRESS

<p>4.1d Identify existing Houses of Multiple Occupation (HMOs) and implement new regulations concerning HMOs.</p> <p><i>(Previously – Regulate the standards of larger houses in multiple occupation and caravan sites by enforcing mandatory license conditions.)</i></p>	EHM	April 2019		<p>Develop HMO strategy to;</p> <p>Identify potential HMOs, contact landlords to confirm status. Licence those that fall within current definition, risk asses and implement an inspection programme.</p> <p>Current mandatory HMOs are known, awaiting imminent change to existing legislation which will broaden definition of HMO bringing more homes under the regime. Once definitions are confirmed then number of properties affected will be known and a licensing and inspection regime will be put in place.</p>
<p>4.2 Reduce poor quality housing by taking appropriate action to deal with identified Housing Health and Safety Rating System Category 1 hazards.</p>	EHM	April 2019		<p>Ensure appropriate enforcement action that's taken in line with EH enforcement policy.</p> <p>Monitor how landlords resolve category 1 hazards i.e. carry out improvements or remove property from availability to occupy.</p> <p>EH continue to take enforcement action where housing not up standard. All officers now trained in carrying out HHSRS assessments.</p> <p>EH undertook a further prosecution in December 2017 for failing to comply with a prohibition notice resulting in a fine and costs.</p>

# APPENDIX 1 - HOUSING STRATEGY 2017-21 ■ YEAR 2 / Jan 2018 to Mar 2018 ACTION PLAN PROGRESS

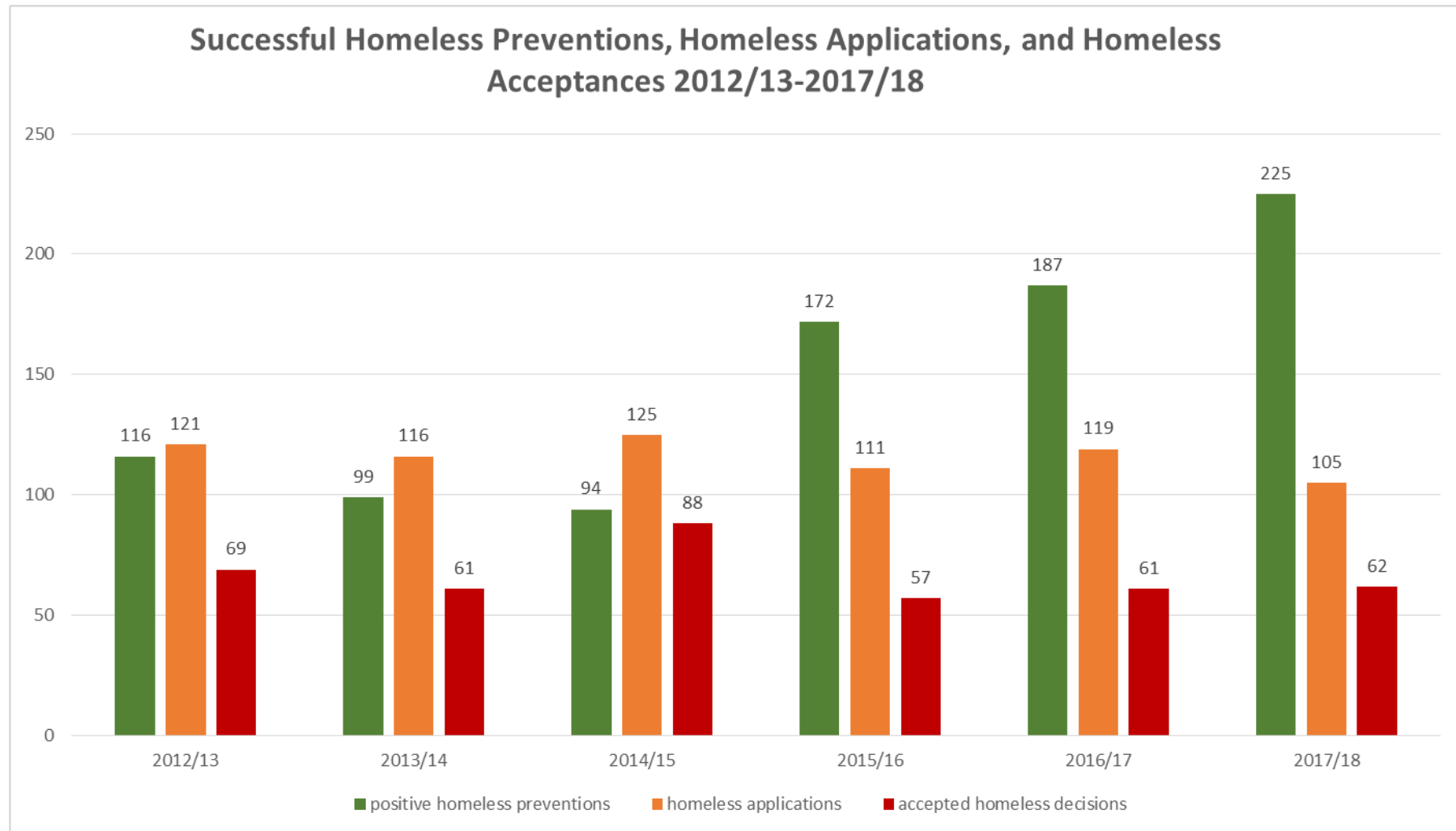
4.2a Carry out the actions within the Strategy for Gloucestershire and South Gloucestershire Action for Affordable Warmth 2013-2018.	EHM	April 2019	☺	<p>Continue to support the Warm and Well Partnership and deliver actions set out in the Action for Affordable Warmth.</p> <p>A communication strategy is currently being worked up with the Warm and Well provider Severn Wye. Severn Wye intend to do targeted marketing within Tewkesbury Borough over the next three months. Further publicity will be included in Borough News and Severn Wye have offered to do a presentation on fuel poverty at the next Parish Seminar.</p>
4.3 To work with the council's community development team to ensure all council services are signposting residents to the 'Going the Extra Mile' Project.	HSM	April 2019	☺	<p>Housing Services to make referrals to community based support provider (Greensquare) and continue to work with financial inclusion partnership to promote partner agencies.</p> <p>Referrals and take up of support to meet needs which challenge the sustainability of accommodation will be closely monitored in the new Personalised Housing Plans as part of our new statutory duties to ensure that customers participate in resolving their housing difficulties.</p>



## APPENDIX 1 - HOUSING STRATEGY 2017-21 ■ YEAR 2 / Jan 2018 to Mar 2018 ACTION PLAN PROGRESS

### STATUS KEY

😊	Action is progressing well and on target to achieve completion date/within agreed budget (if applicable) etc.
😐	Action has some issues or delays but is likely to achieve completion date/within agreed budget (if applicable) etc.
😞	Significant risk to not achieving the action or there has been significant slippage in the timetable.
✓	Action is complete.
	Action not yet commenced. (may not yet be programmed for action)



## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	1 May 2018
<b>Subject:</b>	Disabled Facilities Grants Review Monitoring Report
<b>Report of:</b>	Gordon Buchanan, Environmental Health Manager
<b>Corporate Lead:</b>	Rob Weaver, Deputy Chief Executive
<b>Lead Member:</b>	Councillor J R Mason, Lead Member for Clean and Green Environment
<b>Number of Appendices:</b>	1

### Executive Summary:

The report provides an update on progress against actions contained in the Disabled Facilities Grants Report, arising from a review by the Overview and Scrutiny Working Group approved by the Executive Committee on 6 April 2016.

### Recommendation:

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

### Reasons for Recommendation:

To improve the way that Disabled Facilities Grants (DFGs) are delivered in Tewkesbury Borough.

### Resource Implications:

The recommendations will continue to be implemented using existing resources.

### Legal Implications:

DFGs are mandatory grants up to a maximum of £30,000 per applicant. It is a statutory function delegated to local housing authorities in England. This function is delivered at this Council by the Environmental Health team.

**Risk Management Implications:**

If the Council does not have a robust and timely DFG process fit for twenty-first century living, those who require adaptations will have to wait for lengthy periods of time to either return to or continue living at home.

If the Council does not have effective arrangements for administering DFGs then a reputational risk of failing to comply with statutory requirements exists, leading to potential of Ombudsman or judicial review.

The Council has routinely contributed from capital funds so there are financial risks to ineffective administration.

There could also be customer dissatisfaction leading to increased complaints.

**Performance Management Follow-up:**

Progress updates are provided to the Overview and Scrutiny Committee on a six monthly basis.

**Environmental Implications:**

None

**1.0 INTRODUCTION/BACKGROUND**

**1.1** Disabled Facilities Grants (DFGs) help towards the cost of essential adaptations to homes to enable applicants to live more independently. The grant is mandatory for those who need better freedom of movement into and around their home, up to a maximum of £30,000 per applicant. It is subject to a financial means test. Examples of grants given include:

- providing ramps to allow a person to get in and out of their house;
- stair lifts;
- level access showers for people who cannot use a conventional shower or bath; and
- installation of wet room and adaptation of homes for downstairs living.

**1.2** DFGs are administered by the Council's Environmental Health section. To apply for a grant, applicants will first need to be assessed by an Occupational Therapist from Gloucestershire County Council who will find out if a major adaptation best meets the customer's needs.

**1.3** A review of the way in which Tewkesbury Borough Council delivers Disabled Facilities Grants DFGs was undertaken by an Overview and Scrutiny Working Group in 2015/16.

**1.4** This was essentially to ensure that the scheme was 'fit for purpose' and cost-effective. The resulting report set out the findings from the review and made recommendations in respect of possible ways in which processes could be improved.

**1.5** The review report was considered at the meeting of the Overview and Scrutiny Committee on 23 February 2016 and adopted at the meeting of the Executive Committee on 6 April 2016.

## **2.0 CURRENT POSITION AND PROGRESS**

- 2.1** The table at Appendix 1 shows the updated progress against actions contained within the original review report. All outstanding actions are intrinsically connected to the funding and delivery of DFGs which is under review by both central government and the Gloucestershire Clinical Commissioning Group.
- 2.2** The County Council and all six District Councils will continue to work collaboratively in determining the future delivery of DFGs within Gloucestershire.
- 2.3** The contract to deliver the Gloucestershire “Safe at Home” Home Improvement Agency service ceased at the end of July 2017. Since that time, members of the public have been applying for DFGs independently or appointing their own agents.
- 2.4** The county-wide project continues to meet on a regular basis to share good practice and explore a coordinated delivery model option for DFGs. Gloucestershire County Council is the lead and is coordinating this work stream.

## **3.0 FINANCIAL IMPACT**

- 3.1** The Gloucestershire Clinical Commissioning Group (CCG) is responsible for the funding of DFGs through the Better Care Fund (BCF). The BCF is a programme spanning both the NHS and local government which seeks to join-up health and care services, so that people can manage their own health and wellbeing, and live independently in their communities for as long as possible.
- 3.2** The BCF was created to improve the lives of some of the most vulnerable people in our society, placing them at the centre of their care and support, and providing them integrated health and social care services, resulting in an improved experience and better quality of life.
- 3.3** The Department of Health/Department for Communities and Local Government Integration and Better Care Fund policy framework details the arrangements in two tier areas:  
  
*“In two-tier areas decisions around the use of the DFG funding will need to be made with the direct involvement of both tiers working jointly to support integration ambitions. DFG funding allocated by central government should be passed down by the county to the districts (in full, unless jointly agreed to do otherwise) to enable them to continue to meet their statutory duty to provide adaptations and in line with these plans; as set out in the DFG Grant Determination Letter due to be issued by DCLG in April 2017.”*
- 3.4** The downward trend of Occupational Therapist referrals and applications for DFG funding continued in 2017/18 with a total of 89 referrals compared with 98 the previous year. Of those 89, only 72 progressed through for approval - this compares with 71 the previous year.
- 3.5** In 2017/18, £503,794 was spent on approved grants which compared with £332,546 for 2016/17. The Council's allocation for DFGs in 2017/18 was £1,039,497.
- 3.6** In January 2018, the Ministry of Housing, Communities and Local Government allocated additional funds to local authorities who committed to spend it prior to 1 April 2018. Tewkesbury Borough Council's allocation was £112,304.

- 3.7** The extra funding was available to be used for DFG adoptions and more broadly on “other social care capital projects”. In this regard Tewkesbury Borough Council was able to allocate and spend these funds on DFGs and social care projects in partnership with Severn Vale Housing. This ensured that this money was spent locally for Tewkesbury residents as opposed to going into a central county-wide fund.

#### **4.0 CONSULTATION**

- 4.1** Environmental Health will continue to work collaboratively with all partners involved in the DFG process, in particular Gloucestershire County Council and the Clinical Commissioning Group as the key partners.

#### **5.0 RELEVANT COUNCIL POLICIES/STRATEGIES**

- 5.1** Provision of DFGs directly links to two of the four priorities of the Tewkesbury Borough Council Housing Strategy 2017-21:
- Priority 3: Meet the housing needs of specific groups
  - Priority 4: Improving the health and well-being of local people

#### **6.0 RELEVANT GOVERNMENT POLICIES**

- 6.1** [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/605164/integration\\_and\\_BCF\\_policy\\_framework\\_2017-19.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/605164/integration_and_BCF_policy_framework_2017-19.pdf) (DFGs Page 17)

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

- 7.1** Within existing.

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

- 8.1** Effective outcomes positively impact the health and welfare of the most vulnerable people living within our Borough.

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

- 9.1** Effective outcomes positively impact on the cost of providing adaptations in ensuring a safe and healthy home environment for applicants.

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

- 10.1** Executive Committee Report and Minutes - 6 April 2016  
Overview and Scrutiny Committee Report and Minutes - 2 May 2017.

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**Background Papers:** None

**Contact Officer:** Gordon Buchanan, Environmental Health Manager  
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**Appendices:** Appendix 1 - Disabled Facilities Grants Review Revised Action Plan 2017

**O&S ACTION PLAN MONITORING  
DISABLED FACILITIES GRANTS REVIEW**

	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
1	Those enquiring who may be eligible for DFG, to be supported to see if a possible move to more suitable accommodation would be a better outcome for them, and to provide suitable assistance and support to help make this happen, should the person so wish.	Environmental Health Manager	March 2016	✓	Completed – as reported to O&S on 29 November 2016
2	Look at methods of procuring work, such as (but not limited to) schedules of rates and preferred contractors, as ways that could reduce the time taken for a contractor to be on site.	Environmental Health Manager	April 2017	✓	Breakfast workshop for builders and agents to share DFG process was held at TBC Offices in May 2017.

	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
3	<p>Review all existing paperwork connected with the DFG process at TBC:</p> <ul style="list-style-type: none"> <li>a) Eliminate unnecessary paperwork</li> <li>b) Review the content of the DFG application form and the way it is completed.</li> <li>c) Combine documents into one where this is possible.</li> <li>d) Use electronic methods of communication wherever possible.</li> <li>e) Work with stakeholders to identify any communication gaps where additional advice or information could be given.</li> </ul>	Environmental Health Manager	May 2016	✓	New system is now working and new documentation has been produced and is in use.
4	Explore the further use of technology (by officers and applicants) to speed up the process and assist applicants.	Head of Community Services / Environmental Health Manager	Timescales will depend on the corporate digital roll-out of online forms expected to be August 2018.	☹	Online forms for a number of Council processes are being rolled out.



	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date															
5	Use the learning gained from this review to inform local health and well-being plans, strategies and processes.	Head of Community Services	County-wide minor adaptation was issued at the end of July 2017.	☹	County-wide minor adaptations contract – now tendered by County Council.  County-wide major adaptations project sponsored by the Lead Commissioner for Health and Social Care has been initiated to develop a future working model to support the housing partnership.															
6	Review the effect of Actions 1 to 5 above on the costs of delivering the service and subsequently reduce the Council's capital contribution due to depleting capital resources.	Head of Community Services	Timescales on this element of the project depend on the County Council and other Districts. At the time of writing this report we are awaiting a progress update.	☹	Close liaison and discussion with County Council and Clinical Commissioning Group will continue to ensure the applications for DFGs within our area receive the necessary funding.  For reference the funds available for the last four years are: <table><tr><td>Year</td><td>Available</td><td>Spent</td></tr><tr><td>2014/15</td><td>£442446</td><td>£778851</td></tr><tr><td>2015/16</td><td>£6567584</td><td>£497178</td></tr><tr><td>2016/17</td><td>£944398</td><td>£332546</td></tr><tr><td>2017/18</td><td>£1,039,497</td><td>£503794</td></tr></table>	Year	Available	Spent	2014/15	£442446	£778851	2015/16	£6567584	£497178	2016/17	£944398	£332546	2017/18	£1,039,497	£503794
Year	Available	Spent																		
2014/15	£442446	£778851																		
2015/16	£6567584	£497178																		
2016/17	£944398	£332546																		
2017/18	£1,039,497	£503794																		

## STATUS KEY

😊	Action is progressing well and on target to achieve completion date/within agreed budget (if applicable) etc.
😐	Action has some issues or delays but is likely to achieve completion date/within agreed budget (if applicable) etc.
😞	Significant risk to not achieving the action or there has been significant slippage in the timetable.
✓	Action is complete.
	Action not yet commenced. (may not yet be programmed for action)

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	1 May 2018
<b>Subject:</b>	Customer Care Strategy
<b>Report of:</b>	Sam Hammond, Corporate Services Manager
<b>Corporate Lead:</b>	Mike Dawson, Chief Executive
<b>Lead Member:</b>	Councillor M Dean, Lead Member for Customer Focus
<b>Number of Appendices:</b>	Two

### Executive Summary:

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

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

The action plan is reviewed annually and this report provides an overview of the progress in delivering the 2017/18 strategy actions, as well as introducing the new action plan for 2018/19.

### Recommendation:

**To CONSIDER the progress made in relation to the actions contained within the Customer Care Strategy Action Plan 2017/18 and to ENDORSE the action plan for 2018/19.**

### Reasons for Recommendation:

An annual action plan ensures we remain focused on providing the best possible service to all of our customers, particularly in terms of resolving queries at the first point of contact. We recognise how important first impressions are, and how vital it is to get things right from the start.

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

### Resource Implications:

None directly resulting from this report.

**Legal Implications:**

The Council's obligations under the new General Data Protection Act and the Equality Act 2010 should be taken into account when implementing the recommendations set out in the action plan for 2018/19.

**Risk Management Implications:**

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

**Performance Management Follow-up:**

Delivery of the strategy's action plan is monitored by Overview and Scrutiny Committee on an annual basis.

**Environmental Implications:**

None.

## **1.0 INTRODUCTION AND BACKGROUND**

- 1.1** Our Council Plan highlights our value that we will always put our customers first. We make the promise that we will put the needs of our customers at the heart of what we do and listen to what they say, treating people fairly and without bias. Supporting our values we also have an ethos that whatever we do will be 'better for customers, better for business'. Our Customer Care Strategy is an important step to making these commitments a reality.
- 1.2** The strategy was taken to an Overview and Scrutiny Committee workshop on 11 January 2016, where it was endorsed by Members. The Customer Care Standards within the strategy were also reviewed by senior management team prior to the Overview and Scrutiny Committee workshop.
- 1.3** Our commitment throughout the strategy is to have a 'can-do' attitude and support customers by going the extra mile for them. This will be achieved by providing the customer with an efficient service, delivered by welcoming, knowledgeable and professional staff. To help us achieve these commitments, the strategy is supported by an annual action plan, which details how we will achieve our commitments to customer care. Progress on the action plan, and any new actions, will be reported each year to Overview and Scrutiny Committee.

## **2.0 PROGRESS ON THE CUSTOMER CARE STRATEGY ACTION PLAN**

- 2.1** A review of the 2017/18 actions for the Customer Care Strategy can be found at Appendix 1. The table shows the specific actions, a brief description of what work has been carried out for each action, and their current status.
- 2.2** The majority of actions have been completed and a brief commentary supports each action. Notably, the introduction of the Customer Care Standards has helped us to promote internally, and to our customers, the need to ensure a consistent service from the Council. There are still pockets across the Council where the Customer Care Standards need to be embedded further. Customer service training for frontline staff is taking place early May and the standards will be core to this training.

**2.3** During 2017/18, in support of our digital ambitions a significant amount of work has been undertaken to improve our online forms, payment channels and continue to ensure the quality of our website. Whilst undertaking this work, it must be stressed we still retain a commitment to delivering a service to those that are not digitally enabled. A plan detailing new actions for 2018/19 can be found at Appendix 2 and this builds upon the work undertaken to date.

### **3.0 OTHER OPTIONS CONSIDERED**

**3.1** None

### **4.0 CONSULTATION**

**4.1** The strategy was taken to a workshop of Overview and Scrutiny Committee on 11 January 2016. The Customer Care Standards were reviewed by the senior management team, operational team managers and group managers prior to the Overview and Scrutiny Committee workshop.

### **5.0 RELEVANT COUNCIL POLICIES/STRATEGIES**

**5.1** The Council Plan and Digital Strategy.

### **6.0 RELEVANT GOVERNMENT POLICIES**

**6.1** None

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

**7.1** None directly

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

**8.1** None

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

**9.1** None

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

**10.1** None

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**Background papers:** None

**Contact Officer:** Sam Hammond – Corporate Services Manager  
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**Appendices:** Appendix 1- Customer Care Strategy Action Plan progress update 2017/18  
Appendix 2 - Customer Care Strategy Action Plan 2018/19

## O&amp;S ACTION PLAN MONITORING: Customer care strategy action plan 2017/18

Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
To provide customer service training to all front line staff	Customer services team leader	<del>June 2017</del> May 2018	☺	<p>To ensure staff are trained to understand the importance of putting the customer first, and how to deliver quality customer care.</p> <p><i>Training is to be completed 3 and 4 May 2018.</i></p> <p><i>Content covers:</i></p> <p><b><i>What is excellent customer service and how can it be delivered?</i></b> To include: what good and bad customer service looks like and how this is applied in relation to our own customer care standards, what triggers dissatisfaction, what are the core components of excellent service? Individual behaviours that help establish a culture of service excellence.</p> <p><b><i>Communicating effectively with customers.</i></b> To include: The importance of listening, understanding and practising listening empathetically, building rapport, explaining 'assertiveness' and the techniques associated with using it effectively. Dealing with challenging situations.</p>

Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
Promotion of self-service during customer contact	Customer services team leader	May 2017		<p>When dealing with customer encourage self-service for those that are able to access these more economical ways of contacting the council:</p> <p><i>Customer services have played a key role in driving customers to 'try' the online options. Equally they have been instrumental in collecting email addresses. This enables us to communicate electronically where we specifically push online services. We have seen significant uptake on the self-service options with 74% of transactions being made online.</i></p>
To review the effectiveness of the Advice and Information Centre buildings	Corporate services manager	<del>July 2017</del> March 2019		<p>To carry out a review of the effectiveness of the AICs to ensure they meet the needs of our customers and the council:</p> <p><i>This action has yet to be undertaken. There is potential for this to be subject to review by an O&amp;S working group as it directly affects communities – we welcome the committee's views on this. This will be carried over into the 2018/19 plan</i></p>

Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
Make online forms as customer-friendly as possible	Corporate services manager	July 2017	☺	<p>To encourage customers to use our online services and ensure that our online forms are accessible and easy-to-use, arrange for a representative of customer services to sit and input into the 'making online forms great again' project group.</p> <p><i>A real success story! 41 different forms in place across nine council services, 74% of transactions completed online with actual transactions increasing from 1100 in 2013 to 46,000 in 2017.</i></p> <p><i>Despite having achieved the goal within the timescales, this is an ongoing project.</i></p>
To review the complaints system	Corporate services manager	April 2017	☺	<p>A year on from its implementation, carry out a review of the complaints system to ensure it is an effective tool.</p> <p><i>A review has been completed and the learnings applied. Essentially the system is working well and fit for purpose. Small amends have been to ensure continuous improvement such as the ability to more easily re-allocate within the system.</i></p>



Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
To further embed the customer care standards in teams across the council	Corporate communications manager	April 2017	☺	<p>To ensure our customers receive consistent excellent customer service, work with operational managers to ensure the standards are being embedded in the way they work.</p> <p><i>Training across all departments is scheduled for May 2018. The training is directly linked to CC standards and tailored to be very interactive so that teams are able to directly relate the application of the training to their service area. This action point will be carried over to the 2018/19 action plan to enable us to test the application of the training. It is envisioned that this will be an area for continuous ongoing review.</i></p>
To introduce a method of gathering service-level feedback from the website	Corporate services manager	<del>September 2017</del> September 2018	☹	<p>To work with the web design officer to implement method on the new website to gather customer feedback, and work with the operational managers to ensure feedback is used to shape future service delivery.</p> <p><i>We are currently reviewing how we accomplish this, this action will be added to the 2018/19 plan with an expectation that it will be completed by Q3 2018.</i></p>

Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
To ensure we deliver a customer-focused planning service	Corporate services manager	May 2017		<p>To work with the head of development and improve the customer focus of the planning service.</p> <p><i>Head of service (development) is working on this currently and we will support them in the achievement of their goals. A quick win will be achieved shortly, in liaison with the digital team, in improving the planning application process</i></p>
To support customer focused Council Plan actions	Various officers overseen by the corporate services manager		😊	<p>Ensure customer care is at the heart of the customer –focused Council Plan actions. For example the review of garden waste and the reception/PSC refurbishment.</p> <p><i>This is an ongoing action but projects such as the review of garden waste have been undertaken and been successful – this particular project is in its final stages with successful roll out of the new licence sticker system and annual renewal date. We are already above the level of retained customers we would normally see and there is an income generated of some £665K so far with an expectation that this will increase in the next few weeks.</i></p> <p><i>Support of the PSC refurbishment and growth hub is a priority right now due to their imminent opening/launch.</i></p>

**STATUS KEY**

😊	Action is progressing well and on target to achieve completion date/within agreed budget (if applicable) etc.
😐	Action has some issues or delays but is likely to achieve completion date/within agreed budget (if applicable) etc.
😞	Significant risk to not achieving the action or there has been significant slippage in the timetable.
✓	Action is complete.
	Action not yet commenced. (may not yet be programmed for action)

## O&amp;S ACTION PLAN MONITORING: Customer care strategy action plan 2018/19

Recommendation / Action	Responsible Officer	Target Date
To review the effectiveness of the Advice and Information Centre buildings.	Corporate Services Manager	March 2019
Make online forms as customer-friendly as possible:  To encourage customers to use our online services and ensure that our online forms are accessible and easy-to-use New forms are regularly being created – ensure a customer service representative has input.	Corporate services manager	July 2018
To further embed the Customer Care Standards in teams across the Council:  Review the effectiveness of the training provided in May 2018, ensuring that learnings and the standards are embedded into the way each service conducts its work.	Corporate Services Manager	March 2019
To introduce a method of gathering service-level feedback from the website:  To work with the Web Design Officer to implement a method to gather customer feedback, and work with the operational managers to ensure feedback is used to shape future service delivery.	Corporate Services Manager	September 2018
To work with the Head of Development Services to improve the customer focus of the planning service.	Corporate Services Manager	March 2019

Recommendation / Action	Responsible Officer	Target Date
Through digital channels, look to see how we can engage and transact with our customers more effectively, for example through SKYPE, webchat, continued improvements to our website etc.	Corporate Services Manager	Dec 2018
<p>Ensure that any new Customer Relationship System (CRM) is customer focused and improves the customer experience:</p> <p>To work with the project teams to ensure that the experience and knowledge within the Customer Service team is captured throughout the decision making/launch processes.</p>	Customer Services Team Leader	TBC
<p>To support customer focused Council Plan actions:</p> <p>Ensure customer care is at the heart of the customer –focused Council Plan actions. For example the review of commercial waste, success of the Growth Hub, support to service related improvement.</p>	Various officers overseen by the Corporate Services Manager	March 2019
To ensure all our customers continue to be treated fairly and consistently, the Equalities Policy will be reviewed during the year.	Corporate Services Manager	September 2018

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	1 May 2018
<b>Subject:</b>	Overview and Scrutiny Committee Annual Report 2017/18
<b>Report of:</b>	Graeme Simpson, Head of Corporate Services
<b>Corporate Lead:</b>	Mike Dawson, Chief Executive
<b>Lead Member:</b>	Councillor G F Blackwell, Lead Member for Organisational Development
<b>Number of Appendices:</b>	One

### **Executive Summary:**

The role of the Overview and Scrutiny Committee is to ensure the Council's work is transparent, that it is held accountable for its decision-making, and that the needs of the community are considered. Reporting the work of the Overview and Scrutiny Committee through an annual report provides an opportunity for both the Council and the public to view the work of the Committee.

### **Recommendation:**

**To APPROVE the Overview and Scrutiny Committee Annual Report 2017/18.**

### **Reasons for Recommendation:**

It is important 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. It is also a requirement of the Council's Constitution that the Overview and Scrutiny Committee must report annually to Council on its workings.

### **Resource Implications:**

None.

### **Legal Implications:**

None.

### **Risk Management Implications:**

None.

### **Performance Management Follow-up:**

Annual review of the work of the committee provides transparency and accountability and helps the Overview and Scrutiny Committee prepare its work programme.

**Environmental Implications:**

None.

**1.0 INTRODUCTION/BACKGROUND**

- 1.1** The Overview and Scrutiny function must deliver the work required of it as set out in the Council's Constitution. The Committee has a formal work programme for the year and it ensures the volume of work does not compromise the depth of examination required, does not duplicate the work of other Committees and that it adds value.

**2.0 OVERVIEW AND SCRUTINY COMMITTEE ANNUAL REPORT**

- 2.1** Not only is it a requirement of the Council's Constitution to report the activities of the Committee on an annual basis but it is good practice. The annual report demonstrates the broad coverage of activities that the Committee has scrutinised and reviewed during the year. This coverage has been undertaken through a combination of the following;
- Progress reports from officers on the delivery of key strategies and policies.
  - Quarterly performance management reporting.
  - Working groups to review specific areas of interest.
  - Presentations from officers and external organisations.
  - Scrutiny review of new strategies and policies.
- 2.2** The 2017/18 annual report can be found at Appendix 1. Following approval of the annual report it will be presented by the Chair of Overview and Scrutiny Committee at Council on 15 May 2018. This fulfils the reporting requirement within the Council's Constitution.

**3.0 OTHER OPTIONS CONSIDERED**

- 3.1** None.

**4.0 CONSULTATION**

- 4.1** None.

**5.0 RELEVANT COUNCIL POLICIES/STRATEGIES**

- 5.1** None.

**6.0 RELEVANT GOVERNMENT POLICIES**

- 6.1** None.

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

- 7.1** None

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

**8.1** None

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

**10.1** None

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

**11.1** None.

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**Background Papers:** None

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**Appendices:** Appendix 1 – Overview and Scrutiny Committee Annual Report  
2017/18



A magnifying glass with a green handle is positioned over a document. The document features a bar chart with blue bars and a table with numerical data. A black pen is resting on the document. The text 'Overview and Scrutiny committee annual report 2017-18' is overlaid on the image in a white box.

# Overview and Scrutiny committee annual report 2017-18

April 2018

# Message from the chair of Overview and Scrutiny committee, Councillor Phil Awford



I am pleased to present the annual report of Tewkesbury Borough Council's Overview and Scrutiny Committee for 2017-18. I have chaired the committee since May 2015, supported by Councillor Ron Allen as vice chair, and by a very able and committed group of councillors.

This has been another good year for the Overview and Scrutiny Committee with a variety of topics examined. The committee has once again been at the heart of the council's decision making process acting as a critical friend to the Executive Committee helping shape and inform council decisions, providing support to key areas and facilitating the delivery of new strategies- such as the Economic development and tourism strategy.

The committee review of the water supply outage is reaching a conclusion. This is a high profile piece of work, undertaken by all members of the committee. The incident in December 2017 had a significant impact upon residents and businesses, with around 10,000 people in the Tewkesbury area affected. The culmination of the work, is a public hearing on 24 April where the committee will ask questions of all agencies involved in the incident, particularly Severn Trent Water authority. The outcome will be for the committee to receive a future report and action plan that highlights the lessons to be learnt

from the incident, to help lessen the impact should a water supply issue occur again.

We continue to monitor the process of important activities such as formal complaints, Ubico performance, flood risk management, enviro-crimes and more.

The committee also continues to receive on a quarterly basis a wealth of performance information on the delivery of the Council Plan (2016-2020).

To build up our knowledge and understanding of how our partners help deliver our priorities the committee also received presentations from key bodies such as Gloucestershire County Council's Public Health and Citizen's Advice Bureau.

Looking ahead, there is a great opportunity for Overview and Scrutiny to support the council through its future challenges and I am positive the committee will add even greater value through the work it carries out to help our communities.

I would like to take this opportunity to thank all the committee members for their contributions and continued support.

Best wishes,

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## The role of overview and scrutiny

The role of Overview and Scrutiny is an important one in the council's governance structure, in providing challenge and driving improvement. It is often referred to as the "critical friend" of the council and can hold a magnifying glass over any area of the council's activities.

Tewkesbury Borough Council has a single overarching Overview and Scrutiny Committee that examines all areas of the council's business.

The Overview and Scrutiny Committee has a number of roles within the council. These include:

- Holding the Executive Committee to account by thoroughly scrutinising their decisions to ensure that the council continues to provide the best services possible for our residents.
- As part of this role, the committee has the power to 'call-in' decisions made by the Executive Committee and request that they consider them again, taking into account the issues raised by the committee. Alternatively, the committee can ask Full Council to review or scrutinise the decision or ask Full Council to decide whether or not to recommend the decision be

reconsidered. There have been no call-ins made this year.

- Acting as a 'critical friend' to the Executive Committee by reviewing council policies and strategy, making recommendations where appropriate.
- Overview of work areas or topics of interest to the committee and members of the council - including feedback from the Gloucestershire Police and Crime Panel and the Gloucestershire County Council Health and Care Overview and Scrutiny Committee.
- Performance and financial monitoring, to ensure services are being delivered effectively.
- Commissioning reviews of services that impact on the council or on the lives of Tewkesbury Borough residents.
- Complaints - on an annual basis a report is received summarising customer complaints and the Local Government Ombudsman. This helps to identify trends and potential opportunities to learn from the complaints made.
- Setting up task and finish groups to focus on specific reviews and recommend ways to improve existing practices within the council. A flow chart on how to consider potential scrutiny reviews can be found at Appendix A (page 10).

# Overview and scrutiny activity during 2017-18

## Scrutiny reviews of policy and strategy

### Review of Economic Development and Tourism Strategy

2 May 2017

Following a review by an Overview and scrutiny working group, a new Economic development and tourism strategy was adopted by Executive committee on 7 June 2017. A report highlighted the intensive work carried out by the working group. An employment land review, economic and business survey carried out by Bruton Knowles was commissioned by the group and proved fundamental in the development of the strategy. With economic development being one of the council's main priorities in the Council Plan, the new strategy provides the primary focus and direction for the work and activities of Tewkesbury Borough Council, to achieve these objectives.

### Tewkesbury Borough Council Waste and recycling collection services policy and procedures.

17 October 2017

Head of Community Services presented the new waste and recycling collection services [policy](#) to the committee. The policy set out the standards that could be expected from the

Council as a waste and recycling collection service including the frequency of collections, how to present waste and recycling for collection. Members recommended the policy to be adopted by the Executive committee and it subsequently was on 22 November 2017.

## Presentations made to overview and scrutiny

### Citizens' Advice Bureau (CAB) and financial inclusion

13 June 2017

The bureau manager gave an annual presentation to the committee giving a brief overview with case studies of the work CAB carried out to help support the borough's residents. The council granted the bureau £53k.

Head of Revenues and Benefits provided an update on the financial inclusion. Key points of the presentation included background information, demographic composition, the Financial Inclusion Group, Key tasks during 2016/17, job fair and developing tasks 2017/18 which included Universal Credit. Members raised concerns over the welfare of vulnerable people and the need to ensure this vulnerability is adequately managed and supported.

More details can be found [here](#)

## Public Health for Gloucestershire County Council

18 July 2017

Director of Public Health for Gloucestershire County Council presented a two year report covering periods 2014/15 and 2015/16. The report contained a snapshot of health and wellbeing in the county. The report identified Gloucestershire as being predominantly healthy and wealthy with a good quality of life and above average life expectancy. Case studies were provided to show how the public health grants received had supported people in Gloucestershire.

More details can be found [here](#).

## Development Services review

18 July 2017

Following on from the planning review in 2016 the Head of Development Services gave an update on the current planning service review. The presentation highlighted three main strands; Planning Advice Service (PAS) data capture, procedure review and customer service improvement. This has now culminated in a formal review and action plan approved by Council on 17 April 2018.

More details can be found [here](#).

## Gloucestershire Families First update

9 January 2018

The committee has received a number of reports on the progress of the scheme since it commenced in 2012. An update on the work undertaken was given and it was reiterated how successful the programme had been within the borough. One of the reasons being the number of agencies working together within the Public Services Centre. The committee agreed to remove the updates from the Overview and scrutiny work programme, as work being carried out by the scheme is now 'business as usual'.

More details can be found [here](#).

## Aston project and Gloucestershire Great Expectations

9 January 2018

The committee received an informative presentation from the Aston Project Co-ordinator.

The project identifies vulnerable children at risk of causing anti-social behavior. The presentation raised key points on the Aston project and the next stage; Great Expectations. These included background information, caseloads, volunteers, referral process, Great Expectation programme and childhood experiences having an effect on people growing up.

# Overview and scrutiny working groups

## Tewkesbury Borough News working group

A working group reviewed [Tewkesbury Borough News](#) following the feedback from a member communications workshop. The high profile communication tool for the Council, generated lots of discussion around costs, quality, regularity of production and format. The working group looked at three options; to retain Tewkesbury Borough News in its current format, change to a magazine format and reduce circulation, or, to stop producing Tewkesbury Borough News. It was agreed to be in a magazine format and produced twice a year instead of three. This made an annual saving of £4,066. A report will be brought in February 2019 to provide feedback on the new format.

Outcome of the review can be found [here](#).

## Review of Water supply outage

In December 2017 10,000 homes were left without water and numerous businesses effected in the run-up to Christmas, along with two other outages earlier in the year affecting parts of the borough. The scale of the incident was large and national coverage hit the media. Due to the significance of the incident and the impact on our community, the community overview and scrutiny set up a working group to [review the water supply outage](#). The culmination of this work, is a public hearing on 24 April when the committee will ask questions of all agencies involved in the incident, particularly Severn Trent Water Authority. The outcome will be for the committee to receive a report and action plan that highlights the lessons to be learnt from the incident, to help lessen the impact should a water supply outage occur again.

## Other general areas of review

### Performance management (quarterly report)

The committee has an important role in scrutinising the delivery of the council's priorities. To achieve this, on a quarterly basis, the committee received a Council Plan Performance Tracker. This provides a wealth of information in relation to the overall progress of the Council Plan's actions. The committee reviews and scrutinizes the information including missed target dates, progression of key projects and outcomes, and where appropriate, refer for a response or action from the Executive Committee. During the year, the committee has consistently challenged areas such as planning performance, level of environmental crimes and sickness absence. An absence management workshop was undertaken to members on 28 February 2018, providing members an overview of how sickness is managed in accordance with the council's absence management policy.

### Review of Ubico (12 month update)

20 May 2017, 5 September 2017 and 20 March 2018

The council's waste and recycling, street clearing and ground maintenance services have a direct impact upon our communities. Delivered by Ubico, a local authority management company, the performance of Ubico has regularly been challenged during the

year. Members were concerned that aspects of the contract were not being delivered effectively. This has resulted in improved monitoring of the contract and improved working practice by Ubico.

The most recent review can be found [here](#).

### Review of communications strategy (12 month update)

2 May 2017

Members were updated with the progress of the action plan for year three of the [communications strategy](#). It provides the framework to promote and protect the reputation of the council. Being the final year of the strategy, the committee received an overview of the whole action plan for 2014-16 where the majority of the actions had been completed. A new communications strategy for 2017-2019 was approved at Executive Committee in June 2017.



## **Flood risk management (12 month update)**

20 March 2018

The Flood Risk Management Group (FRMG) oversees delivery of the council's flood risk management projects and contributes to the future development of flood risk management policies. Their work is reported to the Overview and Scrutiny Committee.

Various works have been carried out during 2017-18 which included maintenance works to banks and watercourses running through council owned land. The action plan also included a schedule of proposed works for 2018-19, live capital projects and existing schemes.

## **Review of complaints (12 month update)**

5 September 2017

Complaints are an important indicator as to how well the council is performing. Following a new complaints framework going live in April 2016 it was agreed a report would be brought to Overview and scrutiny committee on an annual basis. A report was brought to the committee on [5 September 2017](#). This included a breakdown of how many complaints were received and type by service along with any resulting improvements. The report also included details of those investigated by the Local Government Ombudsman.

## **Customer care strategy (annual review)**

2 May 2017

Members were given an update to consider the progress made in relation to the actions contained within the [Customer Care Strategy and action plan](#). Both had been developed by an overview and scrutiny committee workshop in January 2016. Customer Focus is a council priority and the Customer Care Strategy details how we plan to deliver our customer care and outlines the council's commitments we make to our customers.

## **Review of Enviro-crimes (six monthly update)**

2 May 2017 & 17 October 2017

The committee received reports on [2 May 2017](#) and [17 October 2017](#) on the current level of enviro-crimes, proposed action plan requested by the committee and the approach to tackling enviro-crimes within the borough. Members were given an update on fly tipping and details of a fixed penalty policy for environmental offences. This policy enables officers to issue fixed penalty notices for a range of offences including fly tipping and littering. This was approved at Executive Committee on 11 October 2017. Continued review of enviro crimes has resulted in a proactive approach such as a new Public Space Protection Order- Dog fouling, approved by Council on 17 April 2018.

## **Disabled Facilities Grants (DFG) review monitoring report (six monthly update)**

2 May 2017 & 28 November 2017

An update to the committee was given on 2 May 2017 and 28 November 2017 on the progress against the recommendations arising from the DFG review in 2016. Members were advised the outstanding recommendations were intrinsically connected to the funding and delivery of DFG's which was under review by both central government and the Gloucestershire Clinical Commissioning Group.

## **Gloucestershire Joint Waste Committee (GJWC) 2017/18 Business and action plan update**

17 October 2017

Members were updated on the progress made in relation to the [Gloucestershire Joint Waste Committee action plan for 2017/18](#). Actions were noted by the committee and key achievements were highlighted such as; reviewing bulky waste, creating a new waste policy and procedures, reviewing garden waste and the procurement of a materials recycling facility.

More details can be found [here](#).

## **Housing, renewal and homelessness strategy review monitoring report**

17 October 2017

The committee was involved in the development of the strategy which was approved by the Council in January 2017. A report was provided giving an update on the progress made against the action plan over the last nine months. The housing services Manager highlighted areas where there has been significant changes such as the impact of Universal Credit and the peer review conducted by Department for Communities and Local Government in July 2017.

More details can be found [here](#).

## **Planning enforcement plan**

9 January 2018

The National Planning Policy Framework advised all local planning authorities should consider publishing a local enforcement plan setting out how they would monitor the implementation of planning permissions, investigate alleged cases of unauthorised development and take action where it was appropriate to do so. Head of Development Services presented the new [Planning Enforcement Plan](#) to the committee. Members raised questions on timescales for implementation, resources and how the plan would progress. As a result, amendments to the plan were made prior to consideration by Executive Committee in January 2018.

## Community safety partnership update

6 February 2018

The local [Community Safety Partnership](#) is subject to a countywide review. As a result the committee was updated on the status of the review. Given that committee safety is important to our communities the committee are keen to see this review concluded and to consider recommendations on the new arrangements. As a result this will be brought back to committee.

## Annual review of the effectiveness of the council's involvement in the Gloucestershire health and care overview and scrutiny committee

6 February 2018

As a member of the Gloucestershire Health and Care Overview and Scrutiny Committee, members felt it was important that Tewkesbury Borough Council continued to be represented on the committee. Members authorised officers to make the payment of £2,500 as its contribution to the Gloucestershire Health and Care Overview and Scrutiny Committee.

## Gloucestershire County Council updates

The committee receives regular updates from Gloucestershire Health and Care Overview and Scrutiny Committee, and the Gloucestershire Police and Crime Panel. These updates provide the committee with information on any issues arising and where the council can act as advocates for both community safety and for health and well-being.

For further details on both, Gloucestershire Health and Care Overview and Scrutiny Committee and Gloucestershire Police and Crime Panel see links below to Gloucestershire County Council's website:

- [Health and Care Overview and Scrutiny Committee](#)
- [Police and Crime Panel](#)

## Looking forward

The committee has an exciting work programme for the forthcoming year. The review of water supply outage and the hard work of the working group will come to its end in the early part of 2018-19.

Other works scheduled in the committee's work programme include the reviews of key strategies and policies such as the Customer care strategy, Economic Development and Tourism strategy. On-going scrutiny of key performance areas such as the Council Plan, enviro crimes and Ubico. The programme is flexible so any new areas for review can be added. The 2018-19 work programme can be found in Appendix B (page 11).

The committee also looks forward to challenging its effectiveness and ensuring it continues to play an important role in help deliver successful outcomes for both the council and its communities. A national review of overview and scrutiny has been undertaken and recommendations from this will be considered to see if they can be applied to the workings of the committee.

## Members of the Overview and scrutiny Committee 2017-18



Chair  
Councillor Phil Awford



Vice Chair  
Councillor Ron Allen



Councillor Graham  
Bocking



Councillor Kevin  
Cromwell



Councillor Janet  
Day



Councillor David  
Foyle



Councillor Pauline  
Godwin



Councillor Ruth  
Hatton



Councillor Heather  
McLain



Councillor Terence  
Spencer



Councillor Pearl  
Stokes



Councillor Philip  
Surman



Councillor Mike  
Sztymiak

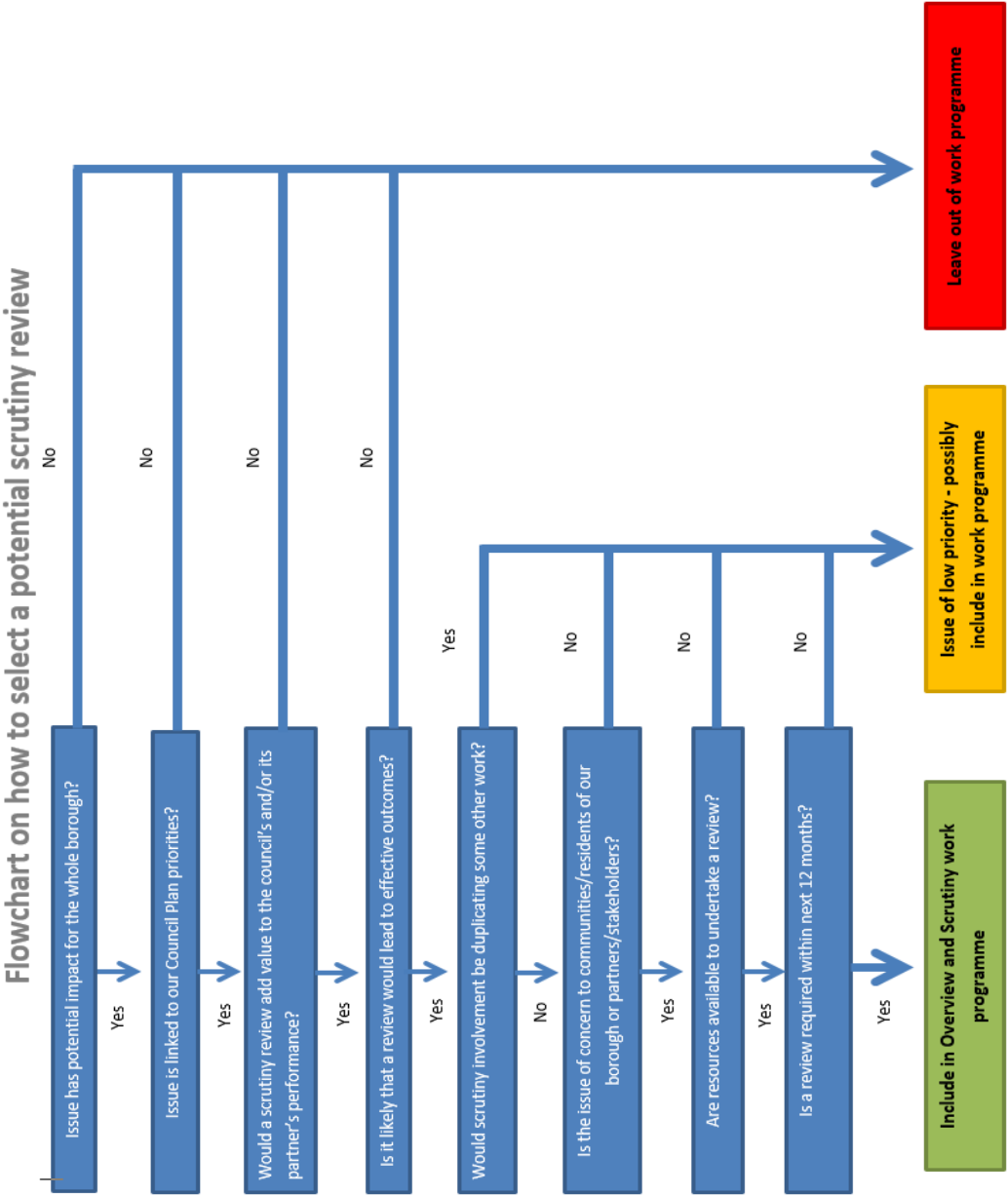


Councillor Harry  
Turbfield



Councillor Mark  
Williams

Appendix A- How to select a potential Scrutiny review



## Appendix B- 2018-19 Draft workplan

To follow