


4 June 2018

Committee	Overview and Scrutiny
Date	Tuesday, 12 June 2018
Time of Meeting	4:30 pm
Venue	Committee Room 1

ALL MEMBERS OF THE COMMITTEE ARE REQUESTED TO ATTEND



**for Sara J Freckleton
Borough Solicitor**

Agenda

1. ANNOUNCEMENTS

When the continuous alarm sounds you must evacuate the building by the nearest available fire exit. Members and visitors should proceed to the visitors' car park at the front of the building and await further instructions (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)
3.	DECLARATIONS OF INTEREST	
	Pursuant to the adoption by the Council on 26 June 2012 of the Tewkesbury Borough Council Code of Conduct, effective from 1 July 2012, as set out in Minute No. CL.34, Members are invited to declare any interest they may have in the business set out on the Agenda to which the approved Code applies.	
4.	MINUTES	1 - 25
	To approve the Minutes of the meetings held on 24 April (Special), 1 May and 15 May 2018.	
5.	CONSIDERATION OF THE EXECUTIVE COMMITTEE FORWARD PLAN	26 - 33
	To determine whether there are any questions for the relevant Lead Members and what support the Overview and Scrutiny Committee can give to work contained within the Plan.	
6.	OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2018/19	34 - 43
	To consider the forthcoming work of the Overview and Scrutiny Committee.	
7.	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.	CITIZENS' ADVICE BUREAU PRESENTATION	
	To consider the annual update on Citizens' Advice Bureau activity in the borough.	
9.	PERFORMANCE MANAGEMENT - QUARTER 4 AND FULL YEAR 2017/18	44 - 89
	To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.	
10.	ECONOMIC DEVELOPMENT AND TOURISM STRATEGY	90 - 111
	To consider the progress made against the Economic Development and Tourism Strategy during Year One and the actions identified for 2018/19.	
11.	ENVIRO-CRIME REPORT	112 - 131
	To consider the update in respect of enviro-crimes and to agree that future reporting be via an annual enviro-crime report in June – detailing the types and quantities and effectiveness of the Council's approach to enviro-crimes - and a six monthly update which also sets out the forward plan for the forthcoming year.	

12. REVIEW OF COMMUNICATIONS STRATEGY

132 - 146

To consider the progress made against the actions within the Communications Strategy Action Plan during 2017/18 and to endorse the Action Plan for 2018/19.

DATE OF NEXT MEETING**TUESDAY, 17 JULY 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

In accordance with the Openness of Local Government Bodies Regulations 2014, 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 Special Overview and Scrutiny Committee held at the Council Offices, Gloucester Road, Tewkesbury on Tuesday, 24 April 2018 commencing at 4:30 pm

Present:

Chair	Councillor P W Awford
Vice Chair	Councillor R E Allen

and Councillors:

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

also present:

Councillors K J Berry, R A Bird, G F Blackwell and J Greening

OS.87 ANNOUNCEMENTS

- 87.1 The evacuation procedure, as noted on the Agenda, was advised to those present.
- 87.2 The Chair welcomed everyone to the meeting and introduced the representatives from Gloucestershire Fire and Rescue Service, Gloucestershire Local Resilience Forum, Gloucestershire Police and Severn Trent Water.

OS.88 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

- 88.1 Apologies for absence were received from Councillors T A Spencer and P D Surman. There were no substitutions for the meeting.
- 88.2 The Chair advised that Councillor K J Berry was not a Member of the Overview and Scrutiny Committee but she was a Member of the Scrutiny Review of Water Supply Outage Working Group in her capacity as Lead Member for Community, which included emergency planning, and would participate in the hearing on that basis. It was noted that Councillors G F Blackwell and J Greening had indicated that they would be observing the meeting.

OS.89 DECLARATIONS OF INTEREST

89.1 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.

89.2 The following declarations were made:

Councillor	Application No./Item	Nature of Interest (where disclosed)	Declared Action in respect of Disclosure
M G Sztymiak	Item 4 – Scrutiny Review of Water Supply Outage.	Is a Member of Tewkesbury Town Council which own and manage Tewkesbury Ham.	Would speak and vote.

89.3 No further declarations were made on this occasion.

OS.90 SCRUTINY REVIEW OF WATER SUPPLY OUTAGE

90.1 Attention was drawn to the report of the Scrutiny Review of Water Supply Outage Working Group, circulated at Pages No. 1-5, which provided background information in relation to the review. Members were asked to note the information provided and to conduct the Scrutiny Hearing.

90.2 Tewkesbury Borough Council's Chief Executive explained that the purpose of the Hearing was to investigate the issues surrounding a significant water outage which had affected over 10,000 homes in Tewkesbury Borough in December 2017. Given the seriousness of the event, and considering there had been previous outages, the Overview and Scrutiny Committee had felt that it was appropriate to undertake a review on behalf of the Council in order to understand more about the incident and the lessons which could be learnt to prevent or mitigate future impact. The Overview and Scrutiny Committee had met as a Working Group on four occasions and had contacted Parish and Town Councils and the local community – via the Citizens' Panel – in order to develop the hearing process. The aim of the hearing was to have a discussion based on a series of questions grouped into sections which would bring forward information and actions in order to produce a report which would be useful to all agencies in the future. He stressed that whilst there may be challenging questions, it was very much about working in partnership to learn lessons and improve the service received by residents in future.

90.3 It was subsequently

RESOLVED That the background information to the Scrutiny Review of Water Supply Outage be **NOTED** and the Scrutiny Hearing be conducted.

90.4 In outlining how the hearing would run, the Chair explained that there would be a short presentation from Severn Trent Water giving a brief overview of the water network relating to the incident and the impacts of the recent deregulation of the supply of water including Severn Trent's relationship with Waterplus. A series of questions had been prepared in advance and these would be put to the various witnesses in order. After each question had been asked, there would be an opportunity for Members to ask follow-up questions. He indicated that learning points would be flagged up throughout the hearing.

- 90.5 The Severn Trent Water Head of Asset Management apologised to those who had been impacted by the outage and acknowledged how difficult it was to be without water. He stressed that this sort of incident was rare and he extended his thanks to all of the partner organisations that had helped with the response. As a company, Severn Trent Water welcomed sessions such as this to look at lessons which could be learnt in order to make improvements for the future. He drew attention to a simplified diagram of the network surrounding Tewkesbury and explained that a number of works had been carried out over the years including a fluvial wall to protect the treatment works if river levels started to rise. If there was a problem with the treatment works, there were arrangements in place to ensure that water could be brought to the area from other sites. The network itself contained treated water storage which allowed time to respond to events and the pipes which came through the storage and supplied water to Tewkesbury used a twin system which built resilience into the network. Notwithstanding this, there were a lot of connections and valves between the pipes and this was a very complicated part of the network with difficult locations to access – there were three pipes running across the Ham and he would explain why this was a key aspect of the water outage as the meeting progressed.
- 90.6 The Severn Trent Water Head of Customer Strategy and Experience explained that the business market had opened for competition one year ago which had given all businesses the ability to choose a water retailer who would be responsible for billing, reading metres etc. Whilst Severn Trent remained the wholesaler i.e. it was Severn Trent's network, pipes etc. the customer's contractable relationship was with a retailer. In the lead up to market opening, Severn Trent had taken the decision that it did not wish to be in the retail market and had founded Waterplus - a joint venture with United Utilities. On 1 April 2017, all Severn Trent business customers had been transferred to Waterplus; however, all businesses had the freedom to choose a different retailer if they so wished and 25 different retailers had signed a contract with Severn Trent. She explained that there were separate teams to manage relationships and, whilst customers would go through their retailer for most things, this did not prevent them contacting Severn Trent if there was a network issue. If customers did contact Severn Trent they would also let the retailer know they had been in contact and what the issue was. There was a set process for when the retailer wanted to contact Severn Trent and she confirmed that Waterplus followed the same process as the other retailers.
- 90.7 The Chair thanked the representatives from Severn Trent for their presentation and indicated that questions would now be taken around maintenance and infrastructure. A Member sought clarification as to the root cause of the incident. In response, the Severn Trent Water Head of Asset Management explained that there was a burst in one of the three pipes which fed into Tewkesbury and initial attempts to re-direct water had been unsuccessful due to an unknown cross-connection. The Member questioned whether Severn Trent ran any contingency training sessions in order to help anticipate incidents such as this and was informed that Severn Trent ran models of its assets to help predict any failures – this was done across all infrastructure. Some were used routinely, and therefore examined frequently, whereas others were checked periodically. A Member indicated that the issue of leaks in the area around the Ham had been reported previously and he questioned why action had not been taken before. The Severn Trent Water Head of Asset Management reiterated that this was a complex location - the Ham had significant environment considerations, it was a Site of Special Scientific Interest (SSSI) and was home to rare plant and bird species as well as being used for grazing. As such, there were a number of factors to take into account before machinery could be taken onto the land to start excavations and there were many times during the year when it was not physically possible to access the site. In addition, the pipe itself was large; it supplied a lot of properties

and was a very important asset which had its own risks. Technically the pipe could be stable for some time so Severn Trent had to weigh up the need to do work against the difficulties of intervention. The team was aware of leaks on the Ham and a different pipe had been repaired prior to the incident at the end of December 2017; this had taken a year to fix due to issues around access and environmental concerns. Severn Trent had become aware of another issue during discussions with the Tewkesbury Town Council Ham Committee in September/October 2017 and had started the investigation process; however, the complexity of the site had meant this was still being investigated at the time of the burst in December.

90.8

A Member queried what the maintenance plan was for this part of the network and was advised that there were different regimes for different assets. In terms of this particular site, there was a planned maintenance programme within the treatment works and ongoing routine inspections - in 2017 this had included replacing all of the filters at a cost of more than £15M. In response to a question around whether plants had to be shut down, the Severn Trent Water Head of Asset Management advised that a lot of maintenance was done with sites running and this would be the first choice. It was possible to take some out without impacting production and other mains could be used to bring water into the area if necessary. A Member noted that improvements had been made to the pipe system in this area as a result of the 2007 floods and he questioned whether any had failed during this event. The Severn Trent Water Head of Asset Management clarified that none of those improvements had failed and they had been useful during the event. In response to a question about how much investment had been put into this specific part of the infrastructure in recent years, and whether that was enough, Members were advised that the replacement of the filters was just one example and a lot of other work was being progressed - an investment of over £3M had just been signed off for works to mains across the Ham which, on face value, was quite a resilient area given the dual pipes and would not normally be a priority; however, Severn Trent had learnt from the latest incident that it was not just about the risk to the pipe but also the ability to access the site. It had been established that one of the three pipes was fine but the other two were worthy of investment, given the challenge of getting to the location, and there was a choice of relining or replacing the twin mains which needed to be discussed with the owners of the land. Relining required one of the mains to be taken out of use which meant there was more operational risk whilst the work was being done but could cause less environmental impact. He went on to indicate that more technology was becoming available which Severn Trent was able to take advantage of such as noise correlation – this could be used over long distances to check for leaks and acoustic monitors could then pin point any identified. A number of leaks had been reported since the incident in December 2017 and were currently under repair, although there had been delays due to flooding on the Ham. He provided assurance that any known leaks would be fixed now and relining/replacing the pipes would be done as quickly as possible. The Member questioned whether there was a timescale for these works to be completed. The Severn Trent Water Head of Asset Management explained that he wanted to satisfy himself that there was nothing else in the water network that Severn Trent needed to be aware of but, aside from that, the timing would be dependent on the technique being used; getting agreement with the other land users; and physically being able to access the site e.g. avoiding bird nesting season. He hoped that the works would be completed within two years - sooner if possible. A Member noted that Severn Trent recognised the Ham as a vulnerable site in terms of the environmental considerations and the fact that it frequently experienced leaks and she questioned whether there was a different plan for the site for emergencies. In her view, it seemed to warrant special maintenance and should be a priority. The Severn Trent Water Head of Asset Management confirmed that his team had been meeting with Tewkesbury Town Council's Severn Ham Committee and an environmental expert had been working closely with them and the person who ran

the control room to ensure everyone was clear about what needed to be done if access to the site was needed. This had been drawn up and shared as part of the discussions and was currently being tested. In response to a question as to whether there were provisions to re-route water if the Ham flooded, the Severn Trent Water Head of Asset Management explained that, since the event, the records had all been checked to ensure they were accurate based on what had been learnt about the cross-connections. The key thing was to isolate the valve and keep customers on supply until the repair could be carried out - in terms of the incident in December, the valve had been isolated on the Saturday and repaired over the following two to three days. The Member sought assurance that water could be re-routed if necessary and the Severn Trent Water Head of Asset Management confirmed that, with greater knowledge about cross-connections and the fact that the valves could be accessed, it should be possible to re-route the water. Another Member queried whether there was any conflict between investment in resilience/maintenance and investment in growth and demand for the future. The Severn Trent Water Head of Asset Management provided assurance that there was no conflict and investment was not being constrained.

90.9 A Member questioned how the incident had finally been resolved and why it had taken so long to locate the leak and restore the water supply. The Severn Trent Water Head of Asset Management advised that the burst had occurred in the largest pipe and the broken section in the middle had been cut out and replaced. Severn Trent had believed that the water supply had been restored on the Friday as they had seen the water pressure rise but, when it had dropped again, Severn Trent had changed its approach and the supply had been restored on Saturday afternoon. He explained that when water pressure had dropped at approximately 00:30 hours on the Friday, Severn Trent had mobilised a full response team within the hour and ensured that staff were available 24/7 in the control room. The Severn Trent Water Head of Asset Management and the Deputy Chief Engineer were both on hand, as they would be for any incidents of this nature. Whilst models of the network were being run in the incident room, the team was on site looking for the burst. Triggering the bottled water supplies was one of the first things that had happened as well as activating vulnerable customer lists and putting other contingency arrangements in place. Locating the leak had taken some time - particularly as it had happened overnight therefore it had been dark - and it was difficult to pin down the exact location within the large area that had lost water pressure. The in-house drone team had proven to be successful in that respect and Members were shown some images of the burst that had been taken by the drone when it had been dispatched at first light on the Friday. Once the location had been identified, the teams had already established the valving sequence and knew what to do. Unfortunately, it was in a highly complex section of the network; whereas one or two valves normally required turning to isolate an average burst on the street, the valves in this area were huge and needed to be turned 200 times by two people using a valve handle – it had been calculated that it would take three to four hours to complete the sequence. The proposal was to bring back water to the network gradually and, having confirmed this with customers, that was what had happened in the Tewkesbury area. On the Friday afternoon, the pressure had started to drop away which either indicated another burst – it was not uncommon to have a secondary burst – or that the first burst had not been isolated effectively. The team had worked through Friday night and Saturday morning and had discovered additional records showing a cross-connection that they had not previously been aware of. From this, they had been able to work out a new valving sequence and had started that process on the Saturday morning; it had taken until early on Saturday afternoon for supply to start to return to the network in the area. In response to a query, the Severn Trent Water Head of Asset Management reiterated that there was a cross-connection that Severn Trent had not known about. Following the incident, Severn Trent had looked carefully at that part of the network and had updated its records and

contingency plans with this information. If faced with a similar incident, Severn Trent would now have the benefit of this knowledge. In terms of why Severn Trent had no record of the cross-connection, Members were advised that an error had been made when transposing from historic drawings to electronic records due to the sheer number of valves within the complex network. A Member questioned what had happened to the cathodic mapping information that he understood had been available at one time. The Severn Trent Water Deputy Chief Engineer explained that there was always a small risk that something would be transposed incorrectly when upgrading to the Geographic Information System (GIS) platform that Severn Trent now used but this was outweighed by the benefits of using GIS. A significant learning point was the need for Severn Trent to check both its electronic and paper network plans to ensure records were accurate and up-to-date. In response to a query as to whether Severn Trent now had a complete map of the network, and whether any other valves may have been lost, the Severn Trent Water Head of Asset Management clarified that it was the cross-connection which was the issue rather than the valve itself and a programme of trunk main walking would ensure that the records were an accurate reflection of what was on the ground – it was noted that trunk main walking included cracking the valves and ensuring they were operable.

- 90.10 A Member noted that the Tactical Co-Ordinating Group (TCG) had been stood down at the end of the incident; however, a small number of properties had remained without a supply of water and she questioned why the emergency response had been stood down before all properties were confirmed to be back on-line. The Severn Trent Water Head of Asset Management confirmed that Severn Trent's incident team had not been stood down until the last property was back on supply and normal business was resumed; this had run into the following week. The Gloucestershire Police Acting Superintendent advised that there were two TCG meetings on the Sunday with the first at 0900 hours. At that point several houses in Snowhill were still off-line due to an air block and their supplies were in the process of being reinstated. All of the relevant agencies had been around the table for the next TCG at 1300 hours and, when the TCG had been stood down, there had only been two homes without water– this was considered to be “business as usual” and had been transferred to the Severn Trent incident team.
- 90.11 A Member questioned whether the pipeline to Strensham had been used during the incident and the Severn Trent Water Head of Asset Management confirmed that it had helped to support the wider area during the event. He clarified that there were two mains which supported the area, both with different characteristics and value for Severn Trent – the other one had not been used and the outcome would not have changed had it been used.
- 90.12 The Chair indicated that general questions would now be put to the various bodies. A Member requested a brief overview of how emergency planning worked in Tewkesbury. The Gloucestershire Local Resilience Forum (LRF) Secretariat Manager advised that the Government had introduced the Civil Contingencies Act 2004 in response to the outbreaks of foot and mouth and widespread flooding that had been experienced in 2000/01. This set out a framework for emergency planning and response from a local to national level and outlined certain roles and responsibilities. As a local authority, Tewkesbury Borough Council was a category one responder along with the emergency services, health services and the Environment Agency which came together to carry out detailed tasks e.g. joint risk assessments. Each Police Force had an LRF – this was a statutory requirement not a statutory body i.e. the LRF was not a separate organisation but it brought all agencies together. Tewkesbury Borough Council participated in the district level meetings which were held several times a year and chaired by the Chief Constable. The Tewkesbury Borough Council Head of Community Services indicated that this was reflected at Tewkesbury Borough Council which had an emergency planning structure involving the management team and other members

of staff who were put into action as and when events happened. The team responded very well as had been proven during the 2007 floods. He pointed out that it was slightly different for Tewkesbury Borough Council when the event happened on a weekday, as in the case of the water outage, as it was necessary to manage the response alongside the Council's day-to-day business to keep services operating for members of the public. A Member questioned how it was communicated and was advised that a cascade system was used to notify partner agencies of an incident and put them on alert that they may need to step up to a command and control structure. There would be several questions around communications later in the discussion but he explained that Tewkesbury Borough Council had received notification of this incident at around 0800 hours on the Friday - as soon as Officers had arrived at work they were aware of what needed to be done and were ready to participate in the first TCG. As an incident grew communications were key and he confirmed there had been regular communication with Tewkesbury Borough Council's Chief Executive and the Deputy Chief Executive. In his view the response had been appropriate and at the right level. The Tewkesbury Borough Council Chief Executive explained that he had been quite heavily involved in the Council's response and felt that communication had been effective between all agencies in terms of the LRF framework, particularly around the TCGs; notwithstanding this, there had been a number of telephone calls and emails between those meetings and he felt it would have been helpful to have real-time communications which could be logged so that all partners could see the communications at the same time. The Assistant Chief Fire Officer advised that making communications more effective had been added to the Agenda for the next strategic LRF meeting.

- 90.13 A Member sought clarification as to what constituted a 'major' incident and queried whether there was a plan for bottle water distribution in those circumstances. The Gloucestershire LRF Secretariat Manager explained that, until fairly recently, there was no national definition of a major incident and each of the different agencies had their own versions. In 2016, the Cabinet Office had defined a major incident as: "*An event or situation, with a range of serious consequences, which requires special arrangements to be implemented by one or more emergency responder agencies*". This was supported by five notes, three of which were pertinent in this case: a major incident is beyond the scope of business-as-usual operations, and is likely to involve serious harm, damage, disruption or risk to human life or welfare, essential services, the environment or national security; the severity of consequences associated with a major incident are likely to constrain or complicate the ability of responders to resource and manage the incident, although a major incident is unlikely to affect all responders equally; and, the decision to declare a major incident will always be a judgment made in a specific local and operational context, and there are no precise and universal thresholds or triggers. With regard to a water distribution plan, after the floods in 2007, the Gloucestershire LRF had developed a plan based on lessons learnt; this was the first of its kind and had been replicated around the country. The plan had been aligned to Severn Trent's water distribution plan but, as time had gone on, it had become clear that this needed to be revised, for example, the water industry now relied increasingly on bottled water whereas in 2007 there had been more use of bowsers. This was something which needed to be addressed and a full review was on the LRF work programme. A Member pointed out that the Working Group had heard from a farmer who had been offered bottled water which was clearly not viable and the Gloucestershire LRF Secretariat Manager provided assurance that all scenarios would be considered as part of the review. Another Member indicated that she understood the water distribution plan had not been implemented in relation to the water outage as it had not been classified as a major incident; in her view the list would have been helpful and should have been used irrespective of the official classification. The Tewkesbury Borough Council Head of Community Services explained that there was a plan for bottled water distribution

as part of a major incident. One of the learning points arising from the water outage was the need for the plan to come into play at an earlier stage so that everyone was clear on the type of vehicles that needed to be used and the suitable locations for distribution etc. It was his intention to design something locally - in consultation with Severn Trent - which would be shared with the LRF as best practice. The Severn Trent Water Deputy Chief Engineer indicated that Severn Trent had been working through its water distribution plan and there was no logical reason why the same list could not be enacted for smaller scale events. In response to a query regarding the timescale for the water distribution plans to be revised and updated, the Tewkesbury Borough Council Head of Community Services indicated that there was no reason why this could not be completed within the next three months.

- 90.14 A Member noted that Gloucestershire Police had chaired the TCGs and run the emergency planning process and she questioned whether consideration had been given to declaring the outage a major incident at any point. The Gloucestershire Police Assistant Chief Constable explained that he had not been involved in the response and the Acting Superintendent was the tactical lead as the most experienced officer available at the time. There were no hard and fast rules about who chaired the TCGs or the Strategic Co-Ordinating Groups (SCGs) but the default was normally someone from Gloucestershire Police. The Gloucestershire Police Acting Superintendent confirmed that she had chaired the TCGs and specific consideration had been given to the definition of a major incident at the first meeting, as well as setting out the working strategy for the TCG going forward. The decision not to declare the water outage as a major incident had been made by the TCG as a whole following discussion. This had been revisited at every subsequent TCG – four on the Friday and one on the Saturday morning where it had been decided to hold an SCG at which the same decision was made. The Gloucestershire Police Assistant Chief Constable advised that, in his view, there was no right or wrong answer in terms of whether the event should have been categorised as major. He did not think there would have been significant value in declaring a major incident; however, he considered there should have been a better water distribution plan and the plans that were available should have been used without triggering a major incident. A Member recognised that Severn Trent had initially thought that the water supply had been restored on the Friday but had then seen another drop in pressure and he questioned whether a major incident would have been declared had the information about the problem been accurate from the outset. The Gloucestershire Police Acting Superintendent advised that the conclusion on the Saturday in terms of whether a major incident would be declared was that, if there was additional disruption to water supplies in Cheltenham and Gloucester – which was a risk – there would have been serious consequences and it should be escalated at that point. She confirmed that she had been happy that the right level of resource was around the table and that nobody else had needed to be involved. The Severn Trent Water Deputy Chief Engineer indicated that Severn Trent had also been operating at the right level and no other personnel would have been involved had it been declared a major incident. In terms of the information about the cause of the outage and when it would be resolved, the Gloucestershire Police Acting Superintendent advised that the TCG had acted on the information available at the time and she was happy that was accurate. In response to a query as to whether there were any disadvantages associated with declaring a major incident, the Gloucestershire Police Acting Superintendent confirmed that there were no additional consequences either way. She reiterated that the relevant authorities had been available to make decisions, the situation had been reassessed at every stage and further discussion had taken place with the SCG which had all resulted in the decision not to declare a major incident at any point.

- 90.15 A Member pointed out that the water distribution associated with the 2007 floods had required significant manpower and he questioned whether the military had been contacted in respect of the water outage. The Gloucestershire Police Acting Superintendent clarified that there was a formal procedure which needed to be followed if military aid was required and there was additional criteria which needed to be met over and above that of a major incident. The Gloucestershire Police Assistant Chief Constable advised that the LRF had a good relationship with the military and it had access to a contact who could give advice and support about what could be done informally; however, if resources were required, this had to be requested through the appropriate channels. The Gloucestershire LRF Secretariat Manager advised that the regional liaison officer had been aware of the incident and had dialled in.
- 90.16 Tewkesbury Borough Council's Chief Executive felt that an important point had been made about the changing nature of the incident and the timescales associated with it; there was a potential for an incident to grow, either in terms of geography or intensity. Tewkesbury Borough Council had been capable of operating from the Public Service Centre building, which also housed a police station and a number of other agencies, until the Saturday afternoon but beyond that the water supply would have run out completely and Tewkesbury Borough Council would have been severely restricted in terms of its duty to respond to the incident – he would have regarded the water outage as a major incident in that event. The Gloucestershire Police Acting Superintendent echoed these sentiments. The Gloucestershire Police Assistant Chief Constable advised that the technical term was a 'rising tide' incident but it was only possible to act on the information that was available at the time. In response to a query as to whether Tewkesbury Borough Council would have been required to take control had a major incident been declared, Members were advised that the chair of the TCG had already been established and this would remain the same for continuity purposes. For many major incidents it was typical for the Police to chair the response phase and the local authority to chair the recovery phase. Tewkesbury Borough Council's Chief Executive clarified that, from the local authority's perspective, at no point during the incident did the Police act in any way other than to fully support and respond to the incident. There was a good relationship between the LRF partners and this had been reflected throughout the incident.
- The meeting adjourned at 5:55pm and reconvened at 6:15pm.
- 90.17 The Chair indicated that he would now be taking questions in relation to water distribution. A Member pointed out that there had been reports of significant traffic congestion around Morrison's in Tewkesbury and queried what had been done to manage this. The Gloucestershire Police Acting Superintendent explained that the outage had occurred in the week before Christmas and therefore the situation was very different given the traffic on the roads. Congestion had been managed as best it could, for example, using ambulance service motorcycles to navigate the traffic and report back. Attempts had been made to contact Gloucestershire Highways with a view to putting diversions in place but they could not be engaged on the Friday afternoon and this was something which had been picked up in the debrief. It was not an easy situation and everyone had done the best they could; whilst it was slow moving, traffic had been able to move freely. In response to a query as to whether Morrison's would be used as a water distribution site in future, the Gloucestershire Police Acting Superintendent indicated that Morrison's had been used several times in 2007, 2016 and 2017 and she felt it was a good site - as was Tewkesbury School - given its central location and easy accessibility so she would be happy to use it again. A Member questioned why the TCG did not want a water distribution point at Gloucester Road car park as he felt it was a good location in that it had a separate entrance and exit and there were no traffic lights to interrupt traffic flow. The Tewkesbury Borough Council Head of Community Services explained that, from his point of view, it would not have been helpful to

have traffic congestion at both ends of the town as this could have been a problem for the emergency services. Gloucester Road car park was not considered to be the most appropriate place for a water distribution point but it had been set up regardless and this had been communicated to the public which was a problem. In addition, it had taken some time for the water distribution point to close when this had been directed on the Saturday morning which should not have been the case and was a significant learning point. The Member asked why the water distribution point had been set-up in the first place if this had not been identified as an appropriate location and why those commands had been over-ruled. The Severn Trent Water Deputy Chief Engineer indicated that this was an error on Severn Trent's part and had been picked up in its own debrief as a learning point.

- 90.18 In response to a question about the logic behind choosing Chaceley Village Hall as a water distribution point, the Tewkesbury Borough Council Head of Community Services reiterated that there had been traffic congestion at Morrison's, and a very clear message that a water distribution point was not wanted at Gloucester Road car park, so an alternative out of town site was needed. Consideration had been given to Apperley or Tirley but there were concerns that this may lead to the main road in that area becoming blocked and the town being completely sealed off. He had a list of possible sites and had opted for Chaceley which, in hindsight, had not been the best place, particularly as an artic lorry had been used to deliver the water. Had he known the type of vehicle that would be used, he would not have chosen Chaceley, however, the route around the village was circular and it may have been appropriate had a palette of water been dropped off for people to help themselves. He provided assurance that the importance of understanding the water distribution locations and the type of vehicles that would be used to deliver water had been recognised. In response to a query, he advised that Tewkesbury Borough Council did not have a plan in place setting out which routes and vehicles should be used for particular water distribution locations but this would be considered and included in the water distribution plan which he had committed to delivering within the next three months. It would also be necessary to incorporate how the water distribution points would be manned; Tewkesbury Borough Council had assembled a team of volunteers during the water outage and they had been deployed to Chaceley, however, the water had not arrived for some time and the volunteers had been stood down by the time Severn Trent had arrived with the vehicle. A Member indicated that Chaceley Village Hall was used by local residents at times of flood, which had been a concern during this particular incident, and he expressed the view that Tirley Village Hall – which had been used during the 2007 floods – would be a better option for the future. The Gloucestershire Police Acting Superintendent felt that there was also a key learning point around rural locations and being able to drop off palettes of water to enable communities to support and help themselves. In her experience, communities were very resilient and there was a lot of volunteering which could be drawn upon in future. A Member felt it was important to note that some people did not have access to a car and their needs must also be considered in the water distribution plans. The Gloucestershire Police Acting Superintendent provided assurance that this was taken into account - a number of water distribution tactics were used during the incident and tankers had been provided for hospitals, care homes etc.
- 90.19 A Member questioned what role Gloucestershire Fire and Rescue Service had played in managing the incident. The Assistant Chief Fire Officer advised that he was the strategic officer in relation to the incident and the Gloucestershire Fire and Rescue Service had provided logistical support at the TCGs. The TCGs were a high challenge environment and the chair's job was to manage the discussion and ensure that every agency had an opportunity to feed into that. Gloucestershire Fire and Rescue Service sat within Gloucestershire County Council and acted as a conduit for information which was disseminated across the county. The County

Council also hosted the Civil Protection Team and Gloucestershire Fire and Rescue Service supported that team to deliver what was needed. On an operational level, direct support was offered to over 500 vulnerable people in the community; this meant that staff were on the ground making contact with the most vulnerable and ensuring their health and safety was maintained. A Member queried whether Gloucestershire Fire and Rescue Service could take water to hospitals and farms. The Assistant Chief Fire Officer advised that there was no capacity to supply potable water suitable for human consumption therefore it was not possible to assist hospitals; however, supplying water to farms was something which could be explored. A Member went on to question how an incident of this nature affected Gloucestershire Fire and Rescue's capacity for dealing with a major incident. The Assistant Chief Fire Officer explained that the Fire and Rescue Services Act 2004 set out a responsibility to provide water for firefighting purposes. During "business as usual" the majority of water was taken from fire hydrants connected to mains water, although there were contingency plans for dealing with a failure in the mains supply. For incidents of a certain scale, i.e. requiring multiple fire appliances, there was a mutual agreement with surrounding Fire Services that extra support would be provided to enable firefighting to take place. Whilst mains supply was the primary source of water, the Fire Service had means of drawing water from other sources e.g. rivers and swimming pools and it had the ability to pump water across long distances in a relatively short period of time. Whilst there may be an impact in terms of speed of response, there would be no significant overall impact in terms of being able to respond to a fire during a water outage.

90.20 A Member noted that reference had already been made to the fact that the Public Service Centre had run very low on water and she questioned what impact the closure of the building would have had in terms of policing in the borough. The Gloucestershire Police Acting Superintendent indicated that she was happy that links could have been made with other stations and community facilities just outside the affected area, e.g. Churchdown and Bamfurlong, and that the Police response could be maintained and supplemented to ensure compliance with rest breaks etc. The Member understood that it had taken more than 24 hours to get water to the Public Services Centre and she sought an explanation as to why it had taken so long and why a small bowser with an inadequate pumping mechanism had been sent to fill a 6,000 gallon tank. The Severn Trent Water Deputy Chief Engineer advised that the Public Service Centre was not currently classified as sensitive and therefore did not have a site-specific contingency plan in the same way as hospitals and prisons. A breakdown in communications had meant that it had been prioritised wrongly and it had not been understood that the water needed to be pumped to the top of the building. Severn Trent Water accepted that the response was not what had been expected and there was a need to look at whether the building could be classed as sensitive. A Member pointed out that the building had been used as a rest centre during the floods in 2007 so there was an expectation that a provision would be in place to identify it as a priority for resources. The Tewkesbury Borough Council Head of Community Services felt that the Council could have been clearer about its requirements and this would be discussed with Severn Trent to ensure both parties were fully aware of what was needed going forward.

90.21 In response to a query around how vulnerable members of the community were effectively identified and water promptly delivered, the Gloucestershire LRF Secretariat Manager explained that there was a protocol in place and information had been gathered in accordance with the vulnerable people plan. The LRF was not able to hold a master list – sensitive data could not be retained "just in case", furthermore, the list would be constantly changing and was likely to be out of date at any one point in time. In an emergency situation, the LRF requested postcodes of affected areas and asked the social care teams to check these against their databases; this information was then passed on to Severn Trent in order for bottled

water to be delivered. The Severn Trent Water Head of Customer Strategy and Experience clarified that Severn Trent had its own priority services register and, in the event of a major incident, these customers would be contacted to establish their needs. This list was cross-referenced with the information from the LRF to ensure it was as accurate as possible and any vulnerable person contacted throughout the event would be asked if they wanted to be added to Severn Trent's register. A Member raised concern that there could potentially be a number of gaps, particularly as the criteria for vulnerability could change over the course of an event. The Severn Trent Water Head of Customer Strategy and Experience advised that transient vulnerability was recognised, for instance, someone who had just come out of hospital or someone with a young baby, and every attempt was made to acquire as much information as possible in this regard. Severn Trent was working with energy providers and other partners around sharing data and the website was used to promote other initiatives, such as checking on a neighbour; however, there would never be a definitive list. The Gloucestershire Police Acting Superintendent indicated that people tended to self-refer as an incident went on therefore it was crucial for lists to be checked and updated as things progressed, particularly if the issue extended beyond a 24 hour period. A Member questioned how databases and data sharing would be impacted by the General Data Protection Regulations (GDPR) being introduced in May 2018. The Severn Trent Water Head of Customer Strategy and Experience clarified that GDPR did not change the ability for Severn Trent to hold lists provided that consent had been given by the customer and everyone currently on the system was being contacted. In response to a query, the Gloucestershire LRF Secretariat Manager indicated that it was not possible to contact everyone and there was reliance on feedback from community groups so it was very important that people came forward with information. In terms of whether Flood Wardens and Parish Councils could have been used to give information on vulnerable people within the community, the Tewkesbury Borough Council Head of Community Services confirmed that Parish Councils could be a valuable source of information, particularly in terms of transient vulnerability where there was a reliance on local knowledge, and sharing data would be picked up as a key learning point. Whilst it was important to comply with GDPR, agencies also had a responsibility to keep people safe and this process needed to be reviewed. A Member noted that vulnerability would depend on the situation - some people did not have access to a car and would not be able to carry several bottles of water – and he questioned whether information had been disseminated on local radio. The Gloucestershire Police Acting Superintendent confirmed that Severn Trent had used the radio to communicate with residents; the TCG had discussed the need for neighbours to support each other and this was one of the key messages being reported on the Saturday of the incident. In terms of communications, the Severn Trent Water Deputy Chief Engineer pointed out that its website had been updated 28 times throughout the incident and there had been 278 media posts and 100 radio pieces; whilst it may not have been perfect, a lot of good work had been done to get messages out.

- 90.22 A Member explained that she had assisted with bottled water distribution during the 2007 floods and one of the difficulties had been the lack of hard and fast rules about how many bottles people were entitled to etc. This had caused some arguments and confrontation. The Gloucestershire Police Acting Superintendent indicated that, in reality, there was very little that could be done in this regard; Severn Trent was required to provide water and it was important to be flexible in terms of distribution. Ultimately, if more bottled water was used than anticipated then this was not a particular problem and it was a matter for the conscience of anyone taking more than required, and potentially for the Police if a situation got out of hand.

- 90.23 As alluded to earlier in the debate, the Scrutiny Review Working Group had heard from farmers that the incident had put livestock at risk and a Member questioned whether any consideration was given to water distribution for agricultural purposes. In response, the Severn Trent Water Head of Customer Strategy and Experience advised that Severn Trent's first priority had to be its vulnerable customers followed by other domestic customers. There was a statutory requirement to provide water to sensitive buildings such as prisons, hospitals and care homes. Any additional capacity in terms of tankers/bowsers could then be used to support business customers. Prior to market opening, Severn Trent had local arrangements in place with individual businesses and had been able to support them accordingly but this had not necessarily been fair to all businesses; market opening meant that it was necessary to be fair and equitable and there was now a hierarchy in terms of the type of business and the order assistance was provided e.g. a bookshop where water was not needed for its processes would be a low priority whereas farms would be higher up the list. In any event, Severn Trent would look at what capacity was available and it had not been in a position to provide tankers to support farms at the start of this particular event. She was meeting with the National Farmers Union (NFU) the following week to understand how they could better work together. She pointed out that some water retailers were looking at offering additional services, potentially at a cost. In addition, she felt that businesses needed to ensure they had contingency plans in place, particularly farms, and she gave an example in another area where a farmer had no tanks and therefore the help that could be offered was very limited. A Member indicated that she had been concerned to hear that, when water had eventually been delivered to a farm in the area during the incident, the tanker had come from London. The Severn Trent Water Head of Customer Strategy and Experience confirmed that Severn Trent had its own fleet available but, in a major incident, there were opportunities to ask other water companies to assist. The Gloucestershire Police Assistant Chief Constable felt that it should be borne in mind that decisions were made by the various agencies according to a joint decision model which called upon legislation such as the Human Rights Act which stated that animals were not a priority in terms of the preservation of life; this was not to say that judgements would not be made according to the situation but the legislation was very clear. In response to a query, the Tewkesbury Borough Council Head of Community Services advised that only a handful of the 50 Parishes within the borough had an emergency plan in place and he felt it was important for the Council to work with the remainder to develop their own plans.
- 90.24 The Chair indicated that the next set of questions related to communications. A Member raised concern that mixed messages had gone out during the incident, for example, the water distribution point at Gloucester Road car park, and he questioned if there was a communication strategy and who was in charge of it. The Gloucestershire Police Acting Superintendent advised that a communication lead had been nominated for each agency; they had been able to have conversations outside of the TCGs and report back as a single voice, in this case Severn Trent had taken that role. There was an issue on the Saturday when communications were not as co-ordinated as they could have been and it was now thought that a category one responder should have been responsible for leading that element of the response. This had been identified in the debrief and the LRF would be implementing this going forward. The Tewkesbury Borough Council Head of Community Services felt that there was general point around the management of communications, who was leading each agency and the main responder etc. A Member noted there had been a delay in the uptake and dissemination of health advice and she questioned why this information had not been publicised sooner. The Severn Trent Water Deputy Chief Engineer explained that Severn Trent had a number of prepared messages in place and, whilst public health handwashing

advice had been provided, it was not a requirement. When the TCG had indicated that this information needed to be communicated, Severn Trent had included this on its website. A Member understood that the handover between Severn Trent Officers at the TCGs had been badly organised and led to a delay in updates. She questioned whether there was a formal handover procedure and why it had not worked on this occasion. The Severn Trent Water Head of Asset Management advised that shifts were overlapped to ensure a 30 minute handover. The issue in this instance was with Severn Trent's control room where there were multiple workstreams in operation; a single point of contact had been established on the Saturday and this had been extremely helpful in terms of consistency and the smooth running of the TCGs. A Member questioned whether setting up a joint communication cell early in the incident would improve communication to the public and the Gloucestershire Police Acting Superintendent confirmed that there was a communication cell from the outset; the issue was the balance between the category one responders and the commercial entity and she confirmed that communications would be led by a category one responder going forward. In response to a query as to what level of contact had been made with Parish Councils in the affected areas to keep them informed, the Severn Trent Water Head of Asset Management advised that there was direct engagement with affected Parish Councils; this was of key importance to him and he had met with some of them subsequently. Emergency plans had already been discussed - self-serving in an emergency would be extremely helpful and this was something Severn Trent could assist with.

- 90.25 The Chair advised that questions would now be posed around the impacts on businesses. A Member questioned whether Severn Trent recognised the cost of the outage to local businesses. The Severn Trent Water Head of Customer Strategy and Experience was aware that the nature, duration and timing of the incident had been critical and she provided assurance that every effort had been made to restore the water and get everything working normally. Another Member noted that businesses had been offered £50 compensation and he queried how that figure had been derived and whether it was sufficient for the loss of business experienced. The Severn Trent Water Head of Customer Strategy and Experience advised that there was a standard level of compensation for each type of incident and this varied according to duration. This information was agreed with regulators and publicised on Severn Trent's website. The standard amount of compensation for businesses was a starting amount of £50 and it depended on the length of time specific businesses had been without water as to whether that amount increased. It was important to recognise that Severn Trent was compensating for the interruption to the water supply and not for loss of business. In response to a further question about the process for paying compensation, Members were informed that Severn Trent wrote to each individual business to advise them of the compensation, this was then given to the retailers for distribution to businesses in accordance with the prescribed timescales. A Member raised concern that businesses had been passed from pillar to post between Severn Trent and Waterplus and he sought clarification as to who businesses should contact if this incident happened again. The Severn Trent Water Head of Customer Strategy and Experience agreed that this was unacceptable and she apologised for the situation. Waterplus was the biggest retailer in the area and she had met with them following the event to discuss lessons learnt. It was recognised that Severn Trent had caused some of the confusion and mandatory training had been re-rolled out to all staff that came into contact with customers. As the supplier, it was important that Severn Trent owned the message in that sort of event, it was not something which should be passed on to the retailer; whilst retailers may offer added value, and therefore may be able to help, this was not their responsibility. She was conscious that the communications on the website currently had a domestic focus and consideration would be given as to how that could be made more specific for business customers. She clarified that Severn Trent did not hold

business customer details but they could be invited to register a contact number if they wished to be kept informed during incidents. A Member stressed the importance of Severn Trent having first responders who were properly trained for emergencies. She made reference to a farmer who had been told by Waterplus that he could get bottled water from Morrison's and pointed out that communications with Severn Trent had been repeatedly criticised by participants in the Scrutiny Review. The Severn Trent Water Head of Customer Strategy and Experience agreed completely but pointed out that she had no control in respect of the staff at Waterplus. She was aware of incidents of miscommunication, and this was part of the challenge of working with other organisations, but she provided assurance that these conversations were taking place. In response to a query, the Tewkesbury Borough Council Chief Executive indicated that he was not sure what insurance was available for loss of business arising from water outages but this was something which could be discussed with businesses.

90.26 In moving to the concluding questions, a Member asked what review mechanisms Severn Trent Water had in place following a major incident and whether there was a list of learning points following the water outage. The Severn Trent Water Head of Asset Management explained that a "lessons learnt" review was undertaken following an incident; the extent of the review would depend on the scale of the incident. A record of events was given by the people involved, highlighting what had been done well and areas for improvement, and processes and procedures would be updated accordingly. In terms of this particular outage, the co-location of the LRF had been beneficial and the importance of a single point of contact in the control room had been recognised. It was felt that good quality briefing notes had given clarity on what had been done and the next steps which helped in terms of building confidence. The vulnerable persons list had been obtained quickly which had ensured those people received assistance straight away. As for learning points, it was felt that emergency plans would help Parishes to self-serve and businesses would benefit from clarity of the relationship between the wholesaler and retailer. It was clear that work needed to be done around farming and livestock and Severn Trent was keen to work with the NFU to establish what could be done to help one another. It was also committed to a communication cell and taking a joint communication approach with the LRF. As mentioned at the start of the meeting, Severn Trent's asset records had been updated and plans were in place to ensure that bottled water distribution plans were developed in advance and that existing contingency plans contained detailed arrangements. A Member indicated that, prior to this incident, there was a water outage in Churchdown and he questioned what lessons had been learned as a result of that and whether they had been put into practice. The Severn Trent Water Head of Asset Management explained that the cumulative impact of the two incidents was something which needed to be considered and it was intended to look back at other events to ensure there was enough resilience. The Gloucestershire Police Acting Superintendent advised that, from her perspective, the TCGs had been very positive – command and control had worked well and the right people were around the table working as a team. It was noted that Worcestershire County Council had been involved in the initial TCG as there was a concern that water supplies in that area had been impacted so there had also been joint working across boundaries. She had been impressed at the speed of communications on the Friday morning and pointed out that she had heard the outage being reported on the radio on her way into work; significant information had therefore been available to enable the TCG to start a plan straight away. Tewkesbury Borough Council's Head of Community Services felt that the clarity of the TCGs had been excellent, particularly given the amount of voices in the room and on the telephone. This was echoed by the Severn Trent Water Deputy Chief Engineer. The Gloucestershire Police Acting Superintendent reiterated that there had been a multi-agency debrief following the event documenting the learning - as there would be for any incident - and this had been shared with all agencies. There would be a number of

recommendations, both from that report and the Scrutiny Review, to be taken forward in order to help with the management of any incidents going forward. A Member questioned whether there were any issues arising from the LRF review that had not been covered at the meeting today. The Tewkesbury Borough Council Head of Community Services was pleased to report that the outcomes and key points had been very similar.

- 90.27 The Chair thanked the witnesses for attending the meeting and for being open and transparent. He felt it had been a very positive session and he thanked Members and Officers for their hard work throughout the review. The next stage would be to produce a report and action plan which would be presented at the Overview and Scrutiny Committee meeting in July.

The meeting closed at 7:50 pm

TEWKESBURY BOROUGH COUNCIL

Minutes of a Meeting of the Overview and Scrutiny Committee held at the Council Offices, Gloucester Road, Tewkesbury on Tuesday, 1 May 2018 commencing at 4:30 pm

Present:

Chair	Councillor P W Awford
Vice Chair	Councillor R E Allen

and Councillors:

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

also present:

Councillor G F Blackwell

OS.91 ANNOUNCEMENTS

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

91.2 The Chair welcomed the Lead Member for Organisational Development – which included scrutiny – to the meeting and indicated that she was present as an observer. He went on to thank the Committee for participating in the hearing in respect of the Scrutiny Review of Water Supply Outage which had taken place the previous week. He felt it had been a very good piece of work and he had been particularly pleased with the quality of the supplementary questions. He also wished to thank the partner organisations for their attendance and the Officer team for their support.

OS.92 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

92.1 Apologies for absence were received from Councillors J E Day, P D Surman and M J Williams. There were no substitutions for the meeting.

OS.93 DECLARATIONS OF INTEREST

93.1 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.

93.2 There were no declarations made on this occasion.

OS.94 MINUTES

94.1 The Minutes of the meeting held on 20 March 2018, copies of which had been circulated, were approved as a correct record and signed by the Chair.

OS.95 CONSIDERATION OF THE EXECUTIVE COMMITTEE FORWARD PLAN

- 95.1 Attention was drawn to the Executive Committee Forward Plan, circulated at Pages No. 13-19. Members were asked to determine whether there were any questions for the relevant Lead Members and what support the Overview and Scrutiny Committee could give to the work contained within the plan.
- 95.2 A Member noted that the National Planning Policy Framework (NPPF) Consultation Response had been added to the Agenda for the Executive Committee meeting that had taken place on 25 April 2018. He raised concern that this had not been on the Forward Plan previously and the decision taken by the Executive Committee was not subject to call-in. The consultation response had not been referred to the wider membership at any point and therefore Members had not had the opportunity to express their views. The consultation period ran from 5 March until 11 May and, in his opinion, it seemed to have been left until the last minute and then rushed through. In response, the Deputy Chief Executive advised that the approved draft response would be used as the basis for discussion at a Member seminar which had been arranged for 3 May 2018. Members were encouraged to raise any questions or comments at the seminar and, at the conclusion of the discussion, a summary of any amendments or additions agreed would be incorporated into the response prior to final submission on 11 May. This was in accordance with the delegation to the Head of Development Services, in consultation with the Lead Member for Built Environment, to add further comments to the response prior to its submission on behalf of the Council. A copy of the draft response would be circulated to Members following the meeting.
- 95.3 It was
RESOLVED That the Executive Committee Forward Plan be **NOTED**.

OS.96 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2018/19

- 96.1 Attention was drawn to the report of the Head of Corporate Services, circulated at Pages No. 20-33, which attached, at Appendix 1, the draft Overview and Scrutiny Committee Work Programme 2018/19. Members were asked to approve the Work Programme.
- 96.2 A Member indicated that the Healthwatch Gloucestershire contract had recently been taken over. The Committee had previously received a presentation on Healthwatch and he felt it would be appropriate to invite a representative to a future meeting in order to explain the changes that were being made and how they would impact on Tewkesbury Borough. It was agreed that this be added to the 'pending items' section of the Work Programme in order for Officers to agree a suitable date with the relevant person.
- 96.3 It was
RESOLVED That the Overview and Scrutiny Committee Work Programme 2018/19 be **APPROVED**.

OS.97 HOUSING STRATEGY MONITORING REPORT

- 97.1 The report of the Head of Community Services provided a summary of the key activities for the first three months of year two of the Housing Strategy Action Plan (January-March 2018). Members were asked to consider the progress made to date in respect of the outcomes identified in the Action Plan.

- 97.2 The Head of Community Services advised that the Housing Team had been peer reviewed in 2017 with a view to ultimately reaching the gold standard of the homelessness prevention programme. The team had recently achieved the bronze award and been invited to the national awards ceremony in July. In terms of other highlights, with regard to Priority 1, it was noted that an additional member of staff had been employed using new burdens funding associated with the Homelessness Reduction Act. As well as helping to meet the demands of the new statutory duties, the Officer would be working on a private sector landlord scheme to increase the accommodation available to residents. In respect of Priority 2, the new extended homeless duties within the Homelessness Reduction Bill had taken effect from 1 April 2018 and this had been a primary focus for the housing service within the last few months. There had been a slight increase in applications to date but this would need to be monitored over the course of the year. In terms of the action to stop use of bed and breakfast accommodation, Members were informed that, whilst there had been an increase in the length of time people were staying in bed and breakfast accommodation, the number of people being accommodated had reduced. The Head of Community Services provided assurance that Officers were looking at alternative ways to assist those people. It was also noted that the standard methodology for calculating housing had now been confirmed through the National Planning Policy Framework (NPPF) and the county was in a position to progress the Strategic Housing Market Assessment (SHMA) in accordance with Action P3.1.
- 97.3 A Member noted that the average number of days spent in bed and breakfast accommodation had increased and this had been attributed to the reluctance of landlords to take on high risk tenants. She felt it would be hard to encourage private landlords to take on these tenants due to genuine concerns about whether they would receive their rent on time etc. The Housing Services Manager clarified that the Housing team was currently having problems persuading registered providers to accept tenants who had previously had difficulties. It was intended to work with social landlords – as opposed to private landlords – to take on lower risk tenants in order to cultivate a relationship and build trust to encourage them to come to the local authority for tenants. A Member questioned why the costs of bed and breakfast accommodation in 2017/18 were yet to be confirmed and was advised that this was because there was no average cost; it was down to supply and demand i.e. the less rooms available, the more expensive they would be. It was difficult to forecast what the cost would be this year but bed and breakfast accommodation was approximately £85,000 for the previous financial year. The Head of Community Services also pointed out that Cheltenham and Gloucester had greater access to that type of accommodation so Tewkesbury Borough was often at the back of the queue. It was recognised that bed and breakfast accommodation was expensive and was not good for tenants so a concerted effort was being made to move away from that type of accommodation. There were a range of potential alternatives, e.g. modular housing, and Officers were working with registered providers with the intention of bringing something forward later in the year.
- 97.4 A Member drew attention to Action P1.2 in relation to identifying Tewkesbury Borough Council-owned land suitable for future housing development and questioned whether either of the projects on the two former garage sites at Staverton and Winchcombe were for modular housing. The Head of Community Services advised that Officers were still working with the registered providers to consider the options; however, the Staverton site would lend itself more to modular housing than the Winchcombe site. The Member felt there was a conflict between the local authority and registered providers and he raised concern that sites had been put forward in his Ward for use for social housing that had subsequently been put onto the open market. The Deputy Chief Executive confirmed that discussions were taking place with Severn Vale Housing Society about how best to develop the

sites. The Asset Management and Community Services teams had been advised that they would need to set out a series of options when presenting reports to Members in order for them to make a decision which would clearly include socio-economic benefits as well as the potential for a capital receipt. This would give the ability to fully consider what was needed in the area. Officers were aware of Members' views about wanting to showcase modular housing in the borough and Rooftop Housing - the social housing provider in ownership of the Staverton site - was very keen to explore developing using modular construction techniques.

97.5 A Member sought clarification as to the level of new burdens funding and whether this was of real value. The Head of Community Services confirmed that the funding was £63,000 for the first year and reduced slightly for year 2; it had paid for an additional Officer so it did have value. With regard to Action P1.4 in relation to identifying long-term empty homes and bringing vacant properties back into use, a Member queried whether this included empty habitable spaces above shops. He also questioned whether there was a correlation between the empty homes action plan and planning guidance. The Head of Community Services indicated that he could not comment on planning policy but confirmed that "empty homes" was a term used to describe any empty properties including flats above shops. The Housing team worked closely with Planning colleagues to bring empty properties back into use. Another Member indicated that a number of houses within his Ward were empty due to transition and he questioned whether discussions had taken place with housing associations around hard to let properties etc. The Head of Community Services explained that some properties were empty due to repairs etc. but there were very few properties in the borough that were hard to let. Discussions had taken place with Severn Vale Housing Society about whether the development of certain sites would free up others for use as temporary accommodation, particularly in the case of one bedroom properties.

97.6 A Member expressed concern that the red text within the Action Plan, used to show the progress that had been made since the last report, varied considerably in length for each action and did not necessarily correlate with the status column. The Deputy Chief Executive indicated that he had also picked up on this and it would be addressed in future reports. He advised that some projects would be ongoing for 12-24 months and, although they were on track to be delivered within that timescale, he appreciated that Members would benefit from more information about the progress that had been made at that point in time. It was subsequently

RESOLVED That the progress made to date in respect of the outcomes identified in the Housing Strategy Action Plan be **NOTED**.

OS.98 DISABLED FACILITIES GRANTS REVIEW MONITORING REPORT

98.1 The report of the Environmental Health Manager, circulated at Pages No, 56-63, provided an update on progress against actions contained within the Disabled Facilities Grants (DFGs) report. Members were asked to consider the report.

98.2 Members were reminded that the Overview and Scrutiny Committee had reviewed the way in which DFGs were undertaken in 2015/16 and the Committee received six monthly updates on the progress made against the actions arising from that review. The figures set out at Page No. 62 of Appendix 1 to the report demonstrated the spend against the DFG allocation for the last four years. The Head of Community Services indicated that it was a routine and restrictive process so there was little that could be done to improve it; however, the Council was getting better at taking advantage of opportunities to do things which were slightly outside of the process. He explained that, in January 2018, the Ministry for Housing, Communities and Local Government had allocated additional funding to local authorities that committed to spend it before 1 April 2018. The extra funding was available for DFG adaptations and to be used more broadly on other social

care capital projects. Tewkesbury Borough Council had taken advantage of the funding and had been allocated £112,304 – it had worked closely with Severn Vale Housing Society and had spent 80% of its allocation on residents with the remaining money going back into the countywide pot.

- 98.3 A Member noted that there was an underspend of approximately £500,000 for 2017/18 and he questioned why this was the case. The Head of Community Services explained that the Council had not spent its full allocation since 2014/15 and he reiterated that the money had to be spent on adaptations. Whilst people could be encouraged to apply for DFGs, the level of demand in the borough did not correspond to the allocated money. He clarified that the additional funding which the Council had applied for was completely separate and there had been more freedom to spend that. Any unspent money had to be given back. In response to a query, he indicated that Severn Vale Housing Society carried out a lot of adaptations for its tenants via the DFG process and he was not aware of any registered providers carrying out works outside of that process. The Deputy Chief Executive advised that every application had to be referred by an Occupational Therapist and he understood there was a waiting list for these assessments which was outside of the Council's control. In response to a query as to whether anything was being done differently now compared to 2014/15 when the amount spent had exceeded that which was available, the Head of Community Services advised that the regime itself had not changed other than the allocation being significantly increased in 2014/15. The money came from the Better Care Fund - which had changed in recent years with the reform of public health - and the government had given a lot more money to local authorities. He clarified that the extra spend in 2014/15 was due to demand.

- 98.4 The Chair indicated that the Committee currently received progress updates on a six monthly basis and he sought a view on whether reports should be received on an annual basis going forward, given that there was little movement in relation to the outstanding actions. Members agreed this would be more appropriate and it was

RESOLVED

1. That the progress against the recommendations arising from the Disabled Facilities Grants Review be **NOTED**.
2. That it be **AGREED** that future progress reports be provided on an annual basis.

OS.99 CUSTOMER CARE STRATEGY

- 99.1 The report of the Corporate Services Manager, circulated at Pages No. 64-74, provided an overview of the progress made in delivering the actions contained within the Customer Care Strategy 2017/18. Members were asked to consider the progress made and to endorse the action plan for 2018/19.
- 99.2 The Corporate Services Manager advised that the Council Plan stressed the importance of putting customers first and, as a result, the Overview and Scrutiny Committee had undertaken a workshop in January 2016 to put in place a number of Customer Care Standards. As Members would appreciate, customer service did not have a destination - it was ongoing and something which the Council was continually looking to improve. The action plan held Officers accountable to a number of key actions for a specific year and the majority of actions within the 2017/18 plan had been completed with a small number of actions being moved forward to the 2018/19 plan. There had been significant successes throughout the year in terms of the action to implement online forms which had seen huge uplift and improvement in online and self-service functions.

- 99.3 A Member noted that the target date for the action to review the Advice and Information Centre (AIC) buildings had been changed from July 2017 to March 2019 and he questioned why this had slipped so much. The Head of Corporate Services advised that this was largely due to capacity within the team and the change in the Corporate Services Manager. There were four AICs in the borough in Brockworth, Churchdown, Bishop's Cleeve and Winchcombe and they had not been reviewed for a number of years. It was important to ensure they were being used to their full potential and it had been intended to carry out a review during 2017/18; however, this would be a significant piece of work and his team had been tied up with other work, such as the garden waste project. The Deputy Chief Executive felt that the AICs had potential to deliver a lot more to customers and the review would provide an opportunity to consider how their use could be maximised, as part of the options appraisal. He indicated that the Revenues and Benefits team had been looking at their working practices to see how they could get more people out to the AICs at certain times of day. A Member felt that the AICs were extremely valuable and she would not welcome a proposal to close them. The Head of Corporate Services felt that it was necessary to undertake some data analysis to establish who was currently using them and why. The Corporate Services Manager would be going to visit Bishop's Cleeve Library - which Tewkesbury Borough Council worked out of - to see if there could be more effective partnership working. This data would be collated over the coming months and could potentially feed-in to a Scrutiny Review going forward.
- 99.4 The Member went on to query why the action to introduce a method of gathering service-level feedback from the website had also been delayed by a year and sought assurance that the deadline would not be pushed back further. In response, the Corporate Services Manager confirmed that a number of other projects were coming to an end and she was confident that both this action, and the review of AICs, would come in on time. She explained that it had been necessary to improve the self-service and online offering to be able to use this as an effective method; now that had been done, the team was in a better position to take this action forward. A Member questioned whether any progress had been made in relation to this action, for example, the commentary mentioned working with the Web Design Officer and operational managers and he queried if either of those tasks had been completed. The Corporate Services Manager reiterated that the delay was two-fold: lack of resources and the need to ensure that the online service was sufficient to be able to collect feedback. Initial discussions had taken place with the Web Design Officer and it was hoped that this element could be delivered before the target date. The second part would be around ensuring that feedback was used effectively within the various Council departments.
- 99.5 In terms of the plan for 2018/19, Members were advised that there were a number of new actions. The Corporate Services Manager explained that there were several Office 365 applications, such as Skype for business and webchat, which could provide additional value to customer services and support the Council's digital vision. The current Customer Relationship Management (CRM) system meant that work was done in a silo fashion which was not conducive to good customer service; a one-stop shop was something which the team was looking to progress. Compliance with the new General Data Protection Regulations (GDPR) was a key part of that; there were a number of requirements that needed something that the current system was unable to provide so changes were essential in that regard. A Member raised concern that the status and progress to date columns had been omitted from the 2018/19 plan and, whilst he appreciated it was a new plan, he assumed that significant progress would already have been made against some of the actions. The Head of Corporate Services explained that they had only been omitted because it was a new action plan and provided assurance they would be included when the next update was provided in six months' time.

- 99.6 It was
RESOLVED That the progress made in relation to the actions contained within the Customer Care Strategy Action Plan 2017/18 be **NOTED** and the Customer Care Strategy Action Plan 2018/19 be **ENDORSED**.

OS.100 ANNUAL OVERVIEW AND SCRUTINY REPORT 2017/18

100.1 Attention was drawn to the report of the Head of Corporate Services, circulated at Pages No. 75-91. Members were asked to approve the Overview and Scrutiny Annual Report 2017/18 attached at Appendix 1 to the report.

- 100.2 It was
RESOLVED That the Overview and Scrutiny Committee Annual Report 2017/18 be **APPROVED**.

The meeting closed at 5:30 pm

TEWKESBURY BOROUGH COUNCIL

Minutes of a Meeting of the Overview and Scrutiny Committee held at the Council Offices, Gloucester Road, Tewkesbury on Tuesday, 15 May 2018 commencing at 6:15 pm

Present:

Chair	Councillor P W Awford
Vice Chair	Councillor R E Allen

and Councillors:

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

OS.1 ELECTION OF CHAIR

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

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

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

OS.2 APPOINTMENT OF VICE-CHAIR

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

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

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

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

3.1 The Chair invited nominations for a representative and a reserve representative to sit on the County Council's Health and Care Overview and Scrutiny Committee for the ensuing Municipal Year. It was proposed and seconded that Councillor J E Day be the representative and Councillor R E Allen be the reserve representative. Accordingly it was

RESOLVED That Councillor J E Day be appointed as the Council's representative on the Gloucestershire Health and Care Overview and Scrutiny Committee for the ensuing Municipal Year and Councillor R E Allen be the reserve representative.

OS.4 NOMINATION TO GLOUCESTERSHIRE ECONOMIC GROWTH SCRUTINY COMMITTEE

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

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

The meeting closed at 6:20 pm

EXECUTIVE COMMITTEE FORWARD PLAN 2018/19

REGULAR ITEM:

- Forward Plan – To note the forthcoming items.

Addition to 6 June 2018

- Grass Cutting.

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.
Planning Enforcement Protocol.	To approve the Planning Enforcement Protocol following consultation.	Annette Roberts, Head of Development Services.	No.

Committee Date: 29 August 2018			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Financial Update – Quarter One 2018/19.	To consider the quarterly budget position.	Simon Dix, Head of Finance and Asset Management.	No.
Risk Management Strategy.	To approve the Risk Management Strategy.	Graeme Simpson, Head of Corporate Services.	Yes – from 6 June to allow consideration by the Audit Committee first,
Data Protection Policy.	To approve the Council’s Data Protection Policy.	Shirin Wotherspoon, Principal Solicitor.	Yes – from 6 June to allow consideration by the Audit Committee first,
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: 10 October 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 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.

Committee Date: 21 November 2018			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
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)).			

Committee Date: 2 January 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 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.
ICT Strategy.	To approve the ICT Strategy,	Graeme Simpson, Head pf Corporate Services.	Yes – from 6 June 2018 to align with the action within the Corporate Services action plan.

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

OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2018/19

REGULAR ITEMS:

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

<p><u>Additions to 12 June 2018</u></p> <p><u>Deletions from 12 June 2018</u></p> <ul style="list-style-type: none"> • Corporate Policies and Strategies – Moved to 17 July 2018
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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.

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Agenda Item 6

NB – Changes from previous work programme highlighted in bold

Committee Date: 17 July 2018			
Gloucestershire Economic Growth Scrutiny Committee Update.	To receive an update from the Council's representative on matters considered at the last meeting (20 June 2018).	N/A	No.
Corporate Strategies and Policies.	To consider the corporate policies and strategies for potential review by the Overview and Scrutiny Committee during 2018/19.		Yes – Deferred from 12 June to enable the Policy and Communications Team to verify with service areas that the policies and strategies remain relevant and the review dates are accurate.

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.
Gloucestershire Economic Growth Scrutiny Committee Update.	To receive an update from the Council’s representative on matters considered at the last meeting (5 September 2018).	N/A	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.
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.
Gloucestershire Economic Growth Scrutiny Committee Update.	To receive an update from the Council's representative on matters considered at the last meeting (31 October and 21 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.

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"> - the future work programme which would be developed with the Gloucestershire Joint Waste Committee in autumn 2017; and - in the longer term, review of the Gloucestershire Waste Strategy. <p>Agreed by the Overview and Scrutiny Committee at its meeting on 17 October 2017.</p>
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.
Gloucestershire Healthwatch	Representatives to be invited to give an update on the new arrangements and how this impacts upon the borough - agreed by Overview and Scrutiny Committee at its meeting on 1 May 2018.
Disabled Facilities Grants Review Monitoring Report	June 2019 – To consider the annual update – agreed by Overview and Scrutiny Committee at its meeting on 1 May 2018.

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	12 June 2018
Subject:	Performance Management – Quarter 4 2017/18
Report of:	Graeme Simpson, Head of Corporate Services
Corporate Lead:	Mike Dawson, Chief Executive
Lead Members:	Councillor G F Blackwell, Lead Member for Organisational Development
Number of Appendices:	4

Executive Summary:

New Council Plan priorities (2016-20) were approved by Council on 19 April 2016. Supporting the priorities is a set of objectives and actions.

Progress in delivering the objectives and actions are reported through a Council Plan Performance Tracker (Appendix 1). The tracker is a combined document which also includes a set of Key Performance Indicators (KPIs). The report also includes the Revenue Budget Summary Statement (Appendix 2), the Capital Monitoring Statement (Appendix 3) and the Reserves Position Summary (Appendix 4).

This performance information is reported to the Overview and Scrutiny Committee on a quarterly basis and the outcome is then reported to the Executive Committee by the Chair of the Overview and Scrutiny Committee.

Recommendation:

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

Reasons for Recommendation:

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

Resource Implications:

None directly associated with this report.

Legal Implications:

None directly associated with this report.

Risk Management Implications:

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

Performance Management Follow-up:

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

Environmental Implications:

None directly associated with this report.

1.0 INTRODUCTION/BACKGROUND

- 1.1** New Council Plan priorities (2016-20) were approved by Council on 19 April 2016. Supporting the priorities is a set of objectives and actions. Progress in delivering the objectives and actions are reported through a Council Plan Performance Tracker (Appendix 1). The tracker is a combined document which also includes a set of Key Performance Indicators (KPIs). The report also includes the Revenue Budget Summary Statement (Appendix 2), the Capital Monitoring Statement (Appendix 3) and the Reserves Position Summary (Appendix 4). This performance information is reported to the Overview and Scrutiny Committee on a quarterly basis and the outcome is then reported to the Executive Committee by the Chair of the Overview and Scrutiny Committee.
- 1.2** This is the fourth quarterly monitoring report for 2017/18. The majority of information within the performance tracker reflects the progress of Council Plan actions as at the time of writing the report. The KPI information is of a statistical nature so represents the position as at the end of March 2018 (Quarter 4).

2.0 COUNCIL PLAN PERFORMANCE TRACKER

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

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

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

😊 – action progressing well

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

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

Grey – project has not yet commenced

✓ – action complete or annual target achieved

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

↑ - PI is showing improved performance on previous year

↔ - PI is on par with previous year performance

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

2.3 The majority of actions are progressing well and key activities to bring to Members' attention since the last performance report include:

- The Council's commercial property portfolio is now worth £31.09m and generates £1.15m worth of net income to support the Council budget in 2018/19.
- The tender specification detail is currently being drafted for the appointment of specialist advisors to support the Council through the project to regenerate Spring Gardens.
- Appointment of a Growth and Enterprise Manager in readiness for the introduction of the growth hub within the Public Service Centre.
- The bid for forward funding from the Housing Infrastructure Fund for an all ways M5 Junction 10 has been successful at stage one and is now moving towards further evaluation.
- 233 affordable homes were delivered in 2017/18, above the annual target of 150.
- With 227 homeless prevention cases, more households have been assisted to avoid homelessness than ever recorded.
- 89.58% of all 'major' planning applications were determined within 13 weeks exceeding both last years out-turn and this years target.
- A key aspect of the enviro-crimes action plan is the adoption by Council of the Public Space Protection Order.
- Customer service training is currently taking place for front line staff with over 50 employees scheduled to receive the training.
- The garden waste project is entering its final stages with nearly 16,500 sticker licences sold generating in excess of £742k (against a budget of £697k).

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

Action	Status and reason for status
Undertake a discretionary trade waste service review to ensure it is operating on a viable commercial level.	😊 Final report now received and findings of the report are being considered. The project is now being discussed with the Joint Waste Team
Develop and launch a business growth hub in the Public Services Centre	😞 Original target date of spring 2018 has been amended to July 2018. The build is in process and workshops have been held with Heads of Service and Operational Managers.
Produce a vision for the J9 area.	😞 Amended date of September 2018 to allow for finalisation of the vision.
Develop a regeneration plan for Tewkesbury Town.	😞 Original target date of April 2018 has been amended to September 2018. The Tewkesbury Town Regeneration Partnership has been re-launched and a draft masterplan has been produced.
Deliver a programme with partners to progress Healings Mill and other key sites to support the regeneration of Tewkesbury.	😞 A programme of action is being drawn up and discussions continue to progress with relevant parties to seek to secure development.
Explore with partners- including the Battlefield Society- the potential to increase the heritage offer at the Battlefield site.	😞 A feasibility assessment is in progress and the original target date has been revised to September 2018 to conclude this work.
To let out the top floor of the Public Services Centre.	😞 No tenants have come forward from the market. New agents have been appointed in quarter one of 2018-19.

3.0 KEY PERFORMANCE INDICATORS (KPIs)

3.1 The set of Key Performance Indicators (KPIs) are a combination of contextual indicators and target related indicators. The set of KPIs must remain flexible to ensure they meet our needs. The data reported is the position at end of March 2018.

3.2 Of the 15 indicators with targets, their status as at the end of quarter 4 is :

⊗ (target not achieved)	☺ (target achieved)
4	11

In terms of the direction of travel i.e. performance compared to last year, for all indicators (not all indicators have a target eg crime) the status is:

↑ (better performance than last year)	↓ (not as good as last year)	↔ (on par with previous year performance)
12	5	3

3.3 Key indicators of interest include:

- KPI 2 – Outstanding sundry debt in excess of 12 months old – A lot of work has been done to clear old debt which has brought the figure down to under £30k.
- KPI 7 – Number of visitors to Tewkesbury Tourist Information Centre (TIC) – Visitor numbers have dropped to 29,034 below target and last years outturn.
- KPI 9 – Total number of homeless applications presented – The number of households presenting as homeless has fallen and is lower than last years total.
- KPI 13 – Percentage of ‘major’ applications determined within 13 weeks or alternative period agreed with the applicant – Both the target and last year’s outturn have been exceeded with 89.58% of applications being determined in the agreed timescale.
- KPI 19 – Number of reported enviro-crimes – There has been a significant reduction in enviro-crimes from the previous year.
- KPI 28 – Average number of sick days per full time equivalent – 10.5 sick days have been lost per full time employee for the year to date which exceeds last years outturn and the 7 day target set for 2017/18.
- KPI 30 & 31 – Residual household waste collected per property in kgs – Figures are positive with less residual waste being collected than last year and the recycling rate of 54.55% up from the previous year of 53.29%.

4.0 FINANCIAL SUMMARY - REVENUE POSITION

4.1 In February 2018, the quarter three outturn position was reported to Executive Committee. The report confirmed a surplus of £590,640 for this period which represented a positive variance of 8% on budget

4.2 The final General Fund revenue outturn position for the full year can now be reported as a £1.5m surplus. This is a significant increase against the quarter three position and can be primarily attributed to strong performance in treasury and commercial activities, additional business rates retention and substantial external grant funding being received. The following paragraphs highlight this position.

4.3 The table below summarises the service performance which has generated the reported deficit. In addition, the table highlights the non-service related activity and other aspects of the overall budget to provide a whole view of the Council's general fund. The table concludes with the budgeted transfer to reserves of £57,383 and the actual transfer totalling £1,555,899.

4.4 General Fund outturn summary

	Full Year Budget £	Outturn Position £	Savings /(deficit) £	Budget Variance %
Employees	8,644,124	8,510,111	134,013	-1.55
Premises	521,412	486,991	34,421	-6.60
Transport	169,250	136,240	33,010	-19.50
Supplies & Services	1,820,664	1,796,943	23,721	-1.30
Payments to Third Parties	4,971,332	4,971,102	230	0.00
Transfer Payments	47,963	87,439	-39,476	82.30
Income	-6,326,381	-7,220,742	894,361	14.14
Service Total	9,848,364	8,768,083	1,080,281	-10.97
Treasury activity	57,085	-133,274	190,359	-333.47
Commercial activity	-1,197,421	-1,392,464	195,043	16.29
Corporate Savings Targets	-60,000	0	-60,000	-100.00
New Homes Bonus	47,300	0	47,300	-100.00
Business Rates Income	-1,724,138	-2,360,653	636,515	36.92
Other adjustments	-7,028,573	-6,437,591	-590,982	-8.41
Council Total	-57,383	-1,555,899	1,498,516	2,611.43

4.5 The outturn position for direct service expenditure shows a positive variance of £1,080,281 and is mainly attributable to the major items outlined below:

- the employees full year budget is underspent largely as a result of staff turnover and vacancies in most service groupings;
- premises is underspent as a result of savings on utilities, particularly electricity, plus savings on business rates paid; and
- savings on transport have been generated across all service areas and result from reduced car allowance scheme costs plus reduced business mileage.

Council income is showing additional income levels of £894,361 over the budgeted provision. The majority of fees and charges budgets, with the exception of planning fees, have been delivered on budget during the year. The large variance is therefore as a result of substantial external grant income being received during the year. The Council has received a number of new burdens grants from the government but has also attracted significant service specific grants particularly in relation to the delivery of the requirements for infrastructure and the Joint Core Strategy. In addition, the Council has taken on accountable body status for the Gloucestershire-wide Places of Safety funding and has therefore received a transfer of funding totalling £449,000.

4.6 A full explanation of all variances exceeding £40,000 at a group subjective level is contained at Appendix 2. The appendix also contains an explanation of the variance on the corporate codes with a more detailed explanation within the paragraphs below.

4.7 Treasury performance has been strong in 2017/18 with both investment and borrowing decisions contributing towards an overall surplus of £190,359. Of the surplus, circa £165,000 has been generated from investments. Whilst an increase in the portfolio balance and a slight increase in market rates has benefited the portfolio, the main reason for the surplus is the investment in the CCLA pooled property fund in May 2017 which is currently generating income returns of 4.67%. Short term borrowing rates have remained low and, as a result of maintaining all borrowing requirements on a short term structure, the Council has delivered a saving of £24,000 on this particular aspect of treasury activity.

4.8 The Council acquired a further three commercial investment properties in the second half of the year which has resulted in increased rental generation against budget of £195,043. The three properties have a combined yield in excess of the targeted yield and were purchased sooner than envisaged. The three new properties, combined with the existing units, will make a significant contribution to the Council's core budget in the coming years.

4.9 For the first time in four years, the Council is able to report positive position on the retained business rates scheme. The Council has seen little impact on its position as a result of successful appeals in year, partly as a result of a number of unsuccessful appeals but also because of the provisions it has made against successful appeals. Against this backdrop, additional income has been generated as a result of:

- Underlying growth.
- The identification of renewable energy installations where the business rates are retained locally.
- Payment of additional grant from the Government in respect of amendments to the business rate multiplier cap.

- 4.10** The final row in the table picks up all of the remaining items within the base budget to reconcile back to the budgeted transfer to reserves. This row mainly contains the precepts on the tax payer for both the Borough Council and Parish Councils but also contains other items such as the Minimum Revenue Provision. A reduced cost of £278,000 has been posted against the MRP requirement as a result of a change to historic accounting treatments. In addition, the row also contains the required payment of business rates to the Government in relation to adjustments for the 2016-17 year. These payments are made in the 2017/18 financial year and are covered by a cash backed reserve.
- 4.11** Overall, the Council is able, largely as a result of external funding, to transfer to reserves a gross total of £1,555,899.

5.0 CAPITAL BUDGET POSITION

- 5.1** The Council has committed to a substantial capital programme in the last few years and this is highlighted in the level of capital expenditure incurred in 2017/18, totalling £15.93m. The bulk of the expenditure has been on the purchase of further investment properties and the refurbishment of the Public Service Centre (£1.09m).
- 5.2** The capital programme oversaw the purchase of three investment property in 2017 totalling £13.64m. This was less than the budgeted amount of £16.78m, hence a reported slippage on the land and buildings programme, but the balance of £3.14m has been added to a further allocation from Council of £12m giving a total of £15.14m to be invested during 2018.
- 5.3** An underspend of £170,113 (86%) is reported against the remaining capital balances from the community grants programme. The variance is outside of the Council's control as the drawdown of awarded capital grants is subject to applicant progressing the agreed scheme.
- 5.4** The summarised capital programme is shown at Appendix 3 together with the sources of finance used. In summary, the Council expended £15.93m on capital projects in 2017/18 utilising £1.70m of capital reserves, £0.51m of capital grants, £0.09m of revenue contributions and £13.64 from borrowing. Following the allocation of capital receipts, primarily from right-to-buy receipts but also including some small asset sales, the balance on capital reserves, both receipts and grants, has reduced to £1.98m as at 31 March 2018 with commitments totalling £23.28m over the next three years. The commercial property investment programme and the regeneration of Tewkesbury Town will require the Council to borrow monies from external sources with the cost of borrowing being financed from new income streams associated with the capital investments. Capital grants are expected to continue to cover the annual cost of the Disabled Facilities Grants programme.

6.0 RESERVES POSITION

- 6.1** A breakdown of the reserves of the Council as at 31 March 2018 is shown at Appendix 4. The reserves are grouped under strategic headings so as to provide Members with a better understanding of the actual intended use of the monies set aside. Also included is a breakdown of the previous year's reserves, under the same strategic headings, so as to inform Members about the movement on those reserves in the last two years.

- 6.2** Total revenue reserves of the Council stand at £10.61m as at the end of March 2018 and include earmarked reserves, planning obligations and the general fund working balance. The increase in overall revenue reserves totals £2.56m and is as a result of a number of factors:
- In year surplus within the general fund including external grant funding as highlighted in section 2.
 - Developer contributions, expenditure against contributions already received and expenditure on existing reserves of £1.01m.
- 6.3** Where significant movements have occurred during the year, a note has been included in Appendix 4 to explain the reason for the movement. Members are asked to approve the balances on the reserves for the new financial year.
- 7.0 OTHER OPTIONS CONSIDERED**
- 7.1** None
- 8.0 CONSULTATION**
- 8.1** None
- 9.0 RELEVANT COUNCIL POLICIES/STRATEGIES**
- 9.1** Council Plan 2016-20.
- 10.0 RELEVANT GOVERNMENT POLICIES**
- 10.1** None directly.
- 11.0 RESOURCE IMPLICATIONS (Human/Property)**
- 11.1** None directly.
- 12.0 SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)**
- 12.1** Linked to individual Council Plan actions.
- 13.0 IMPACT UPON (Value For Money/Equalities/E-Government/Human Rights/Health And Safety)**
- 13.1** Linked to individual Council Plan actions.

14.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

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

Background Papers: None

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Simon Dix, Head of Finance and Asset Management (Appendix 2-4)

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

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2017-18 Progress Report (Quarter 4)

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

PRIORITY: FINANCE AND RESOURCES

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 1. Start on the path to being financially independent of the government's core grants.				
a) Deliver the council's transformation programme.	Target date: March 2018	Corporate Leadership Team (CLT) Gill Blackwell Lead Member for Organisational Development	😊	Delivery is monitored by the Transform Working Group. There are a number of projects across the key themes of the programme which all have different delivery dates. Significant projects in progress include the refurbishment of the Public Service Centre (incl. Growth Hub), Spring Gardens/Oldbury Road regeneration, review of garden waste, new on-line forms and review of the planning service. The progress in delivering these individual projects may vary but overall the transformation programme is delivering its objectives.
b) Implement a Fees and Charges Strategy to maximise return in the medium term.	Target date: February 2018	Head of Finance & Asset Management Ron Furolo Lead Member for Finance and Asset Management	✓	Strategy approved by Executive in April 2017. Timetable for ensuring fees and charges are reviewed and considered by each service on an annual basis aligns with the budget cycle and allows for publicity and communication with customers prior to their implementation on 1 April.

PRIORITY: FINANCE AND RESOURCES

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 1. Start on the path to being financially independent of the government's core grants.				
c) Produce a balanced budget in light of elimination of the revenues support grant.	Target date: February 2018	Head of Finance and Asset Management Ron Furolo Lead Member for Finance and Asset Management	✓	Budget proposal was approved at Council on 20 February. The proposal is balanced despite the £1.6m deficit.
Objective 2. Maintain a low council tax.				
59 Produce a medium term strategy which ensures that council tax remains in the lowest quartile nationally.	Target date: December 2017	Head of Finance & Asset Management Ron Furolo Lead Member for Finance and Asset Management	✓	Annual Medium Term Financial Strategy was approved at Council in December 2017. This contained an example council tax strategy which, while proposing increases on an annual basis, resulted in the council tax remaining within the lowest national quartile. The council tax set for 2018/19 was at a level of £114.36. Whilst this was a £5 (4.57%) increase, the level set remained as the fifth lowest in England for a Shire District, is £44 below the lowest quartile threshold and is £70 below the Shire District national average.

PRIORITY: FINANCE AND RESOURCES

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 3. Investigate and take appropriate commercial opportunities.				
<p>a) Deliver the aims and objectives of the commercial property investment strategy.</p> <p>56</p>	<p>Target date: March 2018</p>	<p>Corporate Leadership Team (CLT) Gill Blackwell Lead Member for Organisational Development and Ron Furolo Lead Member for Finance and Asset management</p>	<p>✓</p>	<p>The council has been successful in acquiring an additional three properties to add to the portfolio at a cost of circa £13.6m with an average net initial yield of 5.99%. Portfolio is now worth £31.09m and generates over £1.9m gross income. A net return, after deducting financing costs, of £1.15m is available to support the council budget in 2018/19.</p> <p>A balance of £15m is available for further investment and the Council continues to work with its advisors to identify and secure appropriate acquisitions.</p>
<p>b) Undertake a review of the discretionary trade waste service to ensure it is operating on a viable commercial level.</p>	<p>Target date: April 2017 July 2017 August 2017 April 2018 December 2018 (revised date)</p>	<p>Head of Community Services Jim Mason Lead Member for Clean and Green Environment</p>	<p>☹</p>	<p>The final report has been received. Officers are now considering the outputs, implications and any subsequent actions. A light touch marketing exercise has been commenced but is being delayed by maternity leave.</p> <p>This project is now being discussed with the joint waste team to ascertain if there is any benefits in working together.</p>



PRIORITY: FINANCE AND RESOURCES

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 4. Use our assets to provide maximum financial return.				
<p>a) Put in place a plan to regenerate Spring Gardens</p> <p>57</p>	<p>Target date: December 2017 September 2018 (revised date – reported to O&S 20 March)</p>	<p>Head of Finance and Asset Management Ron Furolo Lead Member for Finance and Asset Management</p>	<p>😊</p>	<p>Tender specification detail currently being drafted for the appointment of specialist advisors to support the council through this project. Appointment of a development partner to follow thereafter.</p>
<p>b) Deliver the council's asset plan.</p>	<p>Target date: March 2018</p>	<p>Head of Finance & Asset Management Ron Furolo Lead Member for Finance and Asset Management</p>	<p>😊</p>	<p>Delivery of plan in final quarter has included:</p> <ul style="list-style-type: none"> • Completion of PSC top floor refurbishment • Agreement of scope of works and undertaking of first phase of PSC ground floor refurbishment • Architects engagement on a number of sites including MAFF and Priors Park garage site • Landlord inspection schedule established • Planned asset maintenance programme review initiated • Tenant secured for partial use of Lower Lode Depot • Digitisation of burial records

Key performance indicators for priority: Finance and resources

KPI no.	KPI description	Outturn 2016-17	Target 2017-18	Outturn Q1 2017-18	Outturn Q2 2017-18	Outturn Q3 2017-18	Outturn Q4 2017-18	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
1	Percentage of creditor payments paid within 30 days of receipt.	94.74%	94.00%	95.18%	94.70%	94.55%	94.56%	↔	☺	The percentage has remained stable over the year and is above target for the year.	Lead Member Finance and Asset Management/ Simon Dix
2	Outstanding sundry debt in excess of 12 months old.	£33,566	£50,000	£38,317	£43,351	£47,956	£27,659	↑	☺	A lot of work has been done in Finance to clear old debts bringing the figure down to under £30k for the first time this year.	Lead Member Finance and Asset Management/ Simon Dix

PRIORITY: ECONOMIC DEVELOPMENT

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Be the primary growth engine of Gloucestershire's economy.				
59 a) Seek approval and implement year one of the Economic Development and Tourism Strategy	Target date: June 2018	Head of Development Services Rob Bird Lead Member for Economic Development/Promotion		The Economic Development and Tourism Strategy was approved at Executive committee in June 2017. Implementation of annual delivery plan – activities this quarter include: <ul style="list-style-type: none"> • Growth Hub development (see action below) • New Growth and Enterprise Manager appointed • LEADER funding continuing to be allocated • Presentation at business breakfast at Theoc House • New Battle Trail leaflet produced • New Winchcombe Marketing Plan produced and adopted by Winchcombe Town Council • Funding bid submitted to Discover England to develop new itineraries across Cotswolds
b) Develop and launch a business growth hub in the Public Services Centre	Target date: Spring 2018 July 2018 (revised date)	Head of Development Services Rob Bird Lead Member for Economic Development/Promotion		<ul style="list-style-type: none"> • Build in progress • Workshop with Heads of Service and Operational Managers held • Governance structure in place • Ongoing meetings with other Hub providers • Soft opening in June/July with official launch in September




PRIORITY: ECONOMIC DEVELOPMENT

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
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Objective 2. Identify and deliver employment land within the borough.

<p>60</p> <p>a) Allocate and deliver employment land through the JCS and Tewkesbury Borough Plan.</p>	<p>JCS target date: Winter 2017</p>	<p>Head of Development Services</p>		<p>The JCS was adopted on 11th December 2017. This sets out a requirement to deliver a minimum of 192ha of B class employment land and 39,500 jobs over the plan period to 2031.</p> <p>The JCS identifies strategic allocations which include a significant amount of employment land (112ha). The plan also sets out general policies to manage the development of employment land in the Borough</p>
	<p>Borough plan target date: Winter 2017 Spring/ Summer 2019 (previously reported to O&S)</p>	<p>Elaine MacTiernan Lead Member for the Built Environment</p>	<p>😊</p> <p>😊</p>	<p>The Tewkesbury Borough Plan will identify further employment sites which will be informed by the Employment Land Review. As part of the development of the next stage of the Borough Plan the potential employment sites are now being assessed to see if they would make sustainable allocations. Much of this work has been undertaken by officers, but further evidence base studies (Green Belt, flood risk, landscape) have been commissioned to provide further information to develop a set of preferred options.</p> <p>Slight delays on the Preferred Options plan, containing employment allocations, being presented to Council. This is due to additional work being carried out with the member working group. It is anticipated to go to Council in July 2018.</p>

PRIORITY: ECONOMIC DEVELOPMENT

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 3. Maximise the growth potential of the M5 junctions within the borough.				
a) Produce a vision for the J9 area.	Target date: March 2017 March 2018 June 2018 September 2018 (revised date)	Head of Development Services Rob Bird Lead Member for Economic Development/Promotion		Following the Thinking Places consultation. Building Design Partnership (BDP) have completed their first stage report setting out opportunities for future development at the area which will lead to a masterplan for the area to underpin the work of the JCS. The publication is scheduled for this Autumn.
61 b) Work with our partners, including the JCS partners and the LEP, to promote the M5 Growth Zone.	Target date: Ongoing as part of County Strategic Economic Plan (ends 2022)	Head of Development Services Rob Bird Lead Member for Economic Development/Promotion		Thinking Places has completed their consultation and work in regard to creating a vision for J9 and the wider area and have reported their initial findings to the J9 Members Working Group. Along with partners, a response to the DfT Road Investment Strategy (RIS 2) has been sent to highlight the importance of the M5 junctions in TBC area and Gloucestershire as a whole.
c) Work with partners to build a case for an all-ways M5 junction 10.	Target date: 2021 (approved business case)	Head of Development Services Rob Bird Lead Member for Economic Development/Promotion		A bid for Forward Funding from the Housing Infrastructure Fund was submitted in September for funding to create an all ways M5 junction 10 with associated improvements. This bid has been successful at stage 1 and is now moving towards further evaluation.

PRIORITY: ECONOMIC DEVELOPMENT

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 4. Deliver regeneration for Tewkesbury town.				
a) Develop a regeneration plan for Tewkesbury Town.	Target date: April 2018 September 2018 (revised date)	Head of Development Services Elaine MacTierman Lead Member for Built Environment	☹	The Tewkesbury Town Regeneration Partnership has been re-launched (incorporating the Riverside Partnership) with revised terms of reference and new membership. A draft masterplan has been produced and shared with the Partnership. The proposal is that this would become supplementary planning document, alongside a shop front guide.
62 b) Deliver a programme with partners to progress Healings Mill and other key sites to support the regeneration of Tewkesbury.	Target date: September 2017 January 2018 March 2018 September 2018 (revised date)	Head of Development Services Rob Bird Lead Member for Economic Development/Promotion	☹	Officers continue to progress discussions with relevant parties to seek to secure development. Officers have also met with the Environment Agency and Historic England on site to look at the constraints in environmental and flooding terms. A programme of action is being drawn up. A heritage based strategy for the site is being looked at to help deliver the development.
c) Explore the potential for the formation of a retail group to support the vitality and regeneration of the town.	Target date: September 2017	Head of Development Services Rob Bird Lead Member for Economic Development/Promotion	✓	A Tewkesbury Town Traders retail group was formed in Spring 2017 in Tewkesbury and is led by local businesses. The Economic Development Officer regularly attends meetings to represent the Council but also to understand the retailer's aspirations.

PRIORITY: ECONOMIC DEVELOPMENT

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
d) Explore with partners – including the Battlefield Society – the potential to increase the heritage offer at the Battlefield site.	Target date: Complete feasibility - December 2017 April 2018 September 2018 (revised date)	Head of Development Services Rob Bird Lead Member for Economic Development/Promotion	☹️	The council is working in partnership with University of Gloucestershire to take this piece of work forward, particularly using their experience in digital media. A feasibility assessment is in progress investigating the potential heritage offer. The original target date has been extended to conclude this work.

Key performance indicators for priority: Economic development

KPI no.	KPI description	Outturn 2016-17	Target 2017-18	Outturn Q1 2017-18	Outturn Q2 2017-18	Outturn Q3 2017-18	Outturn Q4 2017-18	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
3	Employment rate 16-64 year olds.	83.7%		74.3%						74.3% relates to 40,800 people within the borough. This is just above the national rate of 74.2%. (Source: ONS April 2016 – Mar 2017. Current figures)	Leader Member Economic Development/ Annette Roberts
4	Claimant unemployment rate.	1.0%		0.9%	0.9%	0.8%	0.9%			0.9% relates to 475 people within the borough. This rate is below the county rate of 1.0% (Source: ONS)	Leader Member Economic Development/ Annette Roberts
5	Number of business births.	460 (2015 figure)				480 (2016 figure)					Leader Member Economic Development/

6	Number of business deaths	335 (2015 figure)				515 (2016 figure)					Annette Roberts
7	Number of visitors to Tewkesbury Tourist Information Centre (TIC)	32,270	31,000	9,751	11,808 (Q1 & Q2: 21,559)	4,180 (Q1 - Q3: 25,739)	3,295 (Q1 -Q4 29,034)	↓	☹	Due to a wet and snowy quarter figures were slightly down on the previous year	Leader Member Economic Development/ Annette Roberts
8	Number of visitors to Winchcombe Tourist Information Centre (TIC)	10,316	10,000	4,002	4,233 (Q1 & Q2: 8,235)	1,172 (Q1 - Q3: 9,407)	506 (Q1 - Q4 9,913)	↓	☹	Due to a wet and snowy quarter, figures were slightly down on the previous year	Leader Member Economic Development/ Annette Roberts

PRIORITY: HOUSING

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
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Objective 1. Increase the supply of suitable housing across the borough to support growth and meet the needs of our communities.

<p>a) Continue working with our partner councils to ensure the Joint Core Strategy is adopted.</p>	<p>Target date: Winter 2017</p>	<p>Head of Development Services Elaine MacTiernan Lead Member for the Built Environment</p>	<p>✓</p>	<p>All three councils adopted the JCS with Cheltenham Borough Council being the final council, on 11 December 2017.</p>
<p>b) Develop the Tewkesbury Borough Plan.</p> <p>65</p>	<p>Target date: Winter 2018 Spring/ Summer 2019 (previously reported to O&S)</p>	<p>Head of Development Services Elaine MacTiernan Lead Member for the Built Environment</p>	<p>😊</p>	<p>The timetable for the Tewkesbury Borough Plan (TBP) has been inextricably linked to the JCS. Focus has been on progressing the JCS and this has had the knock-on impact of delaying progress of the plan. A number of Neighbourhood Plans are also being progressed which require significant resource from the team.</p> <p>It is anticipated that Council approval for the Preferred Options Borough Plan will take place in July 2018.</p> <p>Estimated timetable for the TBP to adoption is:</p> <ul style="list-style-type: none"> • Preferred Options Consultation- Summer 2018 • Pre-Submission Consultation- Autumn 2018 • Submission to Secretary of State- Winter 2018 • Examination in Public- Winter/Spring 2018/19 • Adoption- Spring/ Summer 2019

PRIORITY: HOUSING

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<p>c) Support Neighbourhood Development Plans (NDP) across the borough where communities bring them forward.</p> <p>66</p>	<p>Target date: March 2018</p>	<p>Head of Development Services</p> <p>Elaine MacTiernan Lead Member for the Built Environment</p>	<p>✓</p>	<p>A total of 14 neighbourhood areas have now been designated across 16 parishes.</p> <p>The Gotherington NDP was subject to examination in April 2017 and was successfully voted through at its referendum on 20 July 2017. The NDP has now been formally 'made' by the Council.</p> <p>Twynning NDP was also successfully voted through at its referendum on 1 March 2018 and has now been formally 'made by the Council.</p> <p>Alderton NDP has now been successful at examination and the Executive Committee have approved to send the plan to referendum in Summer 2018.</p> <p>A number of other plans are also advancing and officers have been working with, Ashchurch Rural, Churchdown and Innsworth, Down Hatherley, Norton and Twigworth, and neighbourhood plan groups.</p>
<p>Objective 2. Achieve a five year supply of land.</p>				
<p>a) Ensure adequate land is allocated within the Joint Core Strategy and Tewkesbury Borough Plan to meet housing needs.</p>	<p>Target date: Winter 2017 (JCS)</p> <p>Spring/ summer 2019 (TBP)</p>	<p>Head of Development Services</p> <p>Elaine MacTiernan Lead Member for the Built Environment</p>	<p>😊</p>	<p>The JCS was adopted on 11th December 2017. Where adequate land was allocated to meet the housing needs.</p> <p>It is anticipated that Council approval for the Preferred Options Borough Plan will take place in July 2018 before going out to public consultation.</p> <p>The most recently published Housing Land Supply Statement (June 2017) sets out that the Borough currently has at least a 5.3 year supply of housing land.</p>

PRIORITY: HOUSING

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
b) Continue to promote sustainable development throughout the borough.	Target date: Winter 2017 (JCS) Spring/ Summer 2019 (TBP)	Head of Development Services Elaine MacTiernan Lead Member for the Built Environment	☺	The JCS was adopted in December 2017 and achieved its Winter 2017 target. However, the TBP will now follow the JCS and is being developed to reach adoption in Spring/Summer 2019. Therefore there has been a need to change the target date against this objective.

Objective 3. Deliver the homes and necessary infrastructure to create new sustainable communities in key locations.

67 a) Monitor annually the delivery of homes within the borough.	Target date: March 2018	Head of Development Services Elaine MacTiernan Lead Member for the Built Environment	✓	The 2016/17 monitoring has now been completed and the report was published onto the council's website in June 2017. This report provides information on how many homes have been delivered within this year. Monitoring for the 2017/18 year is underway and the next report will be published in June 2018.
b) Work with partners, infrastructure providers and developers to progress the delivery of key sites.	Target date: March 2018	Head of Development Services Elaine MacTiernan Lead Member for the Built Environment	☺	JCS transport strategy (May 2017) identified key transport infrastructure requirements for strategic allocations. Government Growth Deal Funding has been received to fund two programmes; infrastructure for a new Cyber Business Park in West Cheltenham and improvements to traffic flow and release of land for housing at Longford. The total amount of funding received is £26.53m. Both projects are progressing with the input of officers. M5 J9/Ashchurch visioning (thinking place) and master planning project (BDP) will be published shortly. This will be important piece of work in determining development potential in the area that will feed into the JCS review. There is an active Junction 9 working group considering the options for the delivery of the project.

PRIORITY: HOUSING

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 4. Deliver affordable homes to meet local need.				
a) Implement year one of the Housing and Homelessness Strategy 68	Target date: 31 March 2018	Head of Community Services Julie Greening Lead Member for Health and Wellbeing	✓	The first year of the Homeless strategy Action Plan has now concluded. Year two action plan has agreed by the Executive committee. The new action plan is a 15 month plan to realign the plan to the municipal year rather than the calendar year. Successful activity this quarter includes: <ul style="list-style-type: none"> • An application for Challenge 1 of the Gold Standard was submitted in December 2017 and the authority received a Bronze award and will continue working towards the Gold Standard. • Lead authority on Places of Safety contract • The county housing first service for chaotic entrenched rough sleepers is now taking referrals in year one of the three year project. • Colleague training and a new database has been introduced in preparation for the new Homelessness Reduction Act (HRA) which takes effect in April 2018. • Best practice has been discussed with the Preferred Providers for the JCS developments – allocations + enforcement
b) Deliver 150 affordable homes each year.	Target date: 31 March 2018	Head of Community Services Elaine MacTiernan Lead Member for the Built Environment	✓	There have been 55 properties delivered in Q4 comprising of 31 Shared Ownership (SO), 20 Affordable Rented (AR) and four Social Rented. They have been in Highnam, Brockworth, Bishops Cleeve, Twyning, Longford, Wheatpieces, and Tewkesbury. We have also been notified of 6 SO (Q2, Bishops Cleeve), 19 SO (Q3, Brockworth) and three AR (Q3, Highnam) that providers had not informed us of previously. The total for 2017-18 is therefore 233.

PRIORITY: HOUSING

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
c) Work in partnership to prevent residents becoming homeless.	Target date: 31 March 2018	Head of Community Services Julie Greening Lead Member for Health and Wellbeing	✓	Housing services is actively participating in partnerships with other local districts, other public agencies such as the Police Crime Commissioner, Glos County, and the Glos Clinical Commissioning Group for: Domestic abuse services, target hardening and sanctuary work, and the housing first model. We continue to work closely within internal partners such as Revenues and Benefits and Environmental Health to make best use of the Discretionary Housing Payments funds and ensure that properties are suitable for our residents.

Key performance indicators for priority: Housing

KPI no.	KPI description	Outturn 2016-17	Target 2017-18	Outturn Q1 2017-18	Outturn Q2 2017-18	Outturn Q3 2017-18	Outturn Q4 2017-18	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
9	Total number of homeless applications presented	119		28	23 (Q1 & Q2: 51)	33 (Q1,Q2 & Q3: 84)	23 (Q1-Q4: 107)	↑		The number of households presenting as homeless during the fourth quarter has fallen slightly – and the year’s total is lower than 2016/17. This is probably linked to the rise in successful homeless preventions.	Lead Member Health and Wellbeing/ Peter Tonge

Key performance indicators for priority: Housing

KPI no.	KPI description	Outturn 2016-17	Target 2017-18	Outturn Q1 2017-18	Outturn Q2 2017-18	Outturn Q3 2017-18	Outturn Q4 2017-18	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
10	Total number of homeless applications accepted	61		16	10 (Q1 & Q2: 26)	24 (Q1, Q2 & Q3: 50)	11 (Q1-Q4: 61)	↔		The number of accepted homeless applications has remained the same as 16/17	Lead Member Health and Wellbeing/ Peter Tonge
70	Total number of active applications on the housing register	2196		2367	2017	1886	1939			The breakdown of bands is: Gold – 120 Silver – 562 Bronze – 1210 Emergency - 39 The numbers registered with Choice Based Lettings have risen slightly on last quarter but remain lower than the end of last year following the review and removal of dormant applications.	Lead Member Health and Wellbeing/ Peter Tonge
11		1196 – 1 bed 668 – 2 bed 231 – 3 bed 83 – 4 bed 15 – 5 bed 3 – 6 bed+	1283 – 1 bed 725 – 2 bed 245 – 3 bed 96 – 4 bed 15 – 5 bed 3 – 6 bed	1066 – 1 bed 632 – 2 bed 226 – 3 bed 76 – 4 bed 15 – 5 bed 2 – 6 bed	979 – 1 bed 599 – 2 bed 222 – 3 bed 70 – 4 bed 15 – 5 bed 1 – 6 bed	1012 – 1 bed 614 – 2 bed 227 – 3 bed 71 – 4 bed 14 – 5 bed 1 – 6 bed					

Key performance indicators for priority: Housing

KPI no.	KPI description	Outturn 2016-17	Target 2017-18	Outturn Q1 2017-18	Outturn Q2 2017-18	Outturn Q3 2017-18	Outturn Q4 2017-18	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
12	Total number of homeless prevention cases	187		62	45 (Q1 & Q2: 107)	57 (Q1,Q2 & Q3: 164)	63 (Q1-Q4: 227)	↑		This has been another successful quarter for preventing both homeless applications and homeless acceptances through positive interventions. We have assisted more households to avoid homelessness than previously recorded.	Lead Member Health and Wellbeing/ Peter Tonge
71 13	Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant.	82.50%	80%	90.90%	80%	88.51%	89.58%	↑	😊	Excellent performance throughout the year with both target and last year's out-turn being exceeded. Reflects a real focus on major application workload and good relationships with customers. During this year a total of 48 'major' applications have been determined of which 42 were determined within 13 weeks or the agreed timescale with the applicant.	Lead Member Built Environment/ Annette Roberts



Key performance indicators for priority: Housing

KPI no.	KPI description	Outturn 2016-17	Target 2017-18	Outturn Q1 2017-18	Outturn Q2 2017-18	Outturn Q3 2017-18	Outturn Q4 2017-18	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
14	Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the applicant.	70.55%	90%	66.04%	68.29%	73.89%	78.42%	↑	☹	<p>Continued and significant improvement throughout the year, far exceeding last years out-turn.</p> <p>During this year a total of 241 'minor' applications have been determined of which 189 were determined within 8 weeks or the agreed timescale with the applicant.</p>	Lead Member Built Environment/ Annette Roberts
15	Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant.	88.66%	90%	90.19%	90.15%	91.11%	91.32%	↑	☺	<p>Consistently excellent performance over the course of the year, exceeding target and improving on last year's out-turn. Speed of decisions has been positively impacted by the new technical officer posts which provides support to officers and carries out the validation of applications.</p> <p>During this year a total of 599 'other' applications have been determined of which 547 were determined within 8 weeks or agreed timescale with applicant.</p>	Lead Member Built Environment/ Annette Roberts

PRIORITY: CUSTOMER FOCUSED SERVICES

Actions	Target date	Reporting Line	Progress to date	Comment
Objective 1. Maintain and improve our culture of continuous service improvement.				
a) Deliver improvements through a review of the Revenues and Benefits service	Target date: January 2018	Head of Revenues and Benefits Gill Blackwell Lead Member for Organisational Development	✓	<p>The main phase of the Revenues and Benefits team restructure is complete. A new management structure is in place supported with an overall reduction in the number of FTE within the benefits team. As routine business, the team structure will remain under review to ensure it is fit for purpose and responsive to changes resulting from legislative changes and customer requirements.</p> <p>Improvements to processes are taking place, including improved staff engagement, policy reviews and customer focus activities such as e-billing, pilot of webchat and online forms are in the pipeline.</p>

PRIORITY: CUSTOMER FOCUSED SERVICES

Actions	Target date	Reporting Line	Progress to date	Comment
b) Deliver the enviro-crimes action plan, with a particular focus on fly-tipping and dog fouling	Target date: March 2018	Head of Community Services Jim Mason Lead Member for the Clean and Green Environment		The requirements of the enviro crime strategy continue to be implemented. The majority of actions within the plan relate to establishing the mechanisms, procedures and joint working protocols which allow the Council to target those responsible for Enviro-Crime. These mechanisms, procedures and joint working protocols have been implemented and will now be refined based on officers experience and feedback from strategic partners. <ul style="list-style-type: none"> • Officers continue to successfully issue fixed penalty notices, 24 were issued in 2017/2018 • There were six prosecutions taken in 2017/18 resulting in a total of £5052 in fines. • In March 2018 a Public Space Protection Order was approved by Executive and Full Council in April 2018. The Order requires those in control of dogs to pick up after them and be able to produce on request a means of picking up after their dog. Officers are in the process of designing a specific campaign to educate the public on the new powers. • Preliminary discussions have been held with the Police, EA and NFU regarding joint initiatives for 2018/19. Further discussions and more detailed planning will take place in April 2018
c) Review garden waste arrangements to improve the renewal and payment process	Target date: March 2018	Head of Corporate Services Jim Mason Lead Member for the Clean and Green Environment		To date, over 16,300 sticker licences have been purchased generating income in excess of £722k. 70% of renewals have been completed on-line. Annual renewals continue to be received on a daily basis.

PRIORITY: CUSTOMER FOCUSED SERVICES

Actions	Target date	Reporting Line	Progress to date	Comment
Objective 2. Develop our customer service ethos to ensure that we deliver to the needs of residents.				
a) Improve the quality of our website self-serve forms	Target date: March 2018	Head of Corporate Services Mike Dean Lead Member for Customer Focus	☺	<p>A number of self-serve forms have been updated during the year, for example;</p> <ul style="list-style-type: none"> • Missed bins • Business grant application • Job application • Community support request • Food business application <p>The overall effectiveness of the website continues to be reviewed.</p>
5b) Roll out a programme of customer services training for staff across the council, including an appraisal of our complaint system.	Target date: March 2017 September 2017 May 2018 (reported to O&S 20 March)	Head of Corporate Services Mike Dean Lead Member for Customer Focus	✓	Customer service training is now programmed for front line staff – over 50 staff will be attending training late May/early June. In addition, complaints handling training took place during 2017 for operational managers. The complaints system is well signposted and provides accurate performance monitoring and reporting information for both management team and O&S committee. This will be subject to an annual review to ensure the internal processes continue to operate effectively.

PRIORITY: CUSTOMER FOCUSED SERVICES

Actions	Target date	Reporting Line	Progress to date	Comment
Objective 3. Further expansion of the Public Services Centre (bring in other partners).				
a) Deliver the Public Services Centre refurbishment project.	Target date: March 2018 June 2018 August 2018 (reported to O&S 20 March)	Head of Finance & Asset Management Ron Furolo Lead Member for Finance and Asset Management	☺	Refurbishment works to top floor has now been completed. Works to the ground floor and entrance to offices now agreed within the allocated finances. Works commenced 1 st February with an estimated programme of 29 weeks. Reception areas and business hub to be completed by the middle of June with civic suite and externals completed by the end of August.
b) To let out the top floor of the Public Services Centre.	Target date: March 2018 December 2018 (revised date)	Head of Finance and Asset Management Ron Furolo Lead Member for Finance and Asset Management	☹	No tenants have come forward from the market to occupy the remaining two units of top floor. New agents to be appointed in the first quarter 2018-19. Refurbished top floor space being used as civic suite through ground floor refurbishment works therefore space unavailable for new tenants to occupy the area until September.

PRIORITY: CUSTOMER FOCUSED SERVICES

Actions	Target date	Reporting Line	Progress to date	Comment
Objective 4. Improve and expand our partnership both public and private sector and explore opportunities to do this.				
a) Look at collaborative options for the planning and environmental health services	Target date: Environmental health – December 2017 April 2018 July 2018 (reported to O&S 20 March)	Head of Development Services and Head of Community Services Elaine MacTierman Lead Member for Built Environment and Jim Mason Lead Member for Clean and Green	☺	The structure of the Environmental Health team is under review.
	Planning - December 2017 April 2018		✓	Development services review has been approved and is being implemented with posts being appointed to in relation to the Planning Partnership with Gloucester. The Growth & Enterprise Manager has been appointed. Various options for collaboration between Environmental Health and planning are being explored particularly with reference to growth hub delivery.
b) Work with partners to improve digital links between public services to make life simpler for customers.	Target date: March 2018	Head of Corporate Services Mike Dean Lead Member for Customer Focus	☺	<p>Initiatives delivered during the year include ;</p> <ul style="list-style-type: none"> • New online forms developed to improve the way the council works with Ubico, as well as making it easier for customers to report, apply and pay for services. • The introduction of PayPoint to enable face-to-face customers to pay for things such as council tax or garden waste in their local communities. • Interim work has started on a new building control website • The property services help desk is accessible to all PSC customers

16	Total enquiries logged by the Area Information Centre (AIC).	1595		338	132 (Q1 & Q2 470)	224 (Q1- Q3 694)	214 (Q1- Q4 908)			<p style="text-align: right;">Q1, Q2, Q3, Q4</p> <p>Bishops Cleeve 72,24,64, 11 Brockworth 147, 53,101, 102 Churchdown 53, 24, 19, 43 Winchcombe 66, 31, 40, 58</p> <hr/> <p>Total 338, 132, 224, 214</p>	Lead Member Customer Focus/ Graeme Simpson
79 17	Total number of people assisted within the borough by Citizens Advice Bureau (CAB).	1372		383	735	1,114	1,521			<p>3,002 issues raised compared to 2,885 for the same period last year Q1-Q3). With 75% being about:</p> <p>Benefits 27% Debt 20% Employment 11% Relationships 9% Housing 8%</p> <p>Of the 1,521 clients seen this year the heaviest demand was again in Brockworth at 207 (13.5%).</p> <p>The following five wards represent 706 (46%) of all clients seen: Brockworth 207 Tewkesbury Priors Park 145 Cleeve St Michael 135 Northway 110 Churchdown St Johns 109</p>	Lead Member Economic Development/Promotion / Annette Roberts

Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2016-17	Target 2017-18	Outturn Q1 2017-18	Outturn Q2 2017-18	Outturn Q3 2017-18	Outturn Q4 2017-18	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
18	Financial gain to clients resulting from CAB advice	£390,717		£77,593	£139,391	£198,524	£281,178			During the quarter, clients have benefitted from £82,654 of financial gains (£281,178 across the year)	Lead Member Economic Development/Promotion / Annette Roberts
19	Number of reported enviro crimes	1359	1000	353	176 (Q1 & Q2 529)	181 (Q1 & Q2 & Q3 710)	257 (Q1- Q4 967)	↑	☺	<p>Enviro-Crime figures for Q4:</p> <ul style="list-style-type: none"> fly tips- 133 (75) littering- 4 (1) dog fouling- 51 (38) abandoned vehicles- 35 (28) noise- 34 (39) <p>There is a noticeable increase in fly tips for the fourth quarter compared with the previous two quarters, however this is still significantly less than in the first quarter.</p> <p>Overall there has been a significant reduction from the previous year.</p>	Lead Member Clean and Green Environment/ Peter Tonge

Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2016-17	Target 2017-18	Outturn Q1 2017-18	Outturn Q2 2017-18	Outturn Q3 2017-18	Outturn Q4 2017-18	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
20	Community groups assisted with funding advice	349		46	32 (Q1 & Q2: 78)	30 (Q1- Q3: 108)	45 (Q1-Q4 153)			<p>Since July 2015 community groups have been supported by the borough to receive £1,127,074 in grants from external funders.</p> <p>In quarter 4 of 2017-2018 the council supported groups to raise £126,400 in external grants.</p>	Lead Member Economic Development/Promotion / Annette Roberts
21	Benefits caseload: a) Housing Benefit b) Council Tax Support	3,974 4,552		3,971 4,536	4,000 4,461	4,008 4,441	3,812 4,368			<p>The number of council tax support claimants has remained consistent. The Housing Benefit caseload is reducing following the move to Universal Credit but not significantly.</p>	Lead Member Finance and Asset Management/ Graeme Simpson
22	Average number of days to process new benefit claims	16.19	16.19	13.22	15.67	14.0	15.47	↑	😊	<p>The benefits team continue to perform above the national average of 21 days.</p>	Lead Member Finance and Asset Management/ Graeme Simpson

Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2016-17	Target 2017-18	Outturn Q1 2017-18	Outturn Q2 2017-18	Outturn Q3 2017-18	Outturn Q4 2017-18	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
23	Average number of days to process change in circumstances	5.30	5.30	4.27	3.46	6.0	4.43	↑	☺	Performance remains good, the national average is 9 days.	Lead Member Finance and Asset Management/ Graeme Simpson
24	Percentage of council tax collected	98.24%	98%	29.63%	57.5%	85.6%	97.97%	↓	☺	This has been a year of transition with a new management team in place. There have been long term absences in the team which have impacted on performance. The number of dwellings in the Borough subject to council tax also increased by 1.78% which equates to an additional 716 properties in 2017-18 which has increased the workload of the team.	Lead Member Finance and Asset Management / Graeme Simpson
25	Percentage of NNDR collected	98.97%	98%	33.85%	59.4%	84.8%	98.56%	↔	☺	NNDR (Business Rates) collection is above target and more or less on par with 2016/17.	Lead Member Finance and Asset Management / Graeme Simpson

Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2016-17	Target 2017-18	Outturn Q1 2017-18	Outturn Q2 2017-18	Outturn Q3 2017-18	Outturn Q4 2017-18	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
26	Number of anti-social behaviour incidents	2443		615	600 (Q1- Q2: 1215)	501 (Q1- Q3: 1716)	412 (Q1- Q4:2128)	↑		<p>Over a rolling 12 mth period there has been a decrease in incidents of 8.6%</p> <p>.....</p> <p>Some of the decrease can be attributed to proactive interventions by The Anti-social Behaviour Group. Also note that anti-social behaviour figures have decreased nationally.</p>	Lead Member Community/ Peter Tonge
27	Number of overall crime incidents	3070		851	893 (Q1- Q2 1744)	793 (Q1- Q3: 2537)	777 (Q1- Q4 3314)	↓		<p>Over a 12 mth rolling period there has been an increase of 7.3%</p> <p>.....</p> <p>Important points for interpreting figures</p> <p>An increase in the number of crimes recorded by the police does not necessarily mean the level of crime has increased. A change in the way burglaries have been recorded nationally may have contributed to the rise in the figures.</p> <p>Crime figures nationally remain relatively stable</p>	Lead Member Community/ Peter Tonge

Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2016-17	Target 2017-18	Outturn Q1 2017-18	Outturn Q2 2017-18	Outturn Q3 2017-18	Outturn Q4 2017-18	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
28	Average number of sick days per full time equivalent	7.79	7.0	1.31	2.57 (Q1-Q2 3.88)	3.39 (Q1- Q3: 7.4)	2.73 (Q1-Q4 10.5)	↓	☹️	Total sick days to Qtr 4 = 1838 (1323). Comprising long term 1048.2 (484.1) and short term 789.8 (839.4) – previous year's figures in brackets. Long term sickness equates to av 6.02 days and short term 4.48 days.	Lead Member Organisational Development/ Graeme Simpson
29	Percentage of waste recycled or composted	53.29%	52%	56%	57.48%	55.95%	54.55%	↑	😊	Whilst there has been a slight decrease in recycling this quarter and the corresponding increase in residual waste collected this is likely attributed to the poor weather at the start of the year. Whilst this is the case figures are still positive compared to the previous year and are above target	Lead Member Clean and Green Environment/ Peter Tonge
30	Residual household waste collected per property in kgs	411kg	430kg	95kg	94kg (Q1-Q2 189KG)	94kg (Q1- Q3: 283KG)	97.3kg (Q1-4) 380kg	↑	😊		Lead Member Clean and Green Environment/ Peter Tonge
31	Food establishments hygiene ratings	Not measured previously	5% baseline	4.82	4.36	4.30	4.83			There are 629 food hygiene rated premises. Of this 29 are below a food hygiene rating of three meaning improvement is necessary.	Lead Member Clean and Green / Peter Tonge

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General Fund Outturn by Group 2017/2018

	Budget	Actual	Savings / (Deficit)	Variance	Notes
Chief Executive					
Employees	£241,157	£241,156	£1	0.00%	
Premises	£0	£0	£0	-	
Transport	£2,898	£2,356	£542	-18.70%	
Supplies & Services	£4,132	£4,066	£66	-1.59%	
Payments to Third Parties	£2,000	£0	£2,000	-100.00%	
Income	£0	£0	£0	-	
TOTAL	£250,187	£247,579	£2,608	-1.04%	

	Budget	Actual	Savings / (Deficit)	Variance	Notes
Community					
Employees	£1,013,123	£1,004,252	£8,871	-0.88%	
Premises	£2,500	£663	£1,837	-73.48%	
Transport	£35,284	£30,944	£4,340	-12.30%	
Supplies & Services	£155,744	£129,389	£26,355	-16.92%	
Payments to Third Parties	£4,197,547	£4,312,787	-£115,240	2.75%	1
Income	-£1,824,800	-£2,350,247	£525,447	28.79%	2
TOTAL	£3,579,398	£3,127,788	£451,610	-12.62%	

1. Provision made in respect of on-going court proceedings
2. External grants for homelessness prevention in addition to the Places of Safety funding for Gloucestershire for which Tewkesbury is the accountable body

	Budget	Actual	Savings / (Deficit)	Variance	Notes
Corporate Services					
Employees	£1,665,669	£1,740,290	-£74,621	4.48%	3
Premises	£0	£0	£0	-	
Transport	£16,951	£14,727	£2,224	-13.12%	
Supplies & Services	£479,695	£461,700	£17,995	-3.75%	
Payments to Third Parties	£111,720	£79,467	£32,253	-28.87%	
Transfer Payments - Benefits Service	£47,963	£87,439	-£39,476	82.30%	
Income	-£489,268	-£541,838	£52,570	10.74%	4
TOTAL	£1,832,730	£1,841,783	-£9,053	0.49%	

3. Overspend is in relation to requirement to backfill individuals on sick leave plus reduced savings associated with the Revenues and Benefits review as a result of limited impact of the transfer to Universal Credit
4. New Burdens grant received in year

	Budget	Actual	Savings / (Deficit)	Variance	Notes
Democratic Services					
Employees	£247,331	£190,440	£56,891	-23.00%	5
Premises	£0	£0	£0	-	
Transport	£17,888	£15,012	£2,876	-16.08%	
Supplies & Services	£449,510	£408,418	£41,092	-9.14%	6
Payments to Third Parties	£36,700	£34,329	£2,371	-6.46%	
Income	-£500	-£16,954	£16,454	3290.80%	
TOTAL	£750,929	£631,244	£119,685	-15.94%	

5. Savings associated with vacant post
6. Savings on a variety of items such as computer licences

Deputy Chief Executive	Budget	Actual	Savings / (Deficit)	Variance
Employees	£106,036	£105,937	£99	-0.09%
Premises	£0	£0	£0	-
Transport	£3,440	£1,840	£1,600	-46.50%
Supplies & Services	£4,350	£4,479	-£129	2.96%
Payments to Third Parties	£0	£0	£0	-
Income	£0	£0	£0	-
TOTAL	£113,826	£112,256	£1,570	-1.38%

Development Services	Budget	Actual	Savings / (Deficit)	Variance	
Employees	£1,637,208	£1,586,129	£51,079	-3.12%	7
Premises	£43,230	£41,800	£1,430	-3.31%	
Transport	£56,072	£44,606	£11,466	-20.45%	
Supplies & Services	£169,530	£193,011	-£23,481	13.85%	
Payments to Third Parties	£213,325	£147,027	£66,298	-31.08%	8
Income	-£1,472,081	-£1,675,572	£203,491	13.82%	9
TOTAL	£647,284	£337,000	£310,284	-47.94%	

7. Savings from a variety of posts, particularly within Development Services.

8. Savings made on estimated planning appeals cost plus a surplus gained on the Building Control shared service

9. Substantial external grant funding received but reduced by significant deficit, £369,000, on planning income

Finance and Asset Management	Budget	Actual	Savings / (Deficit)	Variance	
Employees	£2,382,270	£2,333,166	£49,104	-2.06%	10
Premises	£475,682	£444,528	£31,154	-6.55%	
Transport	£15,142	£11,621	£3,521	-23.25%	
Supplies & Services	£474,561	£523,840	-£49,279	10.38%	11
Payments to Third Parties	£244,580	£220,974	£23,606	-9.65%	
Income	-£1,280,395	-£1,321,247	£40,852	3.19%	12
TOTAL	£2,311,840	£2,212,882	£98,958	-4.28%	

10. Savings accrued from a variety of vacant posts during the year

11. Increased expenditure against a variety of cost headings including electronic payment charges as a result of channel shift, increased cost of insurance premiums and cost of capital financing for replacement financial systems

12. Additional income generated in a variety of areas including burials, service charge and rentals

One Legal	Budget	Actual	Savings / (Deficit)	Variance	
Employees	£1,351,330	£1,308,742	£42,588	-3.15%	13
Premises	£0	£0	£0	-	
Transport	£21,575	£15,134	£6,441	-29.86%	
Supplies & Services	£83,142	£72,041	£11,101	-13.35%	
Payments to Third Parties	£165,460	£176,518	-£11,058	6.68%	
Income	-£1,259,337	-£1,314,883	£55,546	4.41%	14
TOTAL	£362,170	£257,551	£104,619	-28.89%	

13. Savings generated through the year from internal vacancies

14. Increased third party income generated

Service Summary	Budget	Actual	Savings / (Deficit)	Variance
Employees	£8,644,124	£8,510,111	£134,013	-1.55%
Premises	£521,412	£486,991	£34,421	-6.60%

Transport	£169,250	£136,240	£33,010	-19.50%
Supplies & Services	£1,820,664	£1,796,943	£23,721	-1.30%
Payments to Third Parties	£4,971,332	£4,971,102	£230	0.00%
Transfer Payments - Benefits Service	£47,963	£87,439	-£39,476	82.30%
Income	-£6,326,381	-£7,220,742	£894,361	14.14%
	£9,848,364	£8,768,083	£1,080,281	-10.97%

Corporate Codes

Treasury activity	£57,085	-£133,274	£190,359	-333.47%	15
Commercial activity	-£1,197,421	-£1,392,464	£195,043	16.29%	16
Corporate Savings Targets	-£60,000	£0	-£60,000	-100.00%	17
New Homes Bonus	£47,300	£0	£47,300	-100.00%	18
Business Rates Income	-£1,724,138	-£2,360,653	£636,515	36.92%	19
Other adjustments	-£7,028,573	-£6,437,591	-£590,982	-8.41%	20
	-£9,905,747	-£10,323,981	£418,234	4.22%	

15. Additional income (£165k) from treasury investments plus savings on borrowing requirement
16. Additional income generated from securing new properties earlier than anticipated and at a higher yield
17. Actual savings on procurement and salaries will be shown in service expenditure
18. Monies held for business transformation activities in 2018-19
19. Income generated during the year from growth and renewable energy installations plus additional government grant in respect of business rates multiplier cap assessment
20. £278k savings on Minimum Revenue Provision in year, offset by the cost of 2016-17 business rate payments to the Government paid in 2017-18. This cost is covered within the accounts.

Net total	-£57,383	-£1,555,899	£1,498,516	2611.43%
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Capital Outturn 2017/18

	Budget profile for 2017/18	Capital Outturn 2017/18	(Over)/ Under spend	% Slippage	Financed from Capital Reserves	Financed from Capital Grants	Financed from Borrowing	Financed from Revenue
Council Land & Buildings	£19,758,825.00	£14,749,903.97	£5,008,921.03	25.35%	£1,111,910.60	£0.00	£13,637,993.37	£0.00
Vehicles & Equipment	£727,299.48	£650,773.03	£76,526.45	10.52%	£560,040.94	£0.00	£0.00	£90,732.09
Community Grants	£197,760.06	£27,646.85	£170,113.21	86.02%	£27,646.85	£0.00	£0.00	£0.00
Housing & Business Grants	£700,000.00	£505,450.77	£194,549.23	27.79%	£0.00	£505,450.77	£0.00	£0.00
Total	£21,383,884.54	£15,933,774.62	£5,450,109.92	25.49%	£1,699,598.39	£505,450.77	£13,637,993.37	£90,732.09

Council Revenue Reserves for 2018/19

Reserve	Balance 31st March 2016	Net Movement 2016/17	Balance 31st March 2017	Net Movement 2017/18	Balance 31st March 2018	Note
Asset Management Reserve	335,459.21	186,432.69	521,891.90	437,390.08	959,281.98	1
Borough Regeneration Reserve	10,588.02	-3,654.37	6,933.65	197,520.40	204,454.05	2
Business Rates Reserve	4,097,967.26	-2,606,666.69	1,491,300.57	-853,929.66	637,370.91	3
Business Support Reserve	107,031.21	125,267.89	232,299.10	-22,159.59	210,139.51	
Business Transformation Reserve	231,201.77	90,868.01	322,069.78	33,812.69	355,882.47	
Community Safety Reserve	0.00	0.00	0.00	10,885.96	10,885.96	
Community Support Reserve	117,843.69	9,518.31	127,362.00	-13,970.41	113,391.59	
Development Management Reserve	466,595.87	-362,795.87	103,800.00	134,201.55	238,001.55	4
Development Policy Reserve	317,391.36	-20,507.12	296,884.24	228,543.66	525,427.90	5
Elections Reserve	64,160.23	-1,160.23	63,000.00	5,500.00	68,500.00	
Flood Support and Protection Reserve	255,329.95	-211,598.87	43,731.08	-30,049.22	13,681.86	
Health & Leisure Development Reserve	33,802.35	-5,756.32	28,046.03	-26,057.00	1,989.03	
Housing & Homeless Reserve	40,026.15	-21,865.89	18,160.26	412,574.24	430,734.50	6
Information Technology Reserve	0.00	14,726.00	14,726.00	3,505.00	18,231.00	
Interest Equalisation Reserve	0.00	0.00	0.00	0.00	0.00	
MTFS Equalisation Reserve	746,496.02	421,120.98	1,167,617.00	-301,613.00	866,004.00	7
Organisational Development Reserve	27,259.00	-12,800.80	14,458.20	116,913.80	131,372.00	
Risk Management Reserve	26,309.90	-18,606.48	7,703.42	-2,703.42	5,000.00	
Transport Initiatives Reserves	0.00	342,046.00	342,046.00	178,345.46	520,391.46	8
Waste & Recycling development Reserve	21,450.70	7,299.30	28,750.00	506,891.00	535,641.00	9
Uncommitted contingency reserve	0.00	0.00	0.00	46,769.39	46,769.39	10
Horsford Reserve	38,973.57	8,777.03	47,750.60	4,848.00	52,598.60	
Mayors Charity Reserve	6,913.79	738.93	7,652.72	-1,396.28	6,256.44	
Planning Obligations Reserve	2,441,100.55	266,920.84	2,708,021.39	1,399,499.30	4,107,520.69	11
General Fund Working Balance	450,000.00	0.00	450,000.00	100,000.00	550,000.00	
Totals	9,835,900.60	-1,791,696.66	8,044,203.94	2,565,321.95	10,609,525.89	

Notes to Reserves

- 1 Reserve now includes monies set aside for future management of commercial portfolio
- 2 Spring Gardens regeneration project monies reallocated from the asset management reserve
- 3 Reduction in amount required to be paid to the Government, relating to 2017/18, through the new financial year
- 4 Additional monies set aside for business improvement and appeals
- 5 Further external funding received for the delivery of the JCS
- 6 External funding received for homelessness and refuge activities
- 7 2017/18 set aside released
- 8 Additional external funding received for J9 plus allocation of monies for the development of the A40 business case
- 9 First year accumulation of vehicle replacement fund
- 10 Monies set aside for future business and community needs
- 11 Substantial new funds received in year from developers

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny
Date of Meeting:	14 June 2018
Subject:	Economic Development and Tourism Strategy
Report of:	Andy Sanders, Community and Economic Development Manager
Corporate Lead:	Annette Roberts, Head of Development Services
Lead Member:	Cllr R A Bird, Lead Member for Economic Development
Number of Appendices:	Two

<p>Executive Summary:</p> <p>In June 2017 the Executive Committee resolved to adopt the Economic Development and Tourism Strategy 2017-21.</p> <p>This report outlines progress to date on the year one action plan, as well as the actions identified for 2018/19.</p>
<p>Recommendation:</p> <p>To CONSIDER the progress made against the Economic Development and Tourism Strategy during Year One and the actions identified for 2018/19.</p>
<p>Reasons for Recommendation:</p> <p>To inform Members on progress of the Economic Development and Tourism Strategy and provide the actions for the coming year.</p> <p>The Economic Development and Tourism Strategy is an essential component of the Council's delivery, supporting business growth across the Borough. The strategy sets the context within which the Borough Council will deliver its Economic Development and Tourism service, as well as influencing other departments. Economic development is one of the key themes with the Council's current Council Plan.</p>

<p>Resource Implications:</p> <p>Regarding the Strategy, there are no resource implications directly resulting from the report, although the Strategy will set the priorities and actions for staff involved in the Economic Development and Tourism service.</p>
<p>Legal Implications:</p> <p>No legal implications directly resulting from the report recommendation; consideration will be given to any specific legal implications arising from specific workstreams.</p>

Risk Management Implications:

None directly.

Performance Management Follow-up:

Annual progress is reported through the Overview and Scrutiny Committee.

Performance management is also reported through the quarterly performance tracker.

Environmental Implications:

None directly.

1.0 INTRODUCTION/BACKGROUND

- 1.1** Tewkesbury Borough Council has had a proactive approach to supporting local business growth, which has been a central priority within the Council Plan since 2011.
- 1.2** In June 2015, the Overview and Scrutiny Committee resolved to establish a Working Group to develop a new Economic Development and Tourism Strategy. A key element for the Working Group was the commissioning and development of an employment land review, economic assessment and business survey. This work was carried out by Bruton Knowles and funded through the Large Sites Infrastructure Fund. This study was fundamental in the development of the strategy and providing key recommendations for the Council to take forward. As a result of the Working Group discussions, and in particular taking account of the Bruton Knowles report findings, a strategy was produced.
- 1.3** The Strategy provides five key priorities:
1. Employment Land Planning.
 2. Transport Infrastructure Improvement.
 3. Business Growth Support.
 4. Promoting Tewkesbury Borough.
 5. Employability, Education and Training
- 1.4** Under each of these five headings were a number of objectives, which can be found in the strategy. In addition, a number of annual actions have been outlined under each objective.
- 1.5** The Overview and Scrutiny Committee endorsed the strategy at its meeting in May 2017. Following this, the Executive Committee adopted the strategy in June 2017.

2.0 ECONOMIC DEVELOPMENT AND TOURISM STRATEGY ACTION PLAN

2.1 Over the last 12 months a number of key actions from the strategy have been fulfilled. These are outlined within the Appendix 1. Of particular note are as follows:

- Development of the Growth Hub and Growth Hub Service, ready for soft launch in Summer 2018 and official launch in September.
- Allocation of 112ha employment land within the JCS.
- BDP appointed to produce Masterplan for the J9 area.
- Successful HIF Bids for infrastructure at J9.
- Successful business engagement events, including the launch of the Business Tewkesbury Brading at Porsche and the Business Breakfast at Tewkesbury Park Hotel.
- New business grants scheme launched.
- New tourism wayfinding and interpretation signage designed and installed within Tewkesbury.
- Winchcombe Tourism Marketing Plan produced.
- Careers Fair within the Public Services Centre.
- LEADeR funds allocated to businesses within Tewkesbury Borough.

3.0 ACTION PLAN 2018/19

3.1 In view of the Council's clear aspirations for economic growth and the positive achievements from 2017/18, the action plan for 2018/19 sets out positive interventions to facilitate and encourage economic growth. Within Appendix 1, a number of actions have been developed for 2018/19. These sit below the priorities identified in the Strategy. Key priorities include:

- Opening and launching the Growth Hub.
- Development of a pilot business incentive scheme.
- Incorporating employment land allocations within the Borough Plan.
- The J9 area masterplan progression.
- LEADeR funding support for rural economic growth.
- Continued business engagement.
- Increase the heritage offer of Tewkesbury Battlefield.
- Developing an airport strategy.
- Progressing a rail strategy.

3.2 Therefore, based on the action plan in Appendix 1, the Committee is asked to consider the progress on Year One and the actions identified for Year Two.

4.0 OTHER OPTIONS CONSIDERED

4.1 None.

5.0 CONSULTATION

5.1 The business community were widely surveyed as part of the economic assessment that informed the strategy.

6.0 RELEVANT COUNCIL POLICIES/STRATEGIES

6.1 Tewkesbury Borough Employment Land and Economic Development Strategy Review. Strategic Economic Plan for Gloucestershire.

7.0 RELEVANT GOVERNMENT POLICIES

7.1 Government Industrial Strategy.
EU Structural and Investment Funds Strategy.

8.0 RESOURCE IMPLICATIONS (Human/Property)

8.1 The strategy relates to job creation within the borough, as well as employment land and premises.

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

9.1 As outlined within the report and action plan.

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

10.1 None directly.

11.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

11.1 Adoption of Economic Development and Tourism Strategy - Executive Committee - 7 June 2017

Background Papers: Adoption of Economic Development and Tourism Strategy - Executive Committee - 7 June 2017

Contact Officer: Andy Sanders, Community and Economic Development Manager
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Appendices: Appendix 1 – Action Plan.
Appendix 2 – Economic Development and Tourism Strategy 2017-21

Economic Development and Tourism Strategy 2017 – 2021

- Annual Delivery Plan Review 2017 – 2018
- Annual Delivery Plan 2018 - 2019

1. Employment Land Planning			
Development Services will support the Council Plan economic development objectives through:			
a) Practical solutions to facilitate business growth needs on existing and potential commercial sites			
Actions 2017/2018	Status	Progress on 2017/18	Actions for 2018/19
1. Safeguard viable employment land which meets the needs of business.	☺	<ul style="list-style-type: none"> - JCS adopted in Dec 2017 which includes allocations for 112ha employment - Employment land allocations and policies have been developed for the Preferred Options Borough Plan. - Land being monitored and protected through planning policy and process - Economic development inputting into employment land policies i.e. Borough Plan and JCS 	<ol style="list-style-type: none"> 1. To progress the Borough Plan, incorporating employment land allocations and policies 2. Commence JCS review to include consideration of future employment land requirements 3. To instigate new co-ordinated service approach to businesses, incorporating planning business champion, as part of the launch of the Growth Hub 4. The J9 area masterplan is progressed.
2. Provide constructive planning advice to businesses to meet their development needs.	☺	<ul style="list-style-type: none"> - Planning advice provided to businesses - Development Management Champion for Businesses to be allocated through Growth Hub operation 	

b) Delivering sufficient employment land to meet the needs of the strategic plan			
1. Ensure there is an available and deliverable portfolio of sites across the borough to accommodate different employment types and uses.	☹️	- JCS adopted in Dec 2017 which includes allocations for 112ha employment Sites allocated through JCS and Borough Plan	<ol style="list-style-type: none"> 1. To progress the Borough Plan, incorporating employment land allocations and policies 2. Commence JCS review to include consideration of future employment land requirements 3. Monitor overall position of employment land in the borough through comprehensive sites portfolio 4. Establish an Employment Land Task Group 5. The J9 area masterplan is progressed.
2. Work with developers, stakeholders and infrastructure providers to deliver strategic employment sites within JCS allocations.	☹️	- Economic development input into strategic sites at Elms Park and Churchdown, as well as inputting into Ashchurch Masterplan	
c) Positive application of land use policy in delivery of achievable employment land sites.			
1. Allocation of employment sites through the Joint Core Strategy and Tewkesbury Borough Plan.	😊	<ul style="list-style-type: none"> - JCS adopted in Dec 2017 which includes allocations for 112ha employment - Employment land allocations and policies have been developed for the Preferred Options Borough Plan. 	<ol style="list-style-type: none"> 1. To progress the Borough Plan, incorporating employment land allocations and policies 2. Commence JCS review to include consideration of future employment land requirements 3. The J9 area masterplan is progressed.
2. Progress a development masterplan for the M5 Junction 9/A46 area to identify opportunities for economic growth.	😊	<ul style="list-style-type: none"> - Thinking Place appointed and delivered visioning work - BDP appointed to produce masterplan, incorporating employment land and growth agenda - Business consultation and focus groups delivered, to feed into BDP and Thinking Place work 	

d) Supporting key business park areas			
1. Explore potential for Business Improvement Districts to encourage greater business connectivity, environmental enhancement and business retention.	☹️	Once J9 Masterplan adopted, feasibility work and consultation with local businesses to be carried out for potential BID	<ol style="list-style-type: none"> 1. To carry out a feasibility study for a BID in the J9 area. 2. Put together an annual business engagement programme, including and utilising the Growth Hub. 3. Support business parks in their growth plans.
2. Develop both formal and informal links with the business community, business centre and business park managers across the borough and maximise opportunities.	😊	Regular events held with business community including: business breakfasts, business delegations and 1:1 business meetings.	
1. Transport Infrastructure Improvement			
Improve the three core transport links for the borough, vital to commercial prosperity, by working closely with partner authorities and agencies:			
a) Road – promote traffic flow improvements to M5 Junctions 9, 10, 11 and 11a, strategic routes A46, A417 and A40, and any associated roads.			
1. Work in partnership with key agencies, such as the LEP and HCA, to drive forward delivery on major infrastructure works – including a particular focus on J9 and J10.	😊	<ul style="list-style-type: none"> - HIF bid successful for £8.1 m to secure a bridge to access the North of the MOD site - Masterplan work commenced and draft masterplan produced - HIF bid successful for J10 	<ol style="list-style-type: none"> 1. Continue to work with Homes England and other agencies to develop a programme for delivery of the HIF project. 2. Active involvement, influence and foster partnership working with Midlands Connect to ensure Tewkesbury seen as a key component to the delivery of the wider A46 partnership. 3. Explore opportunities through the LEP to maximise the potential of the M5 Growth Zone. 4. To take initiative with Highways
2. Work with HCA, GCC and HE to access external funding to identify and deliver infrastructure improvements to M5 J9/A46, as part of a development masterplan to deliver economic growth.	😊	<ul style="list-style-type: none"> - HIF bid successful for £8.1 m to secure a bridge to access the North of the MOD site - Masterplan work commenced and draft masterplan produced -HIF Bid for forward funding submitted for 	





		J9 through GCC however not progressed at this stage	England regarding strategic routes and road implementation schemes.
3. Work with neighbouring districts and authorities to realise M5 Growth Zone potential.	😊	- Working closely with CBC on plans for J10 and the LEP and County Council to highlight the strategic importance of the M5 corridor for local, regional and national growth potential.	
b) Air – support Gloucestershire Airport business expansion and highway access improvements			
1. Identify growth opportunities through the Tewkesbury Borough Plan.	😊	- Prepare plans and policies within the plan to support the airport in line with masterplan aspirations	1. To develop an air strategy 2. To progress the Borough Plan, incorporating the policy approach to enable further airport growth
2. Work in partnership with the airport to build connections with local businesses and act as a catalyst to encourage investment in the borough.	😊	- Planning advice provided for the Airport - Borough Plan policies in reference to the Airport - Regular correspondence with Airport - Borough News feature on the airport	3. Hold a business engagement event in conjunction with Gloucestershire Airport
c) Rail – Support rail service improvements, including Ashchurch for Tewkesbury Station and the Gloucestershire Warwickshire Steam Railway expansion			
1. Work with partners to support proposals for improved rail infrastructure and services at Ashchurch for Tewkesbury Railway Station.	😊	- HIF Bid - Regular correspondence with Ashchurch for Tewkesbury Rail Association - Community funding support provided to Ashchurch for Tewkesbury Rail association – successful bid	1. Through Cotswold Tourism, promote the newly opened GWSR expansion 2. Work with partners to develop a rail strategy for improved rail infrastructure and services at Ashchurch for Tewkesbury Railway Station.

3. Business Growth Support			
a) Instigate business support initiatives to promote economic growth.			
1. Develop an annual programme of business engagement meetings, with a selection of small, medium and major companies to improve communication and understanding of local business needs.	☺	<ul style="list-style-type: none"> - Business breakfast event held at Tewkesbury Park Hotel - Business Tewkesbury event held at Porsche - Presentations to existing business events and networks - Regular 1:1 support meetings with businesses. 	<ol style="list-style-type: none"> 1. Deliver year two business engagement programme of events and 1:1 meetings. 2. Continue to work with key partners to support business expansion and retention opportunities within the borough and support emerging and key growth sectors.
2. Work with key partners to support business expansion and retention opportunities within the borough and support emerging and key growth sectors.	☺	<ul style="list-style-type: none"> - Economic development respond to business enquiries for land and premises. - Utilise Co-Star digital land search package to assist businesses to locate premises - 1:1 support meetings with businesses expanding in area - Input into countywide inward investment bid. 	<ol style="list-style-type: none"> 3. A pilot business incentive scheme is developed. 4. Support and work in partnership on Countywide Inward Investment Service Bid.
3. Work with the business rates team to review the powers provided by the Localism Act 2011 that support local business growth	☺	<ul style="list-style-type: none"> - Working alongside Business Rates team to develop a pilot business incentives scheme, to target particular sectors and areas 	
b) Promote rural businesses and economic growth in rural areas of the borough			
1. Promote and support the delivery of the LEADER Grant Programme across the borough, to promote rural economic growth.	☺	<ul style="list-style-type: none"> - Successful grants awarded to Borough businesses. Examples include Café Au Chocolat and Spray Booth. - LEADER scheme promoted through business events, website, media and business meetings. 	<ol style="list-style-type: none"> 1. Continue to promote and support the delivery of the LEADER Grant Programme to businesses across the borough, to promote rural economic growth. 2. Work with Fastershire and business community to understand where broadband quality needs improving to support business growth.

2.Support the enhancement and provision of high quality broadband for business	☺	-Data provided for Fastershire to enable them to target their roll out and supply faster broadband -Promotion of business grants and training available under the scheme.	
c) Stimulate business start-ups and enterprise growth rates, incorporating the development of a Growth Hub			
1. Delivery of a business support grant scheme and advice programme for pre, new start and growing businesses.	☺	- New scheme developed, promoted and launched	<ol style="list-style-type: none"> 1. Delivery of Council’s Small Business grant scheme and advice. 2. Launch, open, promote and operate the new Growth Hub within the PSC 3. Work with business support providers, such as SAGE, GEL and GAINS to deliver annual programme of workshops, training and seminars within the Growth hub and Civic Suite area. 4. Continued work with Join in China, Business West, Growth Hub and other organisations to promote export opportunities – including events and delegations.
2. Development and delivery of Business Growth Hub and enterprise incubation units to be launched within the council’s Public Service Centre.	☺	- Growth Hub development (incorporating incubator space) in progress - Expected soft launch July 2018 and official launch Sept 2018	
3. Support businesses looking to develop into new markets, and work with partner organisations to help businesses explore export potential.	☺	- TBC hosted Chinese delegations to bring Chinese and Tewkesbury Borough businesses together - Local business secured contract with Chinese company.	

d) Work Jointly with Gloucestershire LEP to seek commercial investment from outside the borough and actively secure available public funding.			
1. Identify funding opportunities, in line with the county's Strategic Economic Plan (SEP), through the Gloucestershire Growth Deal and Gloucestershire Infrastructure Investment Fund (GIIF)	☺	<ul style="list-style-type: none"> - TBC successfully secured Growth Hub funding. - Working on countywide Inward Investment Bid – Final Stage. - Working with Cotswold Tourism on Discover England funding to create new itineraries – through to second stage 	<ul style="list-style-type: none"> 1. Continue to identify funding opportunities, in line with the county's Strategic Economic Plan (SEP), through the Gloucestershire Growth Deal and Gloucestershire Infrastructure Investment Fund (GIIF) 2. Work with other districts and the LEP on the second phase of the Inward Investment application
2. Work in Partnership to secure European funding opportunities in line with the EU Structural and Investment Funds Strategy.	☺	<ul style="list-style-type: none"> - Jet Age Museum bidding for EUSIF funds - Two events held to promote EUSIF to local tourism businesses 	<ul style="list-style-type: none"> 3. Work with the LEP in the development of Industrial Strategy priorities. 4. Work with Cotswold Tourism to deliver Discover England bid, if successful
e) Encourage investment to improve the provision of visitor accommodation			
1. To facilitate and support funding bids from accommodation providers that focus on accommodation improvement and development.	☺	<ul style="list-style-type: none"> - Two events held to promote EUSIF to local tourism businesses - LEADER promotion and presentations 	<ul style="list-style-type: none"> 1. Through the Growth Hub offer a seminar on improving visitor accommodation for tourism businesses, incorporating funding opportunities.
2. To work with and support local SME tourism accommodation businesses to improve the quality of their businesses.	☺	<ul style="list-style-type: none"> - Cotswold Training events delivered - Cotswold Tourism 'huddle' held in Winchcombe to meet tourism businesses and understand their needs - Winchcombe 'meet and greet' held for tourism businesses to understand more about Cotswold Tourism and how to get more involved 	<ul style="list-style-type: none"> 2. Continue to build upon relationships with tourism providers/businesses in the area. 3. Growth Hub will provide support and expertise for tourism businesses

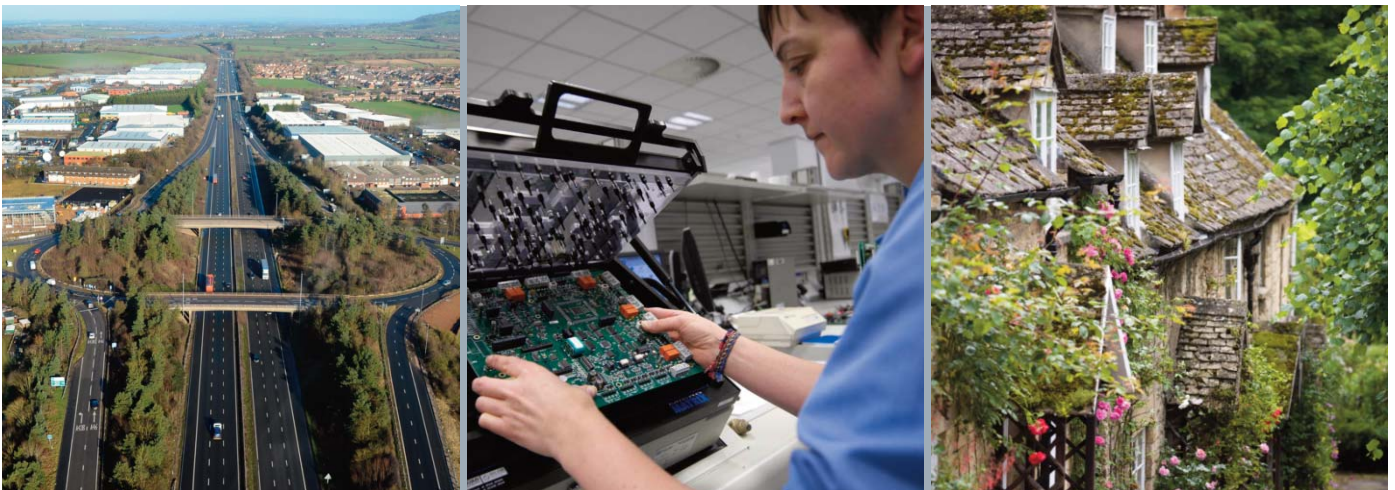
f) Drive retail centre growth through regeneration projects			
1. Work with Tewkesbury Regeneration Partnership to support delivery of town centre improvements and transformational projects, which are catalysts for growth (including Spring Gardens and Healings Mill projects).	😊	<ul style="list-style-type: none"> - Draft revised masterplan produced - Tewkesbury Nature Reserve submitted LEADER application - Healings Mill marketed - Tourism wayfinding and interpretation signage produced and launched, with accompanying leaflets 	<ol style="list-style-type: none"> 1. Adopt Tewkesbury Masterplan as a Supplementary Planning Document. Development of investment brochure/marketing material. 2. Launch and promote shop front guide 3. Investigate with business community the potential for 'slow cities' movement 4. Year 2 support for WDYT Campaign
2. Work with partners and LEP Retail Sector Group to deliver emerging place management initiatives which support centre vitality and encourage the independent retail offer, including Digital High Street projects, a shop front design guide and investment plans.	😊	<ul style="list-style-type: none"> -WDYT social media campaign launched - Monthly meeting attendance and support for Tewkesbury Traders Group. Development of Dog friendly Town Stickers. -Social media training sessions delivered - Draft shop front guide produced 	
2. Promoting Tewkesbury Borough			
a) Promote Tewkesbury Borough and the 'M5 Growth Corridor' as the uniquely connected business location.			
1. Delivery of an inward investment campaign, promoting the key selling points of the borough as a business location, including development of M5 Growth Corridor and Better Connected for Business brands.	😊	<ul style="list-style-type: none"> - Business Tewkesbury website produced, alongside video and prospectus - Launched at Porsche business event - Investment campaign work promoted in national property magazine. 	<ol style="list-style-type: none"> 1. Develop an investor contact database 2. Delivery of inward investment support and information service, linking with Growth Hub services and countywide inward investment bid.
2. Delivery of Inward investment support and information service – promoting opportunities, through one point of contact.	😊	<ul style="list-style-type: none"> - 1:1 support for inward investment enquiries, including tailored premises search business and funding support. - County inward investment approach has had successful expression of interest and developing final stage bid. 	<ol style="list-style-type: none"> 3. Database of investment and job creation in the Borough produced

<p>3. Establish and maintain a database of investment and job creation in the Borough, to help increase investment confidence and to pave the way for further development.</p>		<p>- Database in production</p>	
<p>b) Promote Tewkesbury Borough to visitors, working with Cotswold Tourism and other partners, including neighbouring tourism destinations.</p>			
<p>1. Retain active membership within the Cotswolds Tourism partnership and position Tewkesbury Borough as a key partner and destination within the Cotswolds.</p>		<p>- TBC key partner within Cotswold Tourism, attending meetings and picking up elements of work on behalf of Cotswold Tourism - Tourism review in progress</p>	<p>1. Ensure that Tewkesbury Borough has an active role in delivering the annual marketing plan for Cotswold Tourism 2. Investigate opportunities for further partnership working with the Forest and Severn Vale, as well as Worcestershire 3. Deliver Year Two of the Winchcombe Tourism Marketing Plan 4. Further investigate potential for Battlefield interpretation</p>
<p>2. To investigate other partnerships that benefit the Severn Vale and Tewkesbury Borough.</p>		<p>- Working with Forest and Severn Vale Tourism on joint Discover England funding bid - GFirst commenced focus group with partners, inc. Cotswold Tourism and Forest and Severn Vale Tourism</p>	
<p>3. Develop key marketing plans which complement the DMO (Cotswolds Tourism) for both Tewkesbury and Winchcombe and the surrounding areas.</p>		<p>-Winchcombe Tourism Marketing Plan produced and being delivered -Tewkesbury Plan has focussed on flood relief funds and continuing the open for businesses message, incorporating the Visit Tewkesbury website and promotional literature such as the Riverside pubs and restaurants leaflet</p>	

3. Employability Education and Training			
a) Promote initiatives to improve education and training relevant to local employment			
1. Help those furthest from the labour market access to skills opportunities and work through initiatives, such as the Going the Extra Mile (GEM) project.	😊	- TBC promoted the GEM project to local employers, and hosted member of public at Tourist Information Centre.	1. Through the Growth Hub, deliver skills initiatives and courses for the business community
2. Work with partners to improve performance in Level 4+ qualifications and promote countywide funded sector skills initiatives, including STEM opportunities.	😊	-Supporting production and delivery of County Skills Strategy	2. Work with Gloucestershire Economic Intelligence Working Group, developing and co-ordinating workforce and skills data and survey results.
3. To work with Cotswolds Tourism to promote a wide variety of training opportunities for businesses and tourist information centres.	😊	- Annual plan of training provided to Cotswold Tourism members, e.g. social media, funding	
b) Facilitate links between local schools/colleges/universities and local businesses			
1. Support effective communication between schools, universities, colleges and businesses - to help develop the workforce of the future - work with partners to deliver a careers fair	😊	- Supported delivery of Careers Fair at PSC - TBC staff mentoring young people in school environment	1. Utilise the Growth Hub as a focus point to bring education and business community together and create closer links.
2. Promote delivery of apprenticeship and graduate support programmes, to help develop and retain talent.	😊	- Apprenticeships promoted at Tewkesbury Park Business Breakfast event. - Promotion of apprenticeship programmes to local businesses. - TBC providing successful apprenticeship scheme	2. Work with apprenticeship providers, including Glos College, SWAC and the GOAL project to promote opportunities through drop in sessions/ events, utilising the Growth Hub.

Economic development and tourism Strategy

2017-2021





Tewkesbury Borough Council's future focus for economic development and tourism will be on:

- 1 Employment land planning.
- 2 Transport infrastructure improvement.
- 3 Business growth support.
- 4 Promoting Tewkesbury Borough.
- 5 Employability, education and training.

The Borough Council intends to work closely with the business community and its partners... to deliver and monitor this work.





Introduction

The purpose of this strategy is to set the priorities within which the Borough Council will deliver and support economic development and tourism over the next four years. This is based on research, consultation and identified need from within the local business community and partner organisations.

The strategy outlines how the council will help promote a strong and diverse local economy, support business growth, inform spatial planning strategy, support regeneration, encourage inward investment and maximise visitor numbers to the area.

It sets out the Borough Council's objectives and priorities and a series of actions to be delivered through an annual delivery plan. The delivery plan for year one is included within this document.

This strategy is built on a robust understanding of the local economy, the different sectors, relevant policies and key economic drivers of growth. It also considers the various powers and resources available to the council to support a vibrant local economy. We also recognise the pivotal role of highway infrastructure improvements to deliver our growth aspirations.

The Borough Council intends to work closely with the business community and its partners, including the Local Economic Partnership (LEP), to deliver and monitor this work.

Background to the strategy

The current Economic Development and Tourism Strategy 'Regenerating and Growing the Economy,' has come to the end of its life and in order to reflect the changing nature of the local economy and the impact on businesses, the council has developed a new strategy.

A clear focus on economic growth has emerged through the government's National Growth Policy and Gloucestershire's Strategic Economic Plan (SEP). The borough has also been identified as a key area for growth in the county, in terms of both housing, employment and associated facilities and it's important the new Strategy supports this within its priorities.

Significant government funding has been secured through the Gloucestershire Growth Deal, providing key opportunities for the borough, including: the M5 growth zone, a growth hub and the support of key growth sectors. The EU Structural and Investment Funds Strategy (EUSIF) also delivers further funding. The new strategy will reflect and position the borough for these opportunities.

The council has a relatively small and dedicated economic development and tourism resource but has maximised this capacity by working creatively and in partnership to 'punch above its weight'. Delivery of a new strategy must consider future partnership development and include input from local organisations, including: GFirst Local Enterprise Partnership, the County's Economic Development Unit and Cotswold Tourism.

To support and provide an evidence base for the new strategy, an employment land review and economic development study was commissioned by the borough. This was undertaken by Bruton Knowles and AMION Consulting and has helped inform priorities within the strategy. A copy of the report can be found at www.tewkesbury.gov.uk/planning-policy-evidence-base

The strategy outlines how the council will help promote a strong and diverse local economy.



Economic context and key business sectors

The Borough of Tewkesbury is the northern gateway into the south west region. It offers a high quality environment, including parts of the Severn Vale and Cotswolds area of Outstanding Natural Beauty and stretches south to the outskirts of Gloucester and Cheltenham. The main population concentrations lie within the market towns of Tewkesbury and Winchcombe, and the centres of Bishop's Cleeve, Brockworth and Churchdown.

The area boasts an excellent location at the heart of the motorway network, with the M5 passing north to south through the borough and the M50 joining the M5 just to the north of Tewkesbury. Tewkesbury is ideally situated half-way between Bristol and Birmingham. The A417 and A419 link the M5 to the M4 at Swindon. This prime location with no less than five motorway junctions within its boundary, places it at the centre of the M5 growth zone.

Air travel for business is facilitated through Gloucestershire Airport, which is based within the borough. Rail links are also provided at Ashchurch for Tewkesbury station.

The borough boasts a number of key employment areas and rural business centres, which are very popular locations for business. The emerging Joint Core Strategy (JCS) also allocates new employment land at a number of strategic locations.

Demand for employment sites and premises has always been strong due to proximity with surrounding economic centres like Cheltenham, Gloucester and Worcester and its key strategic location with junctions 9, 10, 11 and 11a of the M5 running through the borough. The key sites, although, distributed throughout the borough are mainly positioned adjacent to Tewkesbury and Ashchurch in the north and near Cheltenham and Gloucester to

the south. There is a diverse range of new and renovated industrial and commercial premises, which serves the needs of the many employment sectors present. The business parks are home to a wide range of businesses from multinationals to Small and Medium sized enterprises (SMES).

The council supports the ambitions of Gloucestershire LEP to deliver new jobs into the area by 2031, attract substantial private sector investment, and create a well-motivated workforce with the skills to meet business needs and to build the foundations for a long term, sustainable, economy.

In terms of achieving the economic prospects indicated by the employment forecasts, and maximising benefits from growth opportunities within Tewkesbury Borough, there is a need to focus not only on ensuring the provision of an adequate supply of land but also that business needs are met in terms of suitable and appropriate accommodation and business support, including addressing skills needs within the workforce.



This prime location with no less than five motorway junctions within its boundary, places it at the centre of the M5 growth zone.





the borough remains an established centre for high quality manufacturing and is home to some world class high tech aero engineering firms.

Opportunities for training and re-skilling are vital to ensuring that the borough has the right skills to meet demand and minimise unemployment. It is also important that skills development within young people is in line with employer needs. Businesses have indicated a desire to work more closely with HE establishments, schools and the local organisations in order to achieve this.

The borough is an established investment location and boasts a diverse economy in a broad range of sectors. These include advanced manufacturing and engineering, construction, transport, IT and other technology, banking, finance and insurance, land-based industries, business services, creative industries and retail. Major companies include Cotteswold Dairy, Endsleigh (Zurich), G4S Technology, GE Aviation, L-3 TRL Technology, Moog and Trelleborg Sealing Solutions.

Despite this broad base the borough remains an established centre for high quality manufacturing and is home to some world class high tech aero engineering firms. This is a significant sector of employment and remains important to the local economy. It also includes key sub sectors which should be encouraged through future policy development. Growth sectors in the borough, as in the county as a whole, are the knowledge economy and cyber, these should be nurtured and developed. The agricultural sector also remains important, particularly for the rural economy.

Tourism is an important industry for Tewkesbury Borough. It is one of five local districts that have formed a partnership as Cotswolds Tourism (Destination Management Organisation) which is the sixth most popular destination within England. Cotswolds Tourism is led by a small team of staff along with supporting work by the local authority tourism officers.

Tewkesbury Borough has some key tourist attractions for Gloucestershire including the second most visited attraction of Tewkesbury Abbey – attracting around 250,000 visitors per

year. Other key attractions in the borough are Sudeley Castle, Gloucestershire Warwickshire Steam Railway, Snowhill Manor, Nature in Art, the Jet Age Museum and Flyup417, a new series of downhill cycling tracks.

The Borough Council currently manages two tourist information centres in Tewkesbury and Winchcombe. Tewkesbury is fully financed and managed by the Borough Council but Winchcombe is currently funded by Winchcombe Town Council.



Economic activity



Tewkesbury Borough has a high job density, with close to one job for every resident.

Tewkesbury Borough has traditionally been strong in economic terms, playing a significant role within the region. This is demonstrated by its large workforce and high levels of economic activity, which are higher than both the county and national average.

The economy of Tewkesbury Borough supported 43,300 jobs in 2015 and a strong employment rate of 84.5%, compared with the South West (77.4%) and nationally (73.5%). The unemployment rate remains low at 1% (ONS 2017). This is below county (1.1%), regional (1.3%) and national (1.9%) levels.

In terms of employee jobs by industry, the manufacturing sector represents a significant 23% of overall employment in Tewkesbury Borough, with the health sector (11%) business administration and support (7.3%), and professional, scientific, and technical sector (7%) also strongly represented.

Tewkesbury Borough has a high job density, with close to one job for every resident. This provides a useful indicator of the demand for labour and at 0.96 jobs per person this is higher than the South West (0.86) and nationally (0.82).

In terms of productivity the area performs well, with the value of the goods and services produced (GVA) in Tewkesbury Borough in 2014 was £2.23 billion. (Source: ONS). Total GVA for Tewkesbury Borough is estimated to have increased by 21.7% from £1.84 billion over the period 2009 – 2014, exceeding average growth across Gloucestershire, the South West and England.

Tewkesbury Borough has a strong business base with 3,915 enterprises in 2015 made up of 3,445 micro-businesses, 380 small businesses, 70 medium-sized businesses, and 20 large businesses. This is consistent with the regional and national profile. In 2014, there were 445 new businesses registered in Tewkesbury Borough, 51% higher than the number registered in 2009 and above regional

(41%) and national (49%) levels. The borough also has a strong business survival rate with 94.9% of new businesses surviving the first year compared with 90.8% nationally and 45.8% in the fifth year compared with 41.7% nationally.

In total, 25,211 people commute into Tewkesbury Borough from other districts on average each day while 20,566 people commute from Tewkesbury Borough to other areas – resulting in a net average inflow of 4,645 commuters.

Based on AMION's Economic Growth and Competitiveness Index (EGCI), Tewkesbury Borough performs strongly in terms of quality of life, economic output, enterprise, and employment in high-technology sectors relative to the average of all local authority districts in England. Whilst the overall analysis indicates that the economic performance of Tewkesbury is relatively strong, there are areas which have the potential to impact upon future growth prospects. In particular, this relates to working age population (suggestive of an ageing demographic) and indicators of knowledge and innovation (both employment in knowledge intensive services and residents working within managerial or professional occupations). In addition, issues such as the relatively low rate of self-employment may also warrant further consideration.

There is an annual tourism related spend of 125 million to the borough economy. The borough has around 304,000 trips by staying visitors and 830,000 staying visitor nights. There are 1.8 million day visits to the area per year. Over 2,000 jobs within the borough are related to tourism spending which means that around 5% of the employment is supported by tourism. Tourism businesses are largely made up of SME's.



The Council Plan objectives:

Tewkesbury Borough Council is proud of its proactive approach to supporting local business development and economic vitality, which is a central priority within the Council Plan.

Economic development is one of four key priorities for Tewkesbury Borough Council, as committed to in the Council Plan 2016 – 20.

The Council Plan defines the economic development objectives as:

- Be the primary growth engine of Gloucestershire's economy.
- Identify and deliver employment land within the borough, in accordance with the Joint Core Strategy (JCS) and the Tewkesbury Borough Plan.
- Maximise the growth potential of the M5 junctions within the borough.
- Deliver regeneration for Tewkesbury town.

This Strategy provides the primary focus and direction for the work and activities of Tewkesbury Borough Council, in order to achieve these objectives.

It replaces the Economic Development and Tourism Strategy 2012-15.

The purpose

As the district council and local planning authority, Tewkesbury Borough Council aims to:

- Provide practical support for businesses in the borough.
- Promote the area, to attract investment and visitors.
- Deliver effective strategic planning to facilitate economic prosperity.
- Take the lead in influencing partner public sector organisations, and act as key co-ordinator, to facilitate economic growth.
- Be proactive in seeking external funding for the area.

Tewkesbury Borough Council, in partnership with Bruton Knowles and Amion Consulting, has researched the local economy in depth, and consulted extensively with businesses, to determine how best to focus its resources and activities, to deliver against its objectives.

From this, it has identified a set of key strategic activities, to prioritise and direct the work of the authority.

- Employment land planning.
- Transport infrastructure improvement.
- Business growth support.
- Promoting Tewkesbury Borough.
- Employability education and training.

This is not considered an exclusive list, rather a set of priorities derived from existing needs, which may well evolve and change with time, and it does not preclude other activities, which may in future be deemed to be effective in delivering the objectives.



Tewkesbury Borough Council, in partnership with Bruton Knowles and Amion Consulting has researched the local economy in depth, and consulted extensively with businesses.



Strategy 2017-2021

Tewkesbury Borough Council will focus on the following strategic priorities:

1. Employment land planning

Development Services will support the Council Plan economic development objectives through:

- a) Practical solutions to facilitate business growth needs on existing and potential commercial sites.
- b) Delivering sufficient employment land to meet the needs of the strategic plan.
- c) Positive application of land use policy in delivery of achievable employment land sites.
- d) Supporting key business park areas.

2. Transport infrastructure improvement

- a) Road – promote traffic flow improvements to M5 Junctions 9, 10, 11 and 11a, strategic routes A46, A417 and A40, and any associated roads.
- b) Air – support Gloucestershire Airport business expansion and highway access improvements.
- c) Rail – Support rail service improvements, including Ashchurch for Tewkesbury Station and the Gloucestershire Warwickshire Steam Railway expansion.

3. Business growth support

- a) Instigate business support initiatives to promote economic growth.
- b) Promote rural businesses and economic growth in rural areas of the borough.
- c) Stimulate business start-ups and enterprise growth rates, incorporating the development of a growth hub.
- d) Work Jointly with Gloucestershire LEP to seek commercial investment from outside the borough and actively secure available public funding.

- e) Encourage investment to improve the provision of visitor accommodation.
- f) Drive retail centre growth through regeneration projects.

4. Promoting Tewkesbury Borough

- a) Promote Tewkesbury Borough and the 'M5 growth corridor' as the uniquely connected business location.
- b) Promote Tewkesbury Borough to visitors, working with Cotswold Tourism and other partners, including neighbouring tourism destinations.

5. Employability education and training

- a) Promote initiatives to improve education and training relevant to local employment.
- b) Facilitate links between local schools/colleges/universities and local businesses.



Although the strategy will be delivered over a four year period, a delivery plan will be adopted on an annual basis.



TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	12 June 2018
Subject:	Enviro-Crime Report
Report of:	Peter J Tonge, Head of Community Services
Corporate Lead:	Robert Weaver, Deputy Chief Executive
Lead Member:	Cllr J R Mason, Lead Member for Clean and Green Environment
Number of Appendices:	One

Executive Summary:

In October 2017 the Overview and Scrutiny Committee considered a report regarding the Council's approach to tackling enviro-crime within the borough. Members asked for a further update to this Committee. This report provides that update on the Council's current activity and actions to deal with environmental crime. Appendix 1 contains the full plan with progress updates.

Recommendation:

- 1. To CONSIDER the update in respect of enviro-crimes.**
- 2. To AGREE that future reporting to the Overview and Scrutiny Committee is via an annual enviro-crime report in June - detailing the types, quantities and effectiveness of the Council's approach to enviro-crimes - and a six monthly update which also sets out the forward plan for the forthcoming year.**

Reasons for Recommendation:

The Council's performance in respect of enviro-crimes is monitored by the Overview and Scrutiny Committee. This report presents an update on the positive progress that the Environmental Health Team is making in dealing with enviro-crime.

The majority of actions within Appendix 1 related to establishing the mechanisms by which the Council responded to enviro-crime. The majority of these actions have now been completed and the mechanisms put in place. Over the coming months officers will develop a set of metrics to consider how effective these mechanisms are by reporting matters such as the number of notices served, number prosecutions taken, total fines imposed, joint initiatives undertaken etc. This way Members can have confidence that officers are managing this area of work effectively.

Resource Implications:

Responsibility for the enforcement of enviro-crimes lies with the Environmental Health Team. Ubico has responsibility for clearing fly-tipped material, littering and dog fouling on public land.

Legal Implications:

Several enviro-crimes, such as fly tipping, are criminal offences and therefore investigations must only be undertaken by suitably authorised and competent officers. Failure to conduct investigations in accordance with statutory guidelines relating to criminal investigation procedure may expose the Council to legal challenges against enforcement action.

In particular, officers must pay particular attention to the provisions contained within the Regulation of Investigatory Powers Act 2000 (RIPA), when considering whether to employ overt or covert surveillance measures and the Police and Criminal Evidence Act 1984 (PACE) when conducting investigations and gathering evidence under caution.

In dealing with the investigation of enviro-crimes, and determining the most appropriate course of action, officers will adhere to the Council's Enforcement Policy to ensure that any formal action is proportionate, consistent and transparent.

Risk Management Implications:

Enviro-crimes cause an area to be unsightly and can blight communities. Failure to tackle enviro-crimes could result in a potential reputational risk to the Council. Furthermore, enviro-crimes are costly to deal with and a reduction in such crimes will have a benefit in terms of financial risk management for the Council.

Performance Management Follow-up:

The level of enviro-crimes is a key performance indicator for the Council and is monitored by the Overview and Scrutiny Committee's performance tracker on a quarterly basis. The action plan will also be monitored on a regular basis to ensure that actions are being progressed.

An annual report and action plan will be produced and a six monthly update will be provided to this Committee. In addition to this enviro-crime data is reported quarterly through the quarterly performance tracker.

Environmental Implications:

Enviro-crimes have a direct effect on both visual and physical environmental quality; therefore a reduction in enviro-crimes will result in a clear improvement to the Environment.

1.0 INTRODUCTION/BACKGROUND

1.1 Positive steps have been made recently with a number of prosecutions relating to fly tipping, however, enviro-crimes continue to present a challenge and be a significant concern for local communities. The Environmental Health Section will continue to deal robustly with offenders. The previous reports to the Overview and Scrutiny Committee have predominantly reported against the Enviro-crime Action Plan

2.0 ENVIRO-CRIME ACTION PLAN

2.1 The Enviro-crime Action Plan, attached at Appendix 1, was put in place in order to establish the mechanisms, procedures and working practices which enabled the Council to take a more robust formal approach to enviro-crime.

2.2 The majority of the mechanisms, procedures and working practices have now been put in place and will be refined on an ongoing basis to reflect current regulatory requirements and efficient working practices.

2.3 To validate the effectiveness of the mechanisms, procedures and working practices going forward it is now proposed to report to the Committee on a six and 12 monthly basis. The reports will be more focussed on outcomes such as number of fly tips reported, number of fixed penalties, number of prosecutions, etc. In this regard it is proposed that the six month report be an interim report, reporting on the basic metrics and any issues that have arisen. It is proposed that at the end of the year a more detailed review of the successes and achievements over the past twelve months is included in an annual report.

2.4 It is proposed that the first Enviro-Crime Annual Report for the period 2018/19 be produced and presented to the Overview and Scrutiny Committee in June 2019, allowing officers the opportunity to collate a full year's worth of data for the report.

2.5 A summary of the metrics that are currently collected is included in the table below:

	2015/16	2016/17	2017/18
Noise	263	229	212
Dog Fouling	75	92	111
Fly Tipping	793	790	766
Abandoned Vehicles	793	237	122

These figures indicate that there has been a reduction in the number of complaints received relating to both fly tipping and abandoned vehicles. This is in keeping with anecdotal evidence that hotspots such as those at Sandhurst are not being tipped nearly as often as before. This is indicative that the increased use of fixed penalty notices and prosecutions is having a deterrent effect.

2.6 There has been a steady rise in dog fouling complaints over the past three years. The introduction of the Public Space Protection Order referred to below is intended to add to the tool box of enforcement options relating to dog fouling.

2.7 The following is a summary of the enforcement action taken in 2017/18:

- Six prosecutions were taken for fly tipping and failing to have the appropriate documentation relating to the transportation of waste. All six cases were successful and resulted in a total of £5052 in fines and costs being imposed by the Court. This represents a significant financial disincentive to those blighting the environment. Following these prosecutions press releases were issued in order to publicise the successful action taken by the Council and act as a deterrent.
- 24 Fixed Penalty Notices were served for a range of offences including Dog Fouling (1), Littering (3), Abandoned Vehicles (4) and Fly Tipping (16).

3.0 LITTERING

3.1 People throwing litter from cars is a common problem and there are a number of areas across the district that are strewn with litter as a result. These areas can often be difficult to clear due to the risks associated with clearing a verge next to a road. Depending upon the classification of the road expensive traffic management may be required to make areas safe to litter pick. The law relating to pursuing those littering from vehicles has to date been restrictive, in that there was no obligation on the keeper of the vehicle to advise who was responsible for littering from a vehicle.

3.2 The Littering from Vehicles outside London (Keepers: Civil Penalties) Regulations 2018 now empowers Local Authorities to issue fixed penalties to the “Keepers” of vehicles from which the litter was thrown. Given that this useful piece of legislation was only enacted in April, consideration is currently being given as to how Tewkesbury Borough will incorporate the powers into the overall strategy for tackling Enviro-crime.

4.0 PUBLIC SPACE PROTECTION ORDERS

4.1 The Public Space Protection Order (PSPO) for dog fouling was consulted on from August 2017 to January 2018. The responses were overwhelmingly positive and a report was presented to the Executive Committee in March 2018 which approved the adopting of the PSPO across the borough.

4.2 The PSPO was presented to Council for final approval in April and can now be implemented across the borough. It is intended to carry out an education and awareness campaign prior to any fines being issued. This will include informing the public that all litter bins in the borough can be used for dog waste and that not having a means to pick up dog waste is an offence.

4.3 Officers will be looking to implement this legislation with a publicity campaign over the summer.

5.0 CONSULTATION

5.1 Consultation with the Lead Member for Clean and Green Environment has taken place on a regular basis during the Portfolio briefings.

6.0 RELEVANT COUNCIL POLICIES/STRATEGIES

6.1 Overview and Scrutiny Environmental Crime Report 2014.

6.2 Environmental Health Enforcement Policy.

7.0 RELEVANT GOVERNMENT POLICIES

7.1 N/A

8.0 RESOURCE IMPLICATIONS

8.1 Within existing.

9.0 SUSTAINABILITY IMPLICATIONS

9.1 Reducing environmental crimes can improve community safety as well as economic, social and environmental sustainability. For example, a reduction in dog fouling may increase confidence in use of community land and playing fields.

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

10.1 Joint working with partner agencies such as the Police, Environment Agency and housing associations will enable organisations to pool resources, which may enable the Council to demonstrate improved value for money when tackling enviro-crimes.

11.0 RELATED DECISIONS

11.1 None

Background Papers: Overview and Scrutiny Report – October 2017.

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Appendices: Appendix 1 – Enviro-Crime Action Plan


ENVIRO-CRIME ACTION PLAN

1. Fly Tipping				
Action	Target Date	Task Owner	Status	Comments
Develop a toolkit of all available enforcement actions such as fixed penalty notices and simple cautions to deal with fly tipping.	Completed	EH Manager / PEHO	✓	Toolkit has been developed and put in place. This will continue to be added to and adapted in order to meet the requirements of GDPR and reflect current legislation and best practice.
Prosecute offenders of fly tipping and advertise results in local media a	Ongoing	EH Team	😊	In 2017/18 6 Enviro-crime prosecutions were taken. This resulted in £5052 of fines and costs being issued. These prosecutions were publicised through local media and social media.
Prepare a fixed penalty procedure & policy	Completed	PEHO	✓	Policy will continue to be kept under reviewed to ensure meets the requirements of GDP. In 2017/18 a total of 24 fixed penalty notices were issued.

1. Fly Tipping				
Action	Target Date	Task Owner	Status	Comments
Undertake a joint working initiative with Gloucestershire Police	Completed	PEHO	✓	Stop and Search Initiative took place with Police and Environment Agency in October 2017. Initiative proved successful although no direct enforcement action was taken as a direct result. Lessons learned from this event will be incorporated into operational orders for next event. A joint meeting has been held with Environment Agency and Police to plan events for 2018/19. Three joint events are initially planned, exact dates and scope are currently being confirmed. Opportunities to carry out joint working on a more regular basis such as regular joint patrols, joint inspections and rolling out the ability to serve fixed penalty notices on behalf of the Borough Council is also being explored.

1. Fly Tipping				
Action	Target Date	Task Owner	Status	Comments
Review the Borough signage with regard to enviro-crime and deploy to areas which are known hot spots	March 2019	PEHO	☹	<p>Signage is reviewed regularly and moved to the most appropriate location. Concerns have been raised by the manager of Morrison's regarding the signage at the recycling area. Subsequently this recycling centre has been closed.</p> <p>Due to the implementation of the PSPO some of the "no dog fouling" signs may require to be changed to reflect the increased fixed penalty fine and requirement to provide a means of picking up after your dog. A review of these signs is currently being undertaken with a view to producing a replacement program to be completed by end of March 2019. Consideration will also be given to applying signs to litter bins highlighting that they can be used for appropriately wrapped dog waste.</p>

1. Fly Tipping				
Action	Target Date	Task Owner	Status	Comments
Work with TBC property department to establish whether an engineered solutions can reduce fly-tipping	Completed	EH Manager / PEHO	✓	Discussions have been had with property services to discuss Environmental Health's role in relation to Enviro-Crime and how they can assist Property Services with areas of land that are commonly blighted by recurring littering and fly tipping.
Continue to deploy covert CCTV in our known hotspots.	March 2019	PEHO / EH Team	☹	<p>The current CCTV cameras that we have will not meet GDPR requirements as the data they store is not encrypted. As the cameras are generally sited where the public have access the lack of encryption poses a data management risk.</p> <p>Purchase of GDPR compliant CCTV will need to come from Council finances.</p>

1. Fly Tipping				
Action	Target Date	Task Owner	Status	Comments
Work closely with the National Farmers Union and other partners in rural communities.	July 2018	HoCS / EH Manager		Representative from NFU will be attending next Countywide Enviro-Crime working Group. Will attend and give presentation at Joint Rural Crime forum 24 June.

2. Abandoned Vehicles				
Action	Target Date	Task Owner	Status	Comments
Continue partnership working with Gloucestershire Police and district authorities in order to achieve a co-ordinated approach across Gloucestershire.	Completed	EH Manager / PEHO	✓	<p>Meetings have been held with Police to discuss ongoing joint working practices. Currently exploring possibility of PCSO issuing fixed penalty notices, regular joint patrols and initiatives.</p> <p>There is a County Wide Managers Pollution Group that is now meeting every quarter. Through this Group good practice is shared and it is the intention going forward to introduce an element of training. Ideas for a training session are currently being considered with a view to holding a training session Sep/Oct 2018.</p>

2. Abandoned Vehicles				
Action	Target Date	Task Owner	Status	Comments
Achieve an increase in the use of fixed penalty notices in connection with abandoned vehicle investigations.	Completed	PEHO	✓	Fixed Penalty notices are issued where evidence of who abandoned the vehicle exists. This is not necessarily the registered keeper of the vehicle so additional corroborative evidence will be required. Historically this has restricted the opportunity for serving fixed penalties in relation to abandoned vehicles, however where that opportunity exists then fixed penalty notices are being served. The new powers referred in the body of the report should make this considerably easier.

3. Dog fouling / Control				
Action	Target Date	Task Owner	Status	Comments
Introduce Public Space Protection Order (PSPO)	Completed	HoCS / EH Manager / PEHO	✓	Consultation completed, positive response, PSPO approved at Executive Committee in March and full Council in April 2018.
Gather data on dog fouling hot spots.	Completed	PEHO	✓	All reports of dog fouling are used to build up a picture of the hotspots across the Borough.
Consult with the Council's Executive Committee recommending the introduction of Public Space Protection Orders for dog fouling.	September 2017	HoCS / EH Manager	✓	Completed on 14 March 2018
Implement PSPO & Advertise	January 2018	HoCS / EH Manager	☹	Approval gained from Council on 17/04. Full implementation in progress.
Finalise governance and HR arrangements for employing the environmental warden	August 2017.	EH Manager	☹	Insufficient contributions from Town & Parish Councils to progress at this stage.

4. Littering				
Action	Target Date	Task Owner	Status	Comments
Co-ordinate, promote and support the work of the volunteer litter pickers.	Completed	PEHO / EH Assistant	✓	Continues to be a healthy interest in volunteering as a litter picker, continue to get enquiries from volunteers. Currently at approximately 200 volunteers
Continue to provide induction training and equipment as required by the volunteer litter pickers. Continue to support the scheme and encourage uptake.	Completed	PEHO / EH Assistant	✓	Presentation held in 2017/18. Beginning to consider options for 2018/19 event.
The Environmental Health Department will continue to investigate complaints of litter and will take appropriate action where sufficient evidence exists.	July 2018	EH Team	😊	New powers relating to litter from vehicles introduce ability to serve fixed penalty on "Keeper" of a vehicle if litter was been thrown from it. These new powers have just come into force and work is being carried out to include them in the Enviro-crime toolkit

4. Littering				
Action	Target Date	Task Owner	Status	Comments
Introduce PSPO for littering.	Following review of dog fouling PSPO – Mid 2018	HoCS / EH Manager	☹	<p>No suitable areas have at present been identified</p> <p>Areas where PSPO may be appropriate are being explored. As first part of the process an assessment of the area will be made and communication targeted at those responsible for litter.</p>
5. General				
Action	Target Date	Task Owner	Status	Comments
Review the enforcement policy to ensure that it is robust and includes all enforcement option for enviro-crime.	Completed	HoCS	✓	The EH Enforcement Policy was reviewed and revised and approved by the Executive Committee in August 2017. This will be kept under review to ensure that it reflects current legislative requirements.

5. General				
Action	Target Date	Task Owner	Status	Comments
Review all of the available resources Council wide for dealing with enviro-crime and where appropriate multi-skill and train officers to take relevant enforcement activities.	July 2018	HoCS	☹	Discussions regarding opportunities for more integrated working are occurring between departments. Once the PSPO for dog fouling has been confirmed, fixed penalty notice books will be printed. These can be issued to those within Council who are likely to encounter Enviro-Crime once they have been suitably trained.
When employing Council officers where appropriate ensure that enviro-crime is included within their remit.	Completed	HoCS / EH Manager / PEHO	✓	Envirocrime requirement included within job descriptions. Ongoing discussions will be held with other Managers to identify as broad a range of appropriate officers as possible.

5. General				
Action	Target Date	Task Owner	Status	Comments
Individual officer performance and training needs in respect of enviro-crimes will be discussed and reviewed as part of the Personal Professional Development (PPD) process.	Completed	EH Manager / PEHO	✓	All appropriate Officers within EH have been trained. Now looking to cascade this training to other officers within the Council and to external partners such as the police.
Consider possibilities of working with the Counter Fraud unit to work more closely to target enviro crime including using powers to seize vehicles and apply for proceeds of crime in larger cases.	Completed	HoCS / EH Manager	✓	Presentation given by Counter Fraud advising of their remit. Individual cases will now be considered with possible support from Counter Fraud in mind
Review and where appropriate improve reporting mechanisms for members of the public wishing to report enviro-crime.	Completed	HoCS / EH Manager	✓	Current reporting mechanisms are appropriate.

6. Communications				
Action	Target Date	Task Owner	Status	Comments
Develop a communications strategy around enviro-crime utilising all of our usual media channels including Borough News, press and other media, websites and social media etc including: <ul style="list-style-type: none"> • Fly tipping • Littering • Abandoned Vehicles • Dog fouling 	June 2018	HoCS / EH Manager / PEHO	☹	Borough News contains articles on enviro-crime. All prosecutions are publicised to maximise deterrent effect. Communications plan is currently being drawn up in order to publicise PSPO.
Develop an information sharing agreement with other Council's within Gloucestershire to ensure that information on fly tipping events and offenders are shared.	Completed	HoCS	✓	Information sharing agreements in place. These will be kept under review to ensure they comply with the GDPR

6. Communications				
Action	Target Date	Task Owner	Status	Comments
Develop a network of communities to report enviro-crime enabling them to act as eyes and ears for the council in particular with existing community groups, Town & Parish Councils, and volunteer litter pickers.	Sept 2018	HoCS / EH Manager / PEHO	☹️	As part of revised communications strategy points of contact within local communities will be identified and the most effective way of engaging with them considered. A subsequent communication plan will be produced setting out the messaging and methods of communication. This will be an ongoing process kept under review.
Develop case studies to highlight the impact of fly tipping and other enviro-crimes on the community and economy of the borough (i.e. costs to the tax payer)	March 2019	HoCS / EH Manager / PEHO	😊	It is proposed to produce an annual Enviro-Crime report for 2018/19 which will not only include a summary of Enviro-Crime actions taken throughout the year but also highlight specific cases, the impact on local communities, and how they were investigated and resolved.

6. Communications				
Action	Target Date	Task Owner	Status	Comments
Pool intelligence on prolific offenders and use robust enforcement powers to target these offenders.	Completed	PEHO / EH Team	✓	Developing closer working relationships with Environment Agency and Police, sharing intelligence and carrying out joint inspections.

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	12 June 2018
Subject:	Review of Communications Strategy
Report of:	Graeme Simpson, Head of Corporate Services
Corporate Lead:	Mike Dawson, Chief Executive
Lead Member:	Councillor R A Bird, Lead Member for Economic Development/Promotion
Number of Appendices:	Two

Executive Summary:

Communications has a vital role to play in helping Tewkesbury Borough Council deliver its vision, priorities and objectives to local people. The Council's refreshed Communication Strategy was approved at Executive Committee on 7 June 2017 with a supporting action plan. The progress in delivering the action plan is reported through the Overview and Scrutiny Committee.

Recommendation:

To CONSIDER the progress made against the actions within the Communications Strategy Action Plan during 2017/18 and to ENDORSE the Action Plan for 2018/19.

Reasons for Recommendation:

Given that we are a Council delivering a wide range of complex services to more than 80,000 residents, we need to ensure we are effectively communicating, and an annual review provides an effective monitoring process.

Resource Implications:

None other than officer time to implement the action plan.

Legal Implications:

None directly arising from this report.

Risk Management Implications:

If the Council does not have an effective strategy in place then this will adversely affect the reputation of the Council.

Performance Management Follow-up:

Progress in delivering the action plan will be reported to Overview and Scrutiny Committee on an annual basis.

Environmental Implications:

None directly arising from this report.

1.0 INTRODUCTION/BACKGROUND

- 1.1** The aim of the Council's Communications Strategy is to develop and improve our communications, as well as making sure it is in line with current best practice. It is important that as a Council we recognise that communicating is at the heart of everything we do at all levels of the organisation. Clear communication helps us to strengthen our links with the public, our residents, stakeholders, Councillors and staff.
- 1.2** The strategy was developed with the financial challenges facing local government in mind and, as services develop to be as cost effective as possible, it is vital that we are able to communicate these changes effectively to our target audiences – both internally and externally.
- 1.3** Importantly, the Communications Strategy reflects the importance of supporting our Transform Work Programme. Communications is vital in helping our customers, members, staff and stakeholders know when and how a service is changing, or when it can be accessed in a different way.
- 1.4** The strategy was approved at Executive Committee on 7 June 2017 with a supporting action plan. To ensure there is effective monitoring of the strategy's actions, it was agreed an annual review would be undertaken by the Overview and Scrutiny Committee.

2.0 YEAR ONE AND YEAR TWO ACTION PLAN

- 2.1** It is important to note that the actions were carried out alongside the day-to-day duties of the Communications team. Last year was a very busy one, for example, there was a focus on providing continued support for the Public Services Centre, the Joint Core Strategy, new waste rounds, the new garden waste system and, importantly, the introduction of the new format of Tewkesbury Borough News. In addition, the team continues to produce all internal communications, receives a significant number of media enquiries and produces regular newsletters/annual reports to various audiences. With regards to the communication resource, both the Corporate Services Manager and Communications Officer were on/or are currently on maternity leave. Contingency arrangements were put in place to ensure there was no detrimental impact on day to day communications and delivery of the action plan.
- 2.2** The majority of actions have been delivered or, because of their ongoing nature, continue to be delivered. This is reflected within the action plan which can be found in Appendix 1. Moving forward, the team is looking to do more work around the management of social media, corporate communications with Town and Parish Councils, increased use of video output and internal staff communications. These actions are captured within the 2018/19 action plan which can be found in Appendix 2. Note: there is no status shown against these actions as progress against the majority will commence from quarter two onwards.

3.0 OTHER OPTIONS CONSIDERED

- 3.1** None.

4.0 CONSULTATION

4.1 An Overview and Scrutiny Committee Working Group was set up to review the strategy.

5.0 RELEVANT COUNCIL POLICIES/STRATEGIES

5.1 Council Plan (2016-20)
Social Media Policy
Digital Strategy
Customer Care Strategy

6.0 RELEVANT GOVERNMENT POLICIES

6.1 None.

7.0 RESOURCE IMPLICATIONS (Human/Property)

7.1 Managed within current resources and budget

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 Good communications will improve stakeholder's knowledge of, and access to, council services and information.

10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

10.1 None.

Background Papers: None

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Appendices: Appendix 1 – 2017/18 Action Plan Update
Appendix 2 – 2018/19 Action Plan

O&S ACTION PLAN MONITORING: Communications strategy action plan 2017/18

Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
Support the Digital Strategy to promote digital ways of communicating.	Corporate services manager	June 2017	☺	<p>Standard required: Clear, consistent communications is needed throughout this council priority to ensure all audiences feel engaged and understand what is happening and why.</p> <p><i>Result: The success in this area has been building in that the digital team has been engaged with a number of high profile projects where the worth of a digital approach could be demonstrated and tangible value easy to see. Word has spread and we are now seeing colleagues actively seeking digital input into the ways in which they engage their audiences and communicate with customers (Garden waste email/digital driven marketing campaign, the growth in use of the citizens panel, Online forms, SM advertising etc) This will be an action that will carry over into our 2018/19 plan as there is an ongoing need to support the digital strategy.</i></p>

Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
Provide training in media and social media (SM) for councillors and managers	Corporate Services Manager	February 2018	☺	<p>Standard: It will give confidence to those media-facing roles, and will help to protect the council's reputation.</p> <p><i>Result: A short course covering our approach to social media, what we use, how we structure campaigns, and the basic do's and don'ts has been created and we will roll it out in June 2018. We have provided 121 support and guidance for individual; members and staff.</i></p>
Review the council's written style and branding guide to ensure it is fit for purpose.	Corporate services manager	July 2017	☺	<p>Standard: Ensuring our communications style is consistent is paramount in building our brand. Reviewing the guide will ensure we are, as brand, in line with best practise.</p> <p>Result: The guide has been reviewed and is fit for purpose.</p>

Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
Review the council's media protocol to ensure it is fit for purpose	Corporate Services Manager	August 2017	☺	<p>Standard: Our media protocol ensure we have an agreed understanding of how we deal with media enquiries, statements and interviews. It was originally introduced in 2010 and so is due a review.</p> <p><i>Result: A review has been carried out, no major changes made although it is felt that the SM aspects warrant a further more in depth review and should be incorporated into our 2018/19 plans.</i></p>
Issue a minimum of two press releases every week	Communications Officer	June 2017	☺	<p>Standard: The number of press releases we issue has a direct impact on the amount of local publicity we receive. To ensure our profile remains high in the local community, it is important we commit to producing regular press releases.</p> <p><i>Result: On aggregate this has been achieved. However, due to the rise in popularity of SM the value of the traditional press release is diminished. Equal value therefore should be given to our own efforts to use SM and digital communication via our own platforms to promote our brand.</i></p>

Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
Carry out a review of internal communications.	Corporate Services Manager	July 2017	☺	<p>Standard: Gaining a better understanding of staff views of internal communications will help us improve it.</p> <p><i>Result: A review of the internal vehicles has been carried out. Subject to the opportunity that Office 365 presents us with we want to re-review the intranet in order to make the most of the technology available to us.</i></p>
Increase video output where appropriate – e.g. to encourage recruitment.	Corporate services manager	January 2018	☺	<p>Standard: Video can be a very effective way of reaching out to different audiences, and it's not something we have seriously considered. If an opportunity arises, we should look into the pros and cons of it. Lots of councils use video work in tourism and recruitment.</p> <p><i>Result: We have used video media on recruitment campaigns and on promoting business and funding events. The up and coming open day for prospective councillors also presents us with the opportunity to use this going forward. It is time consuming to produce but the results from using it to promote the brand on SM have proved effective with a larger number of views, click throughs and likes than we would have received with a simpler post.</i></p>

Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
Promote council achievements in the local government arena, such as the Municipal Journal	Corporate services manager	June 2017	☹	<p>Standard: Help to improve our reputation within the local government arena.</p> <p><i>Result: We gained a double page spread in the Apse magazine early on in the year – based upon the council's approach to transformation and previously an article on the council's website appeared within the MJ but overall we'd like to aim for more in the forthcoming year. The introduction of the growth hub should provide an excellent story.</i></p>
Produce an annual forward action plan for communication opportunities	Corporate services manager	January 2018	☺	<p>Standard: A forward plan will ensure we are appropriately prepared for regular communications activities, freeing us up to give more time to ad-hoc communications requirements.</p> <p><i>Result: With the introduction of Free Plug Friday on our SM we have created a diary into which we program upcoming events and corporate services projects. We are currently looking into how we can share a document of this type with the wider council team and therefore gain greater (up front) awareness of upcoming communication opportunities.</i></p>

Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
Review Parish Matters	Corporate services manager	June 2017	☹️	<p>Standard: This will ensure we are communicating effectively with our town and parish councils</p> <p><i>Result: Regular Parish Matter docs were produced up until the end of 2017, an update has not been produced so far this year. An email survey was sent to all parish representatives as to what could be done to improve the format and content of the communication. We had 12 responses, three of which were kind enough to admit they didn't read it. The links are sent out with read receipts and over half aren't opened. The plan going forward is to speak to the representatives at the next parish meeting and propose a course of action. We will continue to produce a document but its success, we believe, will be reliant on the parishes pro-actively providing content and sharing their news.</i></p>
Lead on communications for the Joint Core Strategy team	Communications Officer	Ongoing throughout strategy	😊	<p>Standard: Help to ensure consistent and accurate information in simple language is provided for complex issues, such as the Joint Core Strategy.</p> <p><i>Result: This is ongoing. During this time period significant milestones have been achieved and communicated within the project.</i></p>

Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
Investigate the use of info-graphics to help visually communicate complicated messages (such as the budget)	Corporate services manager	November 2017	☺	<p>Standard: Info-graphics are being used by organisations to communicate messages using graphics. This will work well for areas such as the budget and enviro-crimes.</p> <p><i>Result: The digital team led the way on this one producing a fantastic info-graphic with an overview of the digital story so far. Communicating a large number of stats in an easily absorbed manner this provides a excellent example of where this tool can be utilised effectively. Further examples have been used in to great effect in the Tewkesbury Borough Magazine.</i></p>
Promote the Council Plan annual refreshes – both internally and externally.	Corporate services manager	April 2018	☺	<p>Standard: As the council's key corporate document setting out our vision, aims and priorities, it is important that our staff and members of the public know what it is and what it means.</p> <p><i>Result: The 2018 refresh is with the graphic designer currently the plan is to push its launch through a press release, on our website and on SM.</i></p>

Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
Continue to develop our communications through social media	Corporate services manager	June 2017	☺	<p>Standard: Help to increase followers on social media, protect the council's reputation, and keep the council up-to-date with new social media communications channels.</p> <p><i>Result: Followers on Facebook have increased by 48% over the year, moving from 992 to 1,463. Likewise Twitter has seen us gain 2,964 followers during the last year that's a 1240% increase. Total of 3,018 (185 unfollows since launch). Still more work to do in this area as despite this being good progress, this obviously doesn't represent a huge number of our residents.</i></p>
Promote the joint work carried out through the Public Service Centre	Corporate services manager	June 2017	☺	<p>Standard: It will help to promote our public services centre and our joined up aims.</p> <p><i>Result: We work closely with partners to support their campaigns and messages. This is an ongoing goal.</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)

Communications strategy action plan 2018/19

Action	Responsible Officer	Target Date	Aim
Support the Digital Strategy to promote digital ways of communicating.	Corporate services manager	March 2019	Clear, consistent communications is needed throughout this council priority to ensure all audiences feel engaged and understand what is happening and why.
Provide training in media and social media (SM) for councillors and managers.	Corporate services manager	September 2018	It will give confidence to those media-facing roles, and will help to protect the council's reputation.
Review the social media element of the council's media protocol to ensure it is fit for purpose.	Corporate services manager	September 2018	Our media protocol ensures we have an agreed understanding of how we deal with media enquiries, statements and interviews, it is required that we review the aspects of this protocol that are affected by social media.
Continue to develop our communications through social media	Corporate services manager	March 2019	Help to increase followers on social media by 30% on both of our two key platforms (Twitter and Facebook), protect the council's reputation, and keep the council up-to-date with new social media communications channels and trends.

Action	Responsible Officer	Target Date	Aim
Review the ways in which we can make our intranet a one stop shop for staff	Corporate services manager	January 2019	Following on from the internal communication review, the intranet is used, albeit somewhat sporadically by staff. As this is our primary communication tool we need to look at ways in which we can drive traffic; attracting and engaging users and getting them to visit more often.
Increase video output	Corporate services manager	January 2019	Use of video to promote the brand, events etc has proved successful. We should actively seek out opportunities where this medium can be used.
Promote council achievements in the local government arena, such as the Municipal Journal	Corporate services manager	March 2019	Aim for a minimum of two pieces of national media coverage throughout the year. .
Interactive comms calendar	Corporate services manager	March 2019	Detailing national events, in-house activities, project milestones. Open to op's managers with the view of capturing more opportunities for the communications team to promote the brand and celebrate good news.
Formulate a new approach for Parish Matters	Corporate services manager	December 2018	Having reviewed the effectiveness of this doc, now look to formulate and launch an action plan that promotes great, engaged, two way conversation between the council and the parishes.

Action	Responsible Officer	Target Date	Aim
Lead on communications for the Joint Core Strategy team	Communications Officer	Ongoing throughout strategy	Help to ensure consistent and accurate information in simple language is provided about the progress of the JCS. The aim being to highlight and bring JCS news to the attention of interested parties and members of the public
Promote the joint work carried out through the Public Service Centre	Corporate services manager	Ongoing	This should include the opening of the new PSC and the ongoing support of the new Growth Hub.
Complete a review of the new look Tewkesbury Borough Magazine	Communications officer	March 2019	To include content, format and delivery/despatch. Comms officer will also look into ways to gain a better content network in order to gain community engagement and promote entire borough representation.
Consolidate council photo library	Communications officer	Dec 2018	Photo storage for promotional use is held in a number of departments and does not make the best use of this resource.