

9 July 2018

<b>Committee</b>	Overview and Scrutiny
<b>Date</b>	Tuesday, 17 July 2018
<b>Time of Meeting</b>	4:30 pm
<b>Venue</b>	Committee Room 1

ALL MEMBERS OF THE COMMITTEE ARE REQUESTED TO ATTEND



for Sara J Freckleton  
Borough Solicitor

## Agenda

### 1. ANNOUNCEMENTS

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

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

### 2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

To receive apologies for absence and advise of any substitutions.



	<b>Item</b>	<b>Page(s)</b>
<b>3.</b>	<b>DECLARATIONS OF INTEREST</b>	
	Pursuant to the adoption by the Council on 26 June 2012 of the Tewkesbury Borough Council Code of Conduct, effective from 1 July 2012, as set out in Minute No. CL.34, Members are invited to declare any interest they may have in the business set out on the Agenda to which the approved Code applies.	
<b>4.</b>	<b>MINUTES</b>	1 - 16
	To approve the Minutes of the meeting held on 12 June 2018.	
<b>5.</b>	<b>CONSIDERATION OF THE EXECUTIVE COMMITTEE FORWARD PLAN</b>	17 - 22
	To determine whether there are any questions for the relevant Lead Members and what support the Overview and Scrutiny Committee can give to work contained within the Plan.	
<b>6.</b>	<b>OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2018/19</b>	23 - 31
	To consider the forthcoming work of the Overview and Scrutiny Committee.	
<b>7.</b>	<b>GLOUCESTERSHIRE POLICE AND CRIME PANEL UPDATE</b>	
	To receive an update from the Council's representative on matters considered at the last meeting.	
<b>8.</b>	<b>GLOUCESTERSHIRE HEALTH AND CARE OVERVIEW AND SCRUTINY COMMITTEE UPDATE</b>	
	To receive an update from the Council's representative on matters considered at the last meeting.	
<b>9.</b>	<b>GLOUCESTERSHIRE ECONOMIC GROWTH SCRUTINY COMMITTEE UPDATE</b>	
	To receive an update from the Council's representative on matters considered at the last meeting.	
<b>10.</b>	<b>ANNUAL UBICO REPORT</b>	32 - 69
	To consider the annual Ubico report.	
<b>11.</b>	<b>COMMUNITY SAFETY PARTNERSHIP UPDATE</b>	70 - 76
	To consider the report on local arrangements for community safety.	

**DATE OF NEXT MEETING**  
**TUESDAY, 4 SEPTEMBER 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 Overview and Scrutiny Committee held at the Council Offices, Gloucester Road, Tewkesbury on Tuesday, 12 June 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, T A Spencer, P E Stokes, P D Surman, M G Sztymiak, H A E Turbyfield and M J Williams

**also present:**

Councillors R A Bird and J Greening

**OS.5 ANNOUNCEMENTS**

- 5.1 The evacuation procedure, as noted on the Agenda, was advised to those present.
- 5.2 The Chair welcomed the Bureau Manager for the Gloucester and District Citizens' Advice Bureau to the meeting and indicated that he was in attendance for Agenda Item 8 – Citizens' Advice Bureau Presentation. It was noted that the Leader of the Council / Lead Member for Economic Development/Promotion was present for Agenda Item 10 – Economic Development and Tourism Strategy and the Lead Member for Health and Wellbeing was also present as an observer.
- 5.3 The Chair issued a reminder in respect of the National Review of Scrutiny Workshop that was being held on Thursday 28 June at 1:00pm to which all Members of the Overview and Scrutiny Committee had been invited. He suggested that the invitation be extended to the Executive Committee and it was agreed that would be appropriate.

**OS.6 DECLARATIONS OF INTEREST**

- 6.1 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.
- 6.2 There were no declarations made on this occasion.

**OS.7 MINUTES**

- 7.1 The Minutes of the meetings held on 24 April 2018 (Special), 1 May and 15 May 2018, copies of which had been circulated, were approved as correct records and signed by the Chair.

**OS.8 CONSIDERATION OF THE EXECUTIVE COMMITTEE FORWARD PLAN**

- 8.1 Attention was drawn to the Executive Committee Forward Plan, circulated at Pages No. 26-33. 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.
- 8.2 A Member understood that, at its meeting on 6 June 2018, the Executive Committee had approved an improvement action plan in respect of grass cutting and had agreed that the Overview and Scrutiny Committee monitor its delivery. In view of that decision, he sought clarification as to when this report would be brought to the Overview and Scrutiny Committee and how frequently it would be considered. The Head of Community Services advised that the first monitoring report would be brought to the Committee within the next quarter and he would be suggesting it be considered on a quarterly basis initially. It should be borne in mind that the action plan included several large pieces of work which may take a number of months to deliver. Another Member indicated that grass cutting had been highlighted as a potential issue by the Overview and Scrutiny Committee on a number of occasions previously, and he was aware of problems dating back to 2015 which he did not feel had been adequately addressed at the time and had subsequently worsened over the years. He expressed his disappointment that it had required an Executive Committee decision to prompt action to be taken and felt this was something which could have been escalated at an earlier stage through the Overview and Scrutiny Committee. In response, the Head of Community Services expressed the view that the Overview and Scrutiny Committee had been useful in terms of focusing attention on specific areas, particularly in terms of other services provided by Ubico. Over the last six months, the Property Team had been carrying out a lot of work around grass cutting and had advertised for an additional Officer in order to conduct a further review of the service. Following two rounds of unsuccessful recruitment he was pleased to report that the post had recently been filled. Officers had always been mindful of the Committee's concerns regarding Ubico and had taken this very seriously but, unfortunately, resources did not allow them to do everything. The new Officer would be starting work on Monday and this would allow the action plan to be put in place. The Member understood the issue with resources; however, he felt that lessons should have been learnt from previous years in order to prevent the problem from escalating. The Head of Community Services indicated that he could not comment on what had happened before he had joined the authority but reiterated that the resources to carry out the review had been put in place and he provided assurance that the Council would not be in this position next year.
- 8.3 It was
- RESOLVED** That the Executive Committee Forward Plan be **NOTED**.

**OS.9 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2018/19**

- 9.1 Attention was drawn to the Overview and Scrutiny Committee Work Programme 2018/19, circulated at Pages No. 34-43, which Members were asked to consider.
- 9.2 The Head of Corporate Services advised that the Work Programme for 2018/19 had been approved at the Overview and Scrutiny Committee meeting on 1 May 2018 and the pending items section had been updated to include a presentation from Gloucestershire Healthwatch which had been requested at that meeting – this would be incorporated into the Work Programme at a suitable point once he had made contact with the appropriate representatives. In addition, as discussed under the previous Agenda Item, the Executive Committee had tasked the Overview and Scrutiny Committee with monitoring the grass cutting improvement action plan and this would need to be added to the Work Programme.

9.3 It was

**RESOLVED**

1. That the Overview and Scrutiny Committee Work Programme 2018/19 be **NOTED**.
2. That monitoring of the grass cutting improvement action plan be added to the Work Programme in accordance with the decision made by the Executive Committee at its meeting on 6 June 2018.

**OS.10 GLOUCESTERSHIRE HEALTH AND CARE OVERVIEW AND SCRUTINY COMMITTEE UPDATE**

- 10.1 Members received an update from the Council's reserve representative on the Gloucestershire Health and Care Overview and Scrutiny Committee on matters discussed at its last meeting held on 8 May 2018.
- 10.2 Members were informed that the non-emergency patient transport service was run by Arriva Transport Solutions and the National Head of Service Development had attended the meeting to present a paper with the Lead Commissioner for the Gloucestershire Clinical Commissioning Group (GCCG). Arriva had held the contract since December 2013 and provided 8,500 journeys per month with dialysis patients taking a 52% share. An eligibility review was being introduced by the GCCG to focus on patients with the greatest medical needs and a Patient Transport Advice Centre had been established where NHS staff, working from a script, would decide if a patient met the new criteria for acceptance. Arriva was working with Gloucestershire County Council to see if there was a possibility of using the local authority's transport fleet during quiet periods; similar dedicated renal routes had been implemented in other areas and this had gone live in Gloucestershire at the beginning of May.
- 10.3 The Committee had also received the annual report on the Health and Wellbeing of Children and their Families in Gloucestershire from the Director of Public Health. Members had liked the clarity of the report which had stated the intention to drive system-wide changes to improve outcomes for all of the county's children and young people. The Director had highlighted the Adverse Childhood Experiences (ACE) work being led by the Gloucestershire Health and Wellbeing Board and it was noted that this initiative fed into the Joint Health and Wellbeing Strategy as it developed enhanced community input for closer focus on the population's future health. A recent peer review had emphasised a need to review the strategy to ensure it remained fit for purpose; this was accepted by the Board which would now formulate a plan to deliver the recommendations. It was noted that the Director had announced the creation of a five year multi-supplier framework agreement for providing specialist domestic abuse services. In addition, the Armed Forces Covenant now sat in the Prevention, Wellbeing and Communities Commissioning Hub under the leadership of the Director of Public Health and e-learning opportunities would be developed for county and district staff with Councils eventually being able to earn a 'Forces Friendly' mark.
- 10.4 The Committee had requested an update on the financial position of the Gloucestershire Hospitals NHS Foundation Trust and Members had been disappointed to note the deficit of £27.8M against a planned deficit £14.6M in February 2018, the last reported forecast for the year. This was said to arise from reduced income in three main areas: reduced demand for services; loss of operational capacity following the introduction of a new electronic patient record system; and, loss of income resulting from deployment of the system as a consequence of being unable to capture and record all activity taking place. Mitigation of risk was promised for the new financial year and Members were assured that services to patients would not be cut as a result of the Trust's financial

position. It was also noted that Gloucestershire's Sustainability and Transformation Plan (STP) was progressing, with key schemes being embedded and delivered. A particular target was type two diabetes and a GP Clinical Champion would be appointed during the year to raise awareness of the need for diabetes prevention within general practice.

10.5 A Member failed to see how patient care would be unaffected as a result of Gloucestershire Hospitals NHS Foundation Trust's financial position. The Chair of the Overview and Scrutiny Committee, who had also attended the meeting, advised that the new strategic lead for NHS Gloucestershire was convinced that it was possible to deliver what was needed without affecting frontline services. The Council's representative on the Gloucestershire Health and Care Overview and Scrutiny Committee reiterated that there had been an issue with the new computer system which had meant that activity was not recorded properly and money could not be collected; however, time would tell.

10.6 The Chair thanked the representative for his report and it was

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

## **OS.11 CITIZENS' ADVICE BUREAU PRESENTATION**

11.1 The Chair welcomed the Bureau Manager for the Gloucester and District Citizens' Advice Bureau (CAB), to the meeting. Members were reminded that Tewkesbury Borough Council had had a relationship with the CAB for a number of years and gave it a grant on an annual basis. The Committee received an annual presentation which provided Members with information about the work of the CAB and a flavour of what was happening within the Borough. The CAB had a four year Service Level Agreement with the Borough and currently performance against that was reported on a quarterly basis through the performance tracker.

11.2 The Bureau Manager for the Gloucester and District CAB was invited to make his presentation to the Committee. The presentation covered the following key points:

- Aims – To provide advice people need for the problems they face; to improve policies and practices that affect people's lives.
- Principles - The CAB service provided free, confident and impartial advice to everyone on their rights and responsibilities. It valued diversity, promoted equality and challenged discrimination.
- Locations – Tewkesbury Public Service Centre; Prior's Park; Bishop's Cleeve; Winchcombe – by appointment; Brockworth – by appointment; Cheltenham Town Centre; Gloucester City Centre.
- How advice is requested – Majority still wanted face to face, approximately 75% of all contact; would like to do more by telephone or email but not practical.
- Employment Status - Employed - 33.4% (35.8% previous year); self-employed – 5.1% (3.9% previous year); carers – 7.7% (9.8% previous year); retired – 21.7% (18.6% previous year); unemployed – 14.7% (13.7% previous year); and permanently sick – 17.4% (13.7% previous year).
- Disposable Monthly Income – Under £999 – 52.7% (54.7% previous year); £1,000-£1,499 – 23.8% (24.1% previous year); £1,500-£1,999 – 12.8% (8.2% previous year); and over £2,000 – 10.7% (12.9% previous year).
- Disabilities - Physical disability – 8.7% (12.6% previous year); mental illness – 9.1% (9.1% previous year); long term health issues – 22.2% (21% previous year).

- Issues dealt with – 3,002 in 2017/18 and 2,885 in 2016/17. Welfare benefits – 837 (862 previous year); debt – 668 (720 previous year); employment – 321 (284 previous year); relationships – 282 (219 previous year); and housing – 242 (204 previous year).
- Significant issues during the year – Tribunal hearings; housing – repairs to private lettings; impact of rent caps and Universal Credit; employment practices; increase in complex cases.
- Case Study A – 31 year old single mother with a child under 10. Disabled (flat foot syndrome), obese and suffering from anxiety and stress. Debts of £16,417, no money for gas and electricity, used blankets through the day to stay warm, constant chasing by creditors added to anxiety and stress. Actions taken included: debt relief order, charitable donation, Employment Support Allowance claim and Personal Independence Payment, smart metre fitted.
- Case Study B – 55 year old unemployed single man with angina and Chronic Obstructive Pulmonary Disease (COPD) claiming Universal Credit including housing element (room rate for shared house). Difficulty meeting conditionality requirements, difficulty budgeting, exhausted Food Bank entitlement, no hot water or toilet facilities within accommodation. Action taken: claimed Employment Support Allowance (awaiting work capability assessment), successfully claimed Personal Independence Payment, charitable donation, Tewkesbury Borough Council Environmental Health visit, alternative accommodation sourced.
- Future Plans – possible merger with Forest of Dean CAB – purely for administrative/management purposes with no detriment to the service being provided; outreach opening in Churchdown in July at the GL3 Hub (appointment only); outreach at Northway Community Centre in Autumn; bid to Nationwide housing project; healthy homes project with Gloucestershire Clinical Commissioning Group (GCCG); other projects.
- Definitions - financial capability – knowledge, skill, motivation, awareness and confidence in relation to money management. Financial exclusion – individuals cannot access the financial products and services they need which means those that could least afford to do so would end up paying more for their basic needs. Financial inclusion – access to appropriate financial products and services allowing people to effectively manage their money, regardless of their level of income or social status.

11.3 A Member noted that the number of welfare and benefits issues dealt with by the CAB had reduced in 2017/18 and he questioned whether this was as a result of other agencies offering help and assistance e.g. Job Centre. The Bureau Manager for the Gloucester and District CAB clarified that there had been a reduction of 25 compared to 2016/17. The CAB had assisted 30 people with Universal Credit queries during the year but this was expected to increase over time. Overall, he did not feel there was a downturn in the number of people approaching the CAB for assistance. He explained that people might approach the CAB initially in respect of debt problems but this was often linked to a number of other issues, e.g. unemployment or relationship breakdown, which may not be reflected in the figures. Another Member queried whether customers were asked to provide feedback to ensure the service continued to be valuable. Confirmation was provided that regular surveys were undertaken and the results from previous years could be provided following the meeting.



- 11.4 A Member noted that the CAB had dealt with 3,002 issues in 2017/18 – across seven centres this equated to approximately 60 per week, or 10 per centre, which was the equivalent of two every five days – and he questioned whether there was a lot of downtime. The Bureau Manager for the Gloucester and District CAB explained that the CAB services in Winchcombe and Brockworth were by appointment only; whilst there may only be one or two customers in Winchcombe each month the other locations were much busier and Tewkesbury Borough residents tended to also use the Gloucester City Centre CAB given its close proximity to the local authority boundary.
- 11.5 A Member indicated that there had been a reduction in the number of people using the Prior's Park Neighbourhood Project since the departure of the previous Manager. The Bureau Manager for the Gloucester and District CAB confirmed that there was a new Manager in place and, whilst there had been a reduction, this was no reflection on the level of advice being offered; the previous Manager had been fluent in Polish and it was possible that some customers were now using the Gloucester CAB where that language ability was available.
- 11.6 A Member was pleased to see that the CAB was working with Nationwide in respect of housing to step in before crisis point was reached and questioned if anything similar was being done in other areas. The Bureau Manager for the Gloucester and District CAB advised that, sadly, 40-50% of customers were pre-crisis or in crisis and the CAB always looked for opportunities to link with other partners, for example, the Healthy Homes project with the GCCG which had been referenced in the presentation and another project around debt with the Money Advice Service.
- 11.7 Members expressed their thanks to the Bureau Manager for the Gloucester and District CAB. The Chair of the Committee indicated that the CAB presentation was currently made to the Overview and Scrutiny Committee on an annual basis and sought a view as to whether this was still appropriate. Members generally felt the presentation provided was extremely interesting and that an annual presentation kept them up-to-date with what was happening with the CAB. Accordingly, it was
- RESOLVED** That the Citizens' Advice Bureau presentation be **NOTED** and that an update continue to be provided to the Overview and Scrutiny Committee on an annual basis.

## **OS.12 PERFORMANCE MANAGEMENT - QUARTER 4 AND FULL YEAR 2017/18**

- 12.1 The report of the Head of Corporate Services, circulated at Pages No. 44-89, attached performance management information for quarter 4 of 2017/18. The Overview and Scrutiny Committee was asked to review and scrutinise the performance information and, where appropriate, identify any issues to refer to the Executive Committee for clarification or further action to be taken.
- 12.2 Members were advised that this was the fourth quarterly monitoring report for 2017/18 and progress against delivering the objectives and actions for each of the Council Plan priorities was reported through the Performance Tracker, attached at Appendix 1 to the report. Key actions for the quarter were highlighted at Paragraph 2.3 of the report and included the Council's commercial property portfolio which was now worth £31.09M and generated £1.1M of net income to support the Council's budget in 2018/19; appointment of a Growth and Enterprise Manager in readiness for the introduction of the Growth Hub within the Public Service Centre; delivery of 233 affordable homes in 2017/18 above the annual target of 150; 227 homeless prevention cases meaning more households had been assisted to avoid homelessness than ever before; adoption of the Public Space Protection Order which was a key aspect of the Enviro-Crime Action Plan; and the garden waste project which was now in the final stages with almost 16,500 sticker

licences sold, generating in excess of £742,000. As always, due to the complex nature of the actions being delivered, it was inevitable that some would not progress as smoothly or quickly as envisaged and the details of these were set out at Paragraph 2.4 of the report. Particular reference was made to the minor slippage in respect of the launch of the Growth Hub and letting out the top floor of the Public Service Centre. With regard to the latter, it was noted that, since the report had been written, heads of terms had been agreed for a five year lease of one third of the remaining space on the top floor. In terms of the Key Performance Indicators (KPIs), Members were informed that the status of each indicator was set out at Paragraph 3.2 of the report. Of the 15 indicators with targets, four had not been achieved as at the end of quarter 4. Areas of interest included KPI 13 in relation to the percentage of 'major' planning applications determined within 13 weeks (or an alternative period agreed with the applicant) where the 2017/18 target and the 2016/17 outturn had been exceeded with 89.58% of applications being determined within the agreed timescales; KPI 19 which showed a significant reduction in the number of reported enviro-crimes compared to the previous year; KPI 28 which showed an increasing number of days being lost due to staff sickness – 10.5 days had been lost per full-time employee during the year which exceeded the previous year's outturn and the seven day target set for 2017/18, however the figures had been impacted by a number of staff with critical illness who were on long-term sick leave; and KPIs 30 and 31 which showed that less residual waste had been collected than the previous year and the recycling rate had increased to 54.55% compared to 53.29% in the previous year – this was particularly positive given that many authorities had seen a downturn.

12.3 During the debate which ensued, the following queries and comments were made in relation to the Performance Tracker:

**Priority: Finance and Resources**

P56 – Objective 3 – Action b)  
– Undertake a review of the discretionary trade waste service to ensure that it is operating on a viable commercial level – A Member raised concern that this action had been delayed and he questioned why it was not being prioritised given that this had been highlighted as a potential opportunity to generate money for the Council. He also questioned why the results of the marketing exercise had not been brought to Members so they could at least see what had been done to date.

The Head of Community Services explained that, whilst waiting for the final Association for Public Service Excellence (APSE) report that had been commissioned by the Council, it had been intended to do some initial marketing to try to uplift the amount of trade waste contractors; unfortunately, this had been delayed by an Officer going on maternity leave, which obviously could not be planned for. Notwithstanding this, a different report had been commissioned by Ubico on behalf of the Joint Waste Team and it was felt that it may be advantageous to see if there were opportunities for joint working. One of the partners was looking at the potential for a county-wide service and conversations were taking place with them to establish if this would be more beneficial than Tewkesbury Borough Council running its own service. He advised that the garden waste project was now in its final stages so there would be additional resources available for the trade waste project and he confirmed that the results would be brought back to Members when the required information was available.

P57 – Objective 4 – Action b) Deliver the Council’s asset plan – A Member noted that the MAFF and Prior’s Park garage sites were included in the list of items within the plan but neither had been delivered and therefore he did not feel a happy face was justified.

The Head of Finance and Asset Management explained that, overall, delivery of the asset plan was on track. A report on the MAFF site would be considered by the Executive Committee in July and there was ongoing engagement and discussion with Severn Vale Housing Society in relation to the Prior’s Park garage sites which could be brought back to Members as it developed.

### **Priority: Economic Development**

Page No. 62 – Objective 4 – Action a) Develop a regeneration plan for Tewkesbury Town – A Member noted that the target date had been amended and questioned the significance of the new September date.

The Head of Development Services advised that this was in line with the Tewkesbury Town Regeneration Partnership meeting. She explained that there was a draft plan which had been shared with the Partnership but it was important to ensure it was right before it was made public.

Page No. 62 – Objective 4 – Action b) Deliver a programme with partners to progress Healings Mill and other key sites to support the regeneration of Tewkesbury – A Member raised concern that it was taking some time to draw up a programme of action and sought clarification as to why.

The Head of Development Services explained that the action plan was constantly moving and a number of conversations were taking place with various parties including the owner, Homes England, the Environment Agency and Historic England etc. The Council’s new Conservation Officer had been tasked with looking at the conservation and heritage aspect of the programme. Unfortunately, a lot of things were out of the Council’s control but she provided assurance that Officers would continue to drive the project forwards.

### **Priority: Housing**

P67 – Objective 3 – Action b) Work with partners, infrastructure providers and developers to progress the delivery of key sites – A Member questioned why there was a happy face against the progress when the comments section stated that the JCS transport strategy (May 2017) had identified requirements for strategic allocations but funding had not been secured for the A38/A40 link road which was a key piece of infrastructure.

The Head of Development Services advised that this action was multi-faceted and covered several different sites. There had been positive discussions in respect of other sites which was the reason it was considered to be performing well and Officers continued to look at other opportunities for funding across the board. The Member was of the view that the happy face was not appropriate given that the link road was a major piece of infrastructure which would affect three of the strategic allocations. The Deputy Chief Executive took this point and indicated that the action could be split up and she undertook to ensure this was reflected in future reports.

P68 – Objective 4 – Action b) Deliver 150 affordable homes each year – Whilst it was commendable that 233 affordable homes had been delivered, a Member questioned whether the target had been set too low.

The Head of Community Services advised that the target that had been set was a realistic one based on what it was thought could be delivered. Officers were reviewing the target to reflect what the Council could deliver with its partners. The Chief Executive indicated that this was something which had also been picked up by the Executive Committee. It was accepted that the target needed to be refined to split up the different housing types and tenures so that it was more meaningful for Members.

#### **Priority: Customer Focused Services**

P74 – Objective 1 – Action c) Review garden waste arrangements to improve the renewal and payment process – A Member noted that the new garden waste project had generated over £722,000 and she questioned how much it had cost to implement.

The Head of Community Services indicated that he did not have that information to hand but he would update Members following the meeting.

#### **Key Performance Indicators for Priority: Customer Focused Services**

P84 – KPI 29 – Percentage of waste recycled or composted – A Member noted that progress was being made with the construction of the 'Energy from Waste' plant at Javelin Park and he queried how this would affect the Council's performance.

Another Member indicated that supermarkets had made a commitment to reduce the amount of packaging used by 40% by 2020 and, although the percentage was less than the previous year, the amount of waste which could be recycled was also less so the fact the target for the year had been exceeded was very positive.

The Head of Community Services advised that there had been a reduction in recycling rates where 'Energy from Waste' plants had been set up in other parts of the country. Nevertheless, the Council would continue to promote and encourage recycling. He reminded Members that recycling was only one part of the waste hierarchy – the first option was to either not use or re-use; therefore, in an ideal situation there would be no waste to recycle or take to landfill. It was noted that 'Energy from Waste' would reduce landfill to zero.

12.4 Turning to the financial information, the Head of Finance and Asset Management was pleased to report a final outturn position of £1.5M surplus on the general fund. This could be attributed to a strong performance in treasury and commercial activities, additional business rates retention and substantial external grant funding being received. A summary of performance was set out in the table at Paragraph 4.4 of the report. Income was shown at £894,361 over the budgeted provision

which was mainly due to external grant funding; the Council had received a number of new burdens grants from the government but had also attracted significant service specific grants, particularly in relation to the delivery of the requirements for infrastructure and the Joint Core Strategy. The overall service total showed a surplus of £1,080,281 for the year. Members were advised that treasury activity showed a surplus of £190,359, the main reason being the investment in the CCLA pooled property fund in May 2017 which was currently generating income returns of 4.67%. Short-term borrowing rates had remained low and the Council had made savings as a result of maintaining all borrowing on a short term structure. In addition, a further three commercial investment properties had been acquired in quarter three which was earlier than anticipated. For the first time in four years, the Council was also able to report a positive position on the retained business rates scheme which showed a £636,515 surplus with additional income being generated through underlying growth; identification of renewable energy installations where business rates were retained locally; and, payment of additional grant from the government in respect of amendments to the business rate multiplier cap. The table concluded with the budgeted transfer to reserves of £57,383 and the actual transfer totalling £1.5M which represented a budget variance of 2,611%. Further information could be found at Appendix 1 to the report.

- 12.5 The summarised capital programme was set out at Appendix 3 to the report. The level of capital expenditure incurred in 2017/18 totalled £15.93M with the bulk of this spent on the purchase of further investment properties and refurbishment of the Public Service Centre. The Council had spent £15.93M on capital projects using £1.70M of capital reserves, £510,000 of capital grants, £90,000 of revenue contributions and £13.64M from borrowing. The balance of capital reserves had reduced to £1.98M as at 31 March 2018. The final element of the report related to earmarked reserves and a breakdown was shown at Appendix 4 to the report. The increase in overall revenue reserves totalled £2.56M and was the result of a number of factors including the in-year surplus within the general fund and developer contributions, expenditure against contributions already received and expenditure on existing reserves of £1.01M.
- 12.6 A Member noted that savings had been made on transport across Council services and asked for an explanation as to how that had been achieved. He also queried whether the Council was exploring the use of pool cars and the use of electric vehicles. In response, the Head of Finance and Asset Management advised that the main reason for the reduction was that less business mileage was being incurred and fewer essential car user payments were being made. Pool cars were on the agenda for the forthcoming year and electric vehicles could be part of that exercise. Consideration would also be given to the provision of vehicle charging points for the Council's assets at various locations across the borough during the second half of the year.
- 12.7 Having considered the information provided, it was
- RESOLVED** That the performance management information for quarter 4 of 2017/18 be **NOTED**.

## **OS.13 ECONOMIC DEVELOPMENT AND TOURISM STRATEGY**

- 13.1 The report of the Community and Economic Development Manager, circulated at Pages No. 90-111, provided an update on the delivery of the Economic Development and Tourism Strategy 2017-21. Members were asked to consider the progress made during year one and the actions identified for 2018/19.

- 13.2 The Community and Economic Development Manager advised that the Executive Committee had adopted the Economic Development and Tourism Strategy in June 2017 following its development by an Overview and Scrutiny Review Working Group. A key element for the Working Group was the commissioning and development of an employment land review, economic assessment and business survey which had been carried out by Bruton Knowles. A number of key actions from the strategy had been fulfilled over the last 12 months and examples were set out at Paragraph 2.1 of the report. Several actions had subsequently been developed for 2018/19 and notable priorities were set out at Paragraph 3.1 of the report. The full action plan was attached at Appendix 1 to the report. The Community and Economic Development Manager explained that it was very much a corporate strategy reflecting the Council Plan and Officers across the organisation had contributed to its success.
- 13.3 In terms of the work in 2017/18, the Growth and Enterprise Manager advised that the LEADeR programme had funded 15 schemes to date worth £500,000. These included a shop and workshop for Café au Chocolat in Tewkesbury Town Centre and equipment for the Spray Booth on Tewkesbury Business Park. Members were encouraged to let Officers know if they were aware of any potential projects which may be suitable for funding during 2018/19. She went on to refer to two business events that had been held during the year: the launch of Tewkesbury branding at the Porsche showroom in June 2017 and a Business Breakfast at Tewkesbury Park Hotel in May 2018. Both events had attracted over 100 people and had been excellent opportunities to showcase the positive work that was being done. In 2018/19 it was intended to move these events to Brockworth, Staverton or Winchcombe. Regular one to one sessions were held with businesses through the year and there had been interest from a company which was currently located in Cotswold District which was looking to move to Tewkesbury Borough so Officers across various departments, including Planning and Environmental Health, would be working with them to find premises and make the process as smooth as possible. One significant project was the development of the Growth Hub at the Public Service Centre which was on target to complete by the end of the month. It was intended to have a soft opening in July/August 2018, when businesses could make appointments to use the Hub, with an official launch in September when the refurbishment of the Committee Suite and reception area had been completed. In terms of service delivery, operational plans were in place to ensure that added value was provided by the Council, for example, key service areas would have Officer Champions and there would be multi-agency meetings to prevent businesses being passed around to a number of different departments.
- 13.4 The Leader of the Council stressed that the Growth Hub would be a really positive addition to the Council and the Growth and Enterprise Manager had an essential role to play as the face of the authority in terms of dealing with businesses. He felt this was one of the most exciting projects the Council had embarked upon; this would be the first Growth Hub to be located in a local authority which demonstrated how well the Council engaged with businesses. He noted that the Working Group which had developed the Economic Development and Tourism Strategy had been set up by the Overview and Scrutiny Committee and he thanked everyone who had been involved as this hard work was now paying dividends. He went on to explain that other individual actions would develop throughout the year but made specific reference to the importance of transport infrastructure – rail strategy ideas were being developed and consideration was being given to the potential opportunities at Gloucestershire Airport.

13.5 A Member indicated that Gwinnett's Tomb in Down Hatherley was the borough's newest tourist attraction and had been used to launch the Gloucestershire History Festival. He felt this should be incorporated into the strategy and used to promote the borough. The Community and Economic Development Manager confirmed that contact had previously been made with the Parish Council and he was happy to follow this up again to offer support - he undertook to discuss this further with the Member outside of the meeting. A Member noted that all of the activities referenced were in Tewkesbury town and she questioned if there were any examples of work in other parts of the borough. The Growth and Enterprise Manager reiterated that she was currently working with businesses in Winchcombe and had met with a start-up business the previous day to consider a funding plan and how support could be offered through the Growth Hub. Work was also being carried out with a company on Gloucester Business Park and it was planned to hold an event at Gloucestershire Airport later in the year. There were other Growth Hubs available across the borough and, whilst the main one would be at the Public Service Centre, there were Hubs in Bishop's Cleeve and Tewkesbury libraries; notwithstanding this, she was very keen to make sure the main Growth Hub was successful in supporting businesses across the borough. A Member questioned how Officers had been successful in encouraging the business in Cotswold District to relocate and was advised that the cosmetics company was currently based in Moreton-in-Marsh but was looking to relocate to Junction 9 of the M5 in order to set up a national training centre; this contact had been made through the Growth Hub. In terms of marketing and branding, the Community and Economic Development Manager explained that prospectuses had been produced and Members would already have seen the promotional video for Tewkesbury; it was hoped that these materials would help to attract businesses.

13.6 Several Members expressed the view that the work being carried out was very impressive and congratulated the Officers involved. It was subsequently

**RESOLVED** That the progress made against the Economic Development and Tourism Strategy during year one, and the actions identified for 2018/19, be **NOTED**.

#### **OS.14 ENVIRO-CRIME REPORT**

14.1 The report of the Head of Community Services, circulated at Pages No. 112-131, provided an update on the current activity and actions being taken by the Council in respect of enviro-crimes. Members were asked to consider the update and to agree that future reporting to the Overview and Scrutiny Committee be via an annual report in June – detailing the types, quantities and effectiveness of the Council's approach to enviro-crimes – and a six monthly update which also set out the forward plan for the forthcoming year.

14.2 The Head of Community Services explained that, at its meeting on 2 May 2017, the Overview and Scrutiny Committee had considered a report regarding the Council's approach to tackling enviro-crime within the borough which had included an action plan. Since that time, six monthly updates had been provided to the Committee on progress against that plan, attached at Appendix 1 to the report. It was noted that enviro-crimes had previously been dealt with on an ad-hoc basis but there were now proper procedures and processes in place which would be refined on an ongoing basis to reflect regulatory requirements and efficient working practices. As such, it was proposed to continue to report to the Overview and Scrutiny Committee on a six monthly basis but to focus more on outcomes, such as number of fly-tips reported, number of fixed penalties issued etc. The six month report would therefore be an interim report on the basic metrics, and any particular issues that

had arisen, and the annual report - which was proposed to be brought to the Committee in June - would provide a more detailed review of the achievements and outcomes of the previous year.

- 14.3 The table at Paragraph 2.5 of the report provided a summary of the metrics that were currently collected: noise; dog fouling; fly-tipping; and abandoned vehicles. The successful enforcement action taken during 2017/18 was detailed at Paragraph 2.7 of the report. It was noted there had been six successful prosecutions for fly-tipping and failure to have the appropriate documentation relating to the transfer of waste, and 24 fixed penalty notices had been served for a range of offences. Members were advised that new legislation had been introduced in April giving local authorities the power to issue fixed penalties to the registered keepers of vehicles from which litter was thrown. Previously, local authorities could not issue fixed penalties to the keeper and there had been no obligation for the keeper to advise who was responsible for throwing the litter. As such, it was expected to see an increase in the number of fixed penalties going forward which would hopefully act as a deterrent. In terms of the action plan itself, the majority of actions had been completed or were ongoing.
- 14.4 A Member questioned whether the figures for abandoned vehicles, set out in the table at Paragraph 2.5, were correct for 2015/16. It stated that there had been 793 abandoned vehicles in 2015/16 compared to 237 in 2016/17 and 122 in 2017/18 which was a significant reduction; furthermore, in 2015/16 the same figure had been provided for the number of flytipping incidents i.e. 793 – it was unlikely that these numbers would have been exactly the same so he questioned whether it was an inputting error. The Member also pointed out that the performance tracker, which had been considered at Agenda Item 9, had shown there had been 967 reported enviro-crimes during 2017/18 which did not coincide with the table at Paragraph 2.5 which totalled 1,211. The Head of Community Services indicated that he would review the data following the meeting and report back to Members.
- 14.5 A Member questioned whether the signage used in relation to enviro-crimes was mobile and confirmation was provided this was the case. In response to a query as to how the General Data Protection Regulation (GDPR) had affected the use of CCTV cameras, the Head of Community Services advised that it was no longer possible to use cameras which stored data on a removable card that was inserted into a computer as there was a risk that the cards could be stolen. A Member raised concern that the recycling centre at Morrison's was still in operation despite it having been publicised that it was closing. The Head of Community Services advised that, at the time of writing the report, the intention was for the recycling centre to close and he was unsure why this had not happened; however, he undertook to look into this following the meeting. The Member sought confirmation that members of the public were being advised where the other recycling sites were located and the Head of Community Services indicated that the locations were listed on Tewkesbury Borough and Gloucestershire County Councils' websites and Customer Services also held this information. The sites were actively promoted and shared with the public but more promotion could be done via the Borough News.
- 14.6 A Member drew attention to Page No. 130 of the report which included an action around developing a network of communities to report enviro-crimes, enabling them to act as eyes and ears for the Council, and particular reference was made to community groups, Town and Parish Councils and volunteer litter pickers. The Member questioned why Councillors had been omitted from that list. In response, the Head of Community Services explained that Councillors were considered to be part of the community network. A simple witness statement was being produced to facilitate the reporting of enviro-crimes and this would be provided to staff and Councillors. The Deputy Chief Executive indicated that this was a multi-faceted piece of work and Borough and Parish Councillors would be instrumental in its delivery. Another Member was delighted with the summary of enforcement action,



particularly as this did not seem to be reflected across the county. He questioned how prosecutions were advertised as he felt it was important to promote the fact that action was taken. The Head of Community Services advised that much of the success was down to the hard work of Officers. He provided assurance that prosecutions were advertised in the Borough News and press releases were issued, although these were not always picked up. The Interim Communications and Policy Manager confirmed that they were also promoted via social media and every press release was posted on the Council's website. She reminded Members that they received email notifications regarding press releases and they could be confident that this meant they were also being pushed out on social media as standard practice. It was suggested that it would be useful to provide an update at the next Parish and Town Council Seminar on the work the Borough Council was doing and to ask them for assistance with promotion. A Member pointed out that not everyone used social media and he felt it would be beneficial to produce a poster showing how many prosecutions had been made which could be displayed in hotspots. The Head of Community Services welcomed communication and promotion through all channels and he indicated that signs could be designed to include that information.

14.7 The Chief Executive indicated that the Overview and Scrutiny Committee had been at the forefront of driving the enviro-crimes agenda and he felt that vast improvements had been made over the past year. Nevertheless, he felt that more work could be done with Ward Members around helping them to report enviro-crimes, and ensuring that they understood the various mechanisms available, and he suggested that a Member seminar be arranged for later in the year. A Member commented that she had used the facility for reporting enviro-crimes online on two occasions; she had found it very simple and had received a response within 24 hours.

14.8 In response to a query, the Head of Community Services advised there would be a similar action plan for 2018/19 which would include a number of operations with the Environment Agency and the Police and the introduction of the new Public Space Protection Order. He assured Members that he was committed to building on the progress that had already been made. It was

- RESOLVED**
1. That the update in respect of Enviro-Crimes be **NOTED**.
  2. That the Committee continue to receive reports on a six monthly basis with a detailed annual report in June based on what had been achieved in the previous year and an interim report on basic metrics and any particular issues that had arisen.

## **OS.15 REVIEW OF COMMUNICATIONS STRATEGY**

15.1 The report of the Head of Corporate Services, circulated at Pages No. 132-146, gave an update on the delivery of the Communications Strategy Action Plan. Members were asked to consider the progress that had been made during 2017/18 and to endorse the action plan for 2018/19.

15.2 The Interim Communications and Policy Manager explained that communication was at the heart of everything the Council did and clear communication helped to strengthen links with the public, residents, stakeholders, Members and staff. It had been a very busy year with focus on providing continued support for the Public Service Centre; the Joint Core Strategy; new waste rounds; the new garden waste system; and the introduction of the new format of Tewkesbury Borough News. In addition, the team had continued to produce all internal communications and had dealt with a significant number of media enquiries as well as producing regular newsletters and annual reports for various audiences. It was noted that the Communications and Policy Manager and the Communications Officer had been on

maternity leave during the year and contingency plans had been put in place to ensure there was no detrimental impact on day-to-day communications and delivery of the action plan.

- 15.3 The majority of actions had been delivered or were ongoing and this was reflected in the action plan at Appendix 1 to the report. With regard to the digital strategy, Members were advised that a great deal of work had been done in relation to online forms during the year; this action would carry over into 2018/19 as there was an ongoing need to support the digital strategy. A short course on the Council's approach to social media had been developed and this would be rolled out between June and September. It was noted that Members had been briefed previously and one to one training had also been offered. The Council's media protocol had been reviewed and, whilst no major changes had been made, it was felt that the social media aspects warranted a more in-depth review during the forthcoming year. Whilst the recommendation to issue a minimum of two press releases per week had been achieved on average, they were becoming less relevant with the popularity of social media and this needed to be recognised as an important platform for promoting the Council. The review of internal communications had raised a number of questions but there was an opportunity to provide a more streamlined service using Office 365 and these ideas would be brought to Members at the appropriate time. The Interim Communications and Policy Manager explained that opportunities had been taken to use video content, where appropriate, and this had been effective in increasing the number of likes and followers on social media. It was noted that the Council had secured a double page spread in the Association of Public Service Excellence (APSE) magazine early in the year based on the Council's approach to transformation and promoting the Council's achievements in the local government arena would continue to be an aim for the forthcoming year. With regard to the production of an annual forward action plan for communication opportunities, Members were informed that the introduction of Free Plug Friday on social media had resulted in the creation of a diary which was populated with upcoming events and corporate services projects. Consideration was being given as to how this could be shared with the wider Council in order to gain greater awareness of upcoming communication opportunities. She went on to explain that an email survey had been sent to all Town and Parish Councils to seek feedback on how the Parish Matters newsletter could be improved; there had only been 12 responses, three of which had stated that they did not read it. It was thought that the content may be being received elsewhere, e.g. social media, press releases, Tewkesbury Borough News, and it was intended to raise this at the next Town and Parish Council Seminar as the future of the newsletter was dependent on engagement from the Parishes. Members noted that the Council's followers on Facebook had increased by 48% over the year - from 992 to 1,463 - and 2,964 followers had been gained on Twitter which was an increase of 1,240%. Whilst this was good progress, there was still a lot to do in this area. The proposed action plan for 2018/19 was set out at Appendix 2 and the Interim Communications and Policy Manager welcomed questions from Members.
- 15.4 A Member drew attention to Page No. 145 of the report which included an action to review ways to make the intranet a one-stop shop for staff and he asked that Members be included as they could not currently access the intranet. The Interim Communications and Policy Manager understood that access would be possible through Office 365 therefore it was thought Members would be able to use the intranet in the future. The Head of Corporate Services noted that this issue had been raised before and he provided assurance that it would be considered by the new ICT Operations Manager who had been formally appointed earlier that day.
- 15.5 A Member was disappointed to hear that only 12 Parish Councils had responded to the survey about Parish Matters. The Interim Communications and Policy Manager advised that read receipts were attached to the emails and less than half were opened so clearly something needed to change. Another Member raised concern

that there were no communications in relation to grass cutting until the press release had been issued and he felt there could have been an interim response to at least acknowledge there was a problem. In response, Members were informed that this was a conscious decision and a press release had been prepared when the issue had first arisen for circulation if, and when, the problem escalated. The feedback on social media had been monitored and this had been fed back to the relevant Officers. Had a decision been taken to issue a response on social media, Members would have received this information at the same time; however, it had been decided that the matter would be taken to the Executive Committee. The Chief Executive felt that the Member had a good point in terms of how communications with Councillors had been handled but this related to the team dealing with the issues rather than the Communications Team. He recognised that there were a number of lessons to be learnt from the grass cutting issues this year and these would be picked up in the action plan. The Communications Officer clarified that the Council had responded to people on social media but it had taken a reactive approach rather than a proactive one.

15.6 Having considered the information provided, it was

**RESOLVED** That the progress made against the actions within the Communication Strategy Action Plan during 2017/18 be **NOTED** and that the action plan for 2018/19 be **ENDORSED**.

The meeting closed at 7:08 pm

**EXECUTIVE COMMITTEE FORWARD PLAN 2018/19**

**REGULAR ITEM:**

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

<p><b><u>Addition to 11 July 2018</u></b></p> <ul style="list-style-type: none"> <li>• Section 106 - Allocation of Funds for Community Infrastructure.</li> <li>• Confidential Item: Disposal of the MAFF Site.</li> <li>• Confidential Item: Review of Community Services.</li> </ul>
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<b>Committee Date: 29 August 2018</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Financial Update – Quarter One 2018/19.	To consider the quarterly budget position.	Simon Dix, Head of Finance and Asset Management.	No.
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,
<b>Community Grants Update.</b>	<b>To receive a breakdown of community grants commitments to enable monitoring of their progress.</b>	<b>Simon Dix, Head of Finance and Asset Management.</b>	<b>No.</b>
<b>Affordable Housing Partnership.</b>	<b>To consider whether to extend the partnership prior to the agreed five year review.</b>	<b>Paula Baker, Housing Services Manager.</b>	<b>No.</b>

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Agenda Item 5

<b>Committee Date: 29 August 2018</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Confidential Item: Irrecoverable Debts Write-Off Report (Quarterly).	To consider the write-off of irrecoverable debts.	Graeme Simpson, Head of Corporate Services.	No.
(To be considered in private because of the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)).			

<b>Committee Date: 10 October 2018</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Performance Management Report – Quarter One 2018/19.	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter one performance management information.	Graeme Simpson, Head of Corporate Services.	No.

<b>Committee Date: 21 November 2018</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Financial Update – Quarter Two 2018/19.	To consider the quarterly budget position.	Simon Dix, Head of Finance and Asset Management.	No.
Medium Term Financial Strategy (Annual).	To recommend to Council the adoption of the five year MTFs which describes the financial environment the Council is operating in and the pressures it will face in delivering its services and a balanced budget over the period.	Simon Dix, Head of Finance and Asset Management.	No.
Housing Strategy Monitoring Report (Year 3) (Annual).	To approve the Housing Strategy Monitoring Report for Year Three.	Paula Baker, Housing Services Manager.	No.
Confidential Item: Irrecoverable Debts Write-Off Report (Quarterly).	To consider the write-off of irrecoverable debts.	Graeme Simpson, Head of Corporate Services.	No.
(To be considered in private because of the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)).			

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

<b>Committee Date: 6 February 2019</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Budget 2019/20 (Annual).	To recommend a budget for 2019/20 to the Council.	Simon Dix, Head of Finance and Asset Management.	No.
Financial Update - Quarter Three 2018/19.	To consider the quarterly budget position.	Simon Dix, Head of Finance and Asset Management.	No.
Confidential Item: Irrecoverable Debts Write-Off Report (Quarterly).	To consider the write-off of irrecoverable debts.	Graeme Simpson, Head of Corporate Services.	No.
(To be considered in private because of the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)).			

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



**Committee Date: 3 April 2019**

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Performance Management Report – Quarter Three 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.

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**PENDING ITEMS**

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>
Confidential Item: Spring Gardens/Oldbury Road Regeneration.	To consider the information provided and agree a way forward.
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><b>Deletions from 17 July 2018</b></p> <ul style="list-style-type: none"> <li>• <b>Scrutiny Review of Water Supply Outage Report – moved to September.</b></li> <li>• <b>Corporate Strategies and Policies – moved to September.</b></li> </ul>
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<b>Committee Date: 4 September 2018</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
<b>Scrutiny Review of Water Supply Outage Report.</b>	<b>To approve the Scrutiny Review of Water Supply Outage Report and to recommend it to Council for adoption.</b>	<b>Peter Tonge, Head of Community Services.</b>	<b>Yes – deferred from 17 July as agreed by the Working Group at its meeting on 25 June 2018.</b>
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.
<b>Corporate Strategies and Policies.</b>	<b>To consider the corporate policies and strategies for potential review by the Overview and Scrutiny Committee during 2018/19.</b>		<b>Yes – Deferred from 17 July 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.</b>

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Agenda Item 6

NB – Changes from previous work programme highlighted in bold

<b>Committee Date: 4 September 2018</b>			
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.

<b>Committee Date: 16 October 2018</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
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.

<b>Committee Date: 27 November 2018</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
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.
<b>Grass Cutting Improvement Plan Monitoring Report.</b>	<b>Quarterly report to consider progress against the Grass Cutting Improvement Plan.</b>	<b>Peter Tonge, Head of Community Services.</b>	<b>No.</b>
Gloucestershire Health and Care Overview and Scrutiny Committee Update.	To receive an update from the Council's representative on matters considered at the last meeting (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
Ubico Report.	To receive a six month update from Ubico.	Peter Tonge, Head of Community Services.	No.
<b>Enviro-Crimes Update.</b>	<b>To consider the interim report on basic metrics and any particular issues that have arisen.</b>	<b>Peter Tonge, Head of Community Services.</b>	<b>No – agreed by the Overview and Scrutiny Committee on 12 June 2018.</b>

**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
<b>Grass Cutting Improvement Plan Monitoring Report.</b>	<b>Quarterly report to consider progress against the Grass Cutting Improvement Plan.</b>	<b>Peter Tonge, Head of Community Services.</b>	No.
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.

<b>Committee Date: 12 March 2019</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Performance 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.



<b>Committee Date: 9 April 2019</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
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"> <li>- the future work programme which would be developed with the Gloucestershire Joint Waste Committee in autumn 2017; and</li> <li>- in the longer term, review of the Gloucestershire Waste Strategy.</li> </ul> <p>Agreed by the Overview and Scrutiny Committee at its meeting on 17 October 2017.</p>
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.
<b>Enviro-Crimes Annual Report</b>	<b>June 2019 – agreed by the Overview and Scrutiny Committee at its meeting on 12 June 2018. Interim report in January 2020.</b>

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	17 July 2018
<b>Subject:</b>	Annual Ubico Report
<b>Report of:</b>	Peter J Tonge, Head of Community Services
<b>Corporate Lead:</b>	Robert Weaver, Deputy Chief Executive
<b>Lead Member:</b>	Councillor J R Mason, Lead Member for Clean and Green Environment
<b>Number of Appendices:</b>	5

**Executive Summary:**

This report provides an annual update on the Ubico contract for waste and recycling, street cleaning and grounds maintenance services.

The report details the performance outturn figures for 2017/18; despite some difficulties with the service early in the year, predominantly due to service changes, recycling in the Borough remains positive and waste to landfill continues to fall.

This report not only outlines service performance but also considers the financial outturn figures for the year, which shows an underspend. It also informs Members on the other elements of the Ubico contract including street cleansing, grounds maintenance and the excellent garden waste service which is delivering better income than targeted.

Finally, the report introduces a new suite of performance indicators which will be monitored consistently across the Ubico partnership and will form the basis of future reports on this subject.

**Recommendation:**

**To CONSIDER the annual Ubico report.**

**Reasons for Recommendation:**

The report allows Members to monitor service performance and financial performance of our waste and recycling contractor Ubico Ltd. The Overview and Scrutiny Committee receives regular updates on the performance of Ubico Ltd. In previous years the timing of the annual reports was such that not all of the performance data for the year was available; this year the annual review has been timed in a manner to be able to provide a full years data.

**Resource Implications:**

None arising directly from this report.

**Legal Implications:**

None arising directly from this report.

**Risk Management Implications:**

There are no significant new risks or opportunities arising within the period under review.

**Performance Management Follow-up:**

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

**Environmental Implications:**

None arising directly from this report.

**1.0 INTRODUCTION/BACKGROUND**

- 1.1** Ubico has been delivering the Council's waste and street scene services since 1 April 2015. The Overview and Scrutiny Committee review the performance of the contract on an annual basis.
- 1.2** The 2016/17 annual review report provided to Overview and Scrutiny Committee in May 2017 did not include Q4 figures due to the timing of the report. It was subsequently resolved that the annual review of the performance of the Ubico contract be brought back to the Committee in July 2018, including the full year's performance information. It was agreed that, going forward, reports would be prepared for the July Committee meeting to enable a full year's performance figures to be included and allow for comparison year on year. The Committee received an interim report in September 2017.
- 1.3** Members will recall that, in April 2017, in partnership with Ubico, the Council rolled out a significant service change that saw over 60% of households having a change in their collection day or week. This change in service led to a high number of missed collections and complaints to the Council and resulted in an improvement plan being put in place.
- 1.4** Despite these changes and the disruption to service, recycling rates remain positive and the quantity of residual household waste going to landfill continues to decline.

**3.0 UBICO PERFORMANCE**

- 3.1** A range of performance information is collected and reported to the Environmental Services Partnership Board (ESPB) quarterly and is monitored by the Joint Waste Team on a monthly basis.
- 3.2** Appendix 1 attaches the Commissioner Report which is prepared for the ESPB and details service requests, performance and health and safety statistics for the year. The highlights from that report are outlined below.

### **3.3 Residual Household Waste Per Household (Kg/Per Year) And Household Waste Reused, Recycled And Composted**

**3.3.1** The table below shows the 2016/17 and 2017/18 outturn figures and also shows the percentage of household collections that were completed on schedule:

<b>Indicator</b>	<b>2016/17</b>	<b>2017/18</b>
Residual Household Waste per household (kg/hh)	410	385
Percentage of household waste reused, recycled and composted.	53.29%	54.07%
Percentage of household collections completed on schedule.	99.95%	99.88%

**3.3.2** The final outturn for 2017/18 shows a decrease in the amount of residual waste sent to landfill and an increase in the percentage of waste reused, recycled and composted. This is positive given the backdrop of declining recycling rates nationally.

### **3.4 Percentage of Household Collections Completed on Schedule**

**3.4.1** On a monthly basis there are approximately 350,600 collections taking place which equates to 4.2 million collections per year.

**3.4.2** During 2016/17 there were 2,240 missed collections. In 2017/18, as a result of the service changes, we experienced a significant increase - certainly in the early part of the year - with an outturn of 5,317.

**3.4.3** The target in previous years for the percentage of missed collections was 1%, meaning that Ubico would have been well within the target of 42,000 total misses for the year; however the Managing Director of Ubico agreed a new target of 0.1%, or a target of 4,200 a year, and this remains the current target.

**3.4.4** Quarter 1, and part of Quarter 2's, missed bin figures remained stubbornly high and an urgent improvement plan was put into place. This improvement plan included the following elements:

- to reduce the number missed to collections to less than 100 per week by the end of August, and a further 50% reduction by the end of October from the end of Q1 figure. This will equate to 0.09% missed collection rate, well below the (at that time) 1% performance target;
- improve communications between the Council and Ubico;
- develop better reporting systems; and
- ensure that the stock of bins is monitored and maintained in order for Ubico to deliver bins to residents when needed.

**3.4.5** The improvement plan has had some success and the number of missed collections has reduced but remains above target.

### **3.5 Bin Deliveries and Bulky Waste Collection**

- 3.5.1** The new system for bin deliveries and bulky waste collection has reduced lead times to an acceptable level. Further improvements were implemented in September which added 2 days per month to the schedule in areas where demand is highest. The lead times are monitored at the monthly Joint Waste Team / Customer Services / Ubico meeting and corrective action is put in place if lead times start to rise. Currently the wait time is approximately 2 weeks.
- 3.5.2** In June, Ubico ran out of garden waste bins which resulted in bins not being delivered to residents at the agreed time and under-utilisation of resources for a short period. As mentioned above, as part of the improvement plan Ubico has assigned a person responsible for monitoring stock levels, gaining quotes and ordering bins and has committed to maintaining adequate levels of stock. In addition, following a review of the Swindon Road Depot, more space has been identified to store larger numbers of bins on site; this will have helped to resolve bin stock issues.

### **3.6 Grounds Maintenance**

- 3.6.1** Tewkesbury Borough Council is responsible for grass cutting on its own land and has a contract arrangement with Gloucestershire County Highways and Parish Councils to cut various areas of grass across the borough. Gloucestershire County Highways currently contracts Amey for highway verges across the county and, in Tewkesbury Borough, these are mainly verges and roundabouts along lanes and major trunk roads, The majority of the grass that Tewkesbury Borough Council / Ubico cut on behalf Gloucestershire County Highways is within developments such as the Wheatpieces, Newtown, Bishop's Cleeve, Winchcombe, Longford, Ashleworth and Gotherington. Tewkesbury Borough Council only cuts the roundabouts and trunk road verges when they neighbour a development. For example, Tewkesbury Borough Council / Ubico is not responsible for the verges along the A38 on the dual carriageway south of Tewkesbury; the Tewkesbury Road into Cheltenham; and around Junction 9 of the M5
- 3.6.2** Tewkesbury Borough Council officers have provided comprehensive maps to Ubico detailing all land subject to maintenance, however at the start of the year an unacceptable level of complaints was being received about grass cutting. This led to an unacceptable number of complaints from members of the public and the Council's Executive Committee expressed deep concern about the level and quality of grass cutting.
- 3.6.3** As a result, an urgent improvement plan was put in place and this plan is appended to this report at Appendix 2 for information.
- 3.6.4** At the time of writing this report, Ubico has caught up with its grass cutting schedules.

### **3.7 Street Cleaning / Garden Waste / Fly-tipping**

- 3.7.1** The Joint Waste Team is in the process of undertaking a street cleansing review. The purpose of this review is to appraise the current practices carried out by Ubico, in line with the relevant governing legislation and the Council's vision under the Clean and Green Environment Portfolio.
- 3.7.2** Since the services were transferred to Ubico Ltd in 2015, a new fleet of cleansing vehicles has been procured and much housing development has taken place. A review is required to evaluate the service performance and also to decide whether the current levels of resourcing, frequencies of cleansing activities and schedules are sufficient to meet the service standards and legislation.

- 3.7.3** The fly-tipping figures reported in Appendix 1 are the number of reports that are sent to Ubico to clear rather than to the total number of fly-tips reported. This is because some fly-tips occur on private land and are not the Council's responsibility to clear.
- 3.7.4** There has been a slight increase in the number of fly-tips cleared by Ubico from 902 in 2016/17 to 925 in 2017/18. It is hoped that further enforcement action and subsequent publicity by the Council will see this decrease in the coming years.
- 3.7.5** The garden waste service has been in operation since March 2006 and has served the 15,000 customers well. Historically, customers who had a brown bin and signed up to the service were invoiced on the annual renewal date of their joining the service. This meant that invoices were being raised and payments being taken all year round, in addition to this, manual lists were being used by the Ubico crews to identify who had signed up to the service.
- 3.7.6** In April 2018 the Council changed the way it delivers the garden waste service and how it charges for it. We moved to a single renewal date (1 April) and used a sticker for the bin to identify those customers that had paid for the service for the current year. This had led to an increase in the customer base and income.

#### **4.0 FORMAL COMPLAINTS**

- 4.1** The table below shows the number of complaints by year by complaint type.

<b>Complaint Type</b>	<b>No. of complaints</b>	
	<b>2016/17</b>	<b>2017/18</b>
Waste and Recycling	51	82
Grass Cutting	3	2

- 4.2** It is highly likely that the elevated number of waste and recycling complaints in 2017/18 is due to the service changes at the start of the year.
- 4.3** The above numbers differ slightly to the numbers in the Ubico performance report and this is due to some complaints being dealt with by the Council and not necessarily being reported through to Ubico as a formal complaint.

#### **5.0 FINANCIAL PERFORMANCE**

- 5.1** At Q3, Ubico was forecasting an approximate £40,000 overspend. The reality at year end was a £58,000 underspend. This indicates that, whilst building the budget for the year has improved, budget management and forecasting still needs improvement. Ubico has recognised this and added to their finance team to ensure better budget monitoring going forward.
- 5.2** Full details of the financial performance for 2017/18 can be found at Appendix 3.

## **6.0 FUTURE PERFORMANCE REPORTING**

- 6.1 Over the course of the last 12 months, the Joint Waste Team, Ubico and all Ubico partners have been working on developing a new suite of performance indicators and these are attached at Appendix 4.
- 6.2 These indicators have been agreed across the Ubico partnership and will lead to better performance management and we will now be able to compare how Ubico is performing across the partners.
- 6.3 These indicators will form the basis of reports to this Committee moving forward.

## **7.0 CONCLUSION**

- 7.1 Improvements are being made and officers of the Council, Joint Waste Team and Ubico are working closely together to monitor progress regularly.
- 7.2 Particular improvements have been made in reducing the number of missed bins and better communications between partners has assisted greatly in this and has enhanced the level of communication with our communities.
- 7.3 Management is determined that the issues are resolved effectively and more quickly. Standards are being closely monitoring and corrective action will be taken as necessary to resolve any further issues.
- 7.4 Appendix 5 to this report is a summary, produced by Ubico, of performance for the year.

## **8.0 OTHER OPTIONS CONSIDERED**

- 8.1 None

## **9.0 CONSULTATION**

- 9.1 None

## **10.0 RELEVANT COUNCIL POLICIES /STRATEGIES**

- 10.1 Joint Waste Committee Business Plan  
Ubico Business Plan

## **11.0 RELEVANT GOVERNMENT POLICIES**

- 11.1 None

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

- 12.1 None

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

- 13.1 None

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

- 14.1 None



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

**15.1** None

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<b>Background Papers:</b>	Overview and Scrutiny Committee Minutes – May 2017
<b>Contact Officers:</b>	Peter J Tonge, Head of Community Services 01684 272259 <a href="mailto:Peter.tonge@tewkesbury.gov.uk">Peter.tonge@tewkesbury.gov.uk</a>
<b>Appendices:</b>	Appendix 1 – Ubico Commissioner Report Appendix 2 – Ubico Grass Cutting Improvement Plan Appendix 3 – Ubico Financial Reporting Appendix 4 – Joint Waste Team / Partnership Key Performance Indicators. Appendix 5 – Ubico report – June 2018.

Waste & recycling - TBC contract - 2017/18																										
No. of households - 38,440																										
Ref	Indicator title	Apr-17	May-17	Jun-17	Q1	Q1 2016/17 Totals	Jul-17	Aug-17	Sep-17	Q2	Q2 2016/17 Totals	Oct-17	Nov-17	Dec-17	Q3	Q3 2016/17 Totals	Jan-18	Feb-18	Mar-18	Q4	Q4 2016/17 Totals	Annual Total	Previous Year	Notes	Notes	
NI 191	Residual household waste per household (Kg/year)	31	34	36	101	109	30	32	31	94	104	32	32	29	93	96	37	29	31	97	101.00	385	410			
NI 192	Household waste reused, recycled and composted (%)	56.07%	56.22%	58.78%	57.18%	54.80%	56.60%	57.83%	57.99%	57.50%	55.14%	55.89%	52.61%	47.14%	51.88%	52.36%	51.50%	48.80%	48.80%	49.70%	50.23%	54.07%	53.29%			
CI 2	% Number of household collections completed on schedule (of total collections)	99.72%	99.86%	99.85%	99.81%	99.95%	99.85%	99.87%	99.93%	99.88%	99.94%	99.92%	99.93%	99.90%	99.92%	99.95%	99.88%	99.91%	99.87%	99.89%	99.95%	99.88%	99.95%		Includes Christmas and bad weather period.	

Customer Service - TBC Contract - subject to change																										
Ref	Indicator title	Apr-17	May-17	Jun-17	Q1	Q1 2016/17 Totals	Jul-17	Aug-17	Sep-17	Q2	Q2 2016/17 Totals	Oct-17	Nov-17	Dec-17	Q3	Q3 2016/17 Totals	Jan-18	Feb-18	Mar-18	Q4	Q4 2016/17 Totals	Annual Total	Previous Year	Notes	Notes	
	Missed collections - Ubico figures	1001	491	542	2034	620	543	447	258	1248	638	273	228	357	858	480	408	316	453	1177	502	5317	2240		TBC do approximately 350,600 collections per month	
	No of green bins requested	132	139	134	405	342	167	125	133	425	344	133	135	119	387	358	117	92	74	283	367	1500	1411			
	No of blue bins requested	140	128	142	410	317	99	100	113	312	315	120	127	113	360	324	141	118	81	340	361	1422	1317			
	No of brown bins requested ?	27	36	29	92	89	37	34	28	99	93	28	14	3	45	59	45	47	127	219	46	455	287			
	No of other bins requests	26	21	18	65	48	12	16	10	38	46	14	12	8	34	56	5	59	300	364	60	501	210		Other's significantly higher for March due to a system change which started recording delivery requests such as litter picking equipment, bags etc.	
	No of kerbside caddies requests	133	127	129	389	360	135	120	130	385	323	114	140	108	362	335	146	103	72	321	412	1457	1430			
	No of kitchen caddies requests	104	112	109	325	277	108	98	113	319	348	108	109	100	317	268	112	86	60	258	305	1219	1198			
R2	Litter/ Street cleaning reports	46	44	61	151	141	39	31	33	103	127	54	39	30	123	100	72	56	54	182	149	559	517			
R3	Flytipping reports	79	86	69	234	261	92	62	75	229	231	78	58	56	192	197	105	72	93	270	213	925	902		Consistently high fly tipping reports.	
R4	Graffiti reports	1	3	1	5	1	0	2	1	3	4	3	1	0	4	4	0	1	0	1	3	13	12			
R6	Dead animal reports	10	6	11	27	19	11	13	10	34	27	8	10	5	23	15	8	6	5	19	32	103	93			
R7	Dog / litter bin overflowing	9	6	8	23	17	7	21	5	33	17	8	3	4	15	9	15	8	9	32	17	103	60			
R8	Dog fouling reports	1	4	5	10	14	7	3	7	17	13	4	11	7	22	19	23	16	12	51	48	100	94			
R9	Grounds maintenance reports	57	49	130	236	275	100	89	80	269	288	127	60	30	217	98	79	41	25	145	119	867	780		Undergoing reporting system review.	
	Actual Official complaints	6	5	5	16	15	8	5	3	16	14	1	7	4	12	4	5	7	2	14	12	58	45			

Fleet management - TBC contract - 2017/18																										
Ref	Indicator title	Apr-17	May-17	Jun-17	Q1	Q1 2016/17 Totals	Jul-17	Aug-17	Sep-17	Q2	Q2 2016/17 Totals	Oct-17	Nov-17	Dec-17	Q3	Q3 2016/17 Totals	Jan-18	Feb-18	Mar-18	Q4	Q4 2016/17 Totals	Annual Total	Previous Year	Notes	Notes	
FM 2	Provide monthly reports for fuel issues	16431	23827	24092	64350	74924	21937	22461	22999	67396	76208	22172	17567	18728	58467	72553	22490	20544	20553	63587	64245	253800	287930		Consistently lower than last year despite fleet increase.	

**GROUNDS MAINTENANCE (Grass cutting) ACTION PLAN**

<b>Project managers – Pete Tonge (TBC), Head of Operations - Ubico (Ubico)</b>				
<b>Action</b>	<b>Target Date</b>	<b>Responsible Officer</b>	<b>Status</b>	<b>Comments</b>
Introduction of a case management system for reporting of work and the management of staff and communication to the public.	December 2017	Asset Manager - Tewkesbury Borough Council/ Landscape Operations Supervisor - Ubico	✓	Complete
Introduction of clear and accountable KPI's including confirmation of completion of work timescales as outlined below: <ul style="list-style-type: none"> <li>✓ 'Urgent' to be actioned within 24 hours as there is either risk to people or property or a reputational risk to Ubico or TBC</li> <li>✓ 'High risk' to be actioned within 2 weeks of being reported</li> </ul>	March 2018	Asset Manager - Tewkesbury Borough Council/ Landscape Operations Supervisor - Ubico	✓	These KPIs have been agreed with Ubico and set standards for how Ubico will respond to requests from TBC.

<ul style="list-style-type: none"> <li>✓ 'Medium risk' to be actioned within 3 months of being reported</li> <li>✓ 'Low risk' to be actioned within 6 months of being reported</li> </ul>				
A further round of new maps to be issued to ensure that all crews have all relevant and up to date information.	04 June 2018	Asset Manager – Tewkesbury Borough Council	☺	This is to address inconsistencies in the mapping sets, discovered by carrying out checks
Actively seek out third parties of land historically maintained by TBC and negotiate a speedy solution to the maintenance of that land.	July 2018	Asset Manager – Tewkesbury Borough Council	☺	A number of 3 <sup>rd</sup> parties of land have already been identified and arrangements made to maintain the land. By the end of July all registered land that TBC have traditionally cut will have been identified and a resolution agreed.
Weekly client meetings to update TBC of Ubico's progress and TBC to discuss issues with the grass cutting implemented March 2018	June 2018 & ongoing.	Asset Manager - Tewkesbury Borough Council/ Landscape Operations Supervisor - Ubico	☺	Weekly client / contract monitoring meetings allow issues of nature and quality of work to be discussed.

Regular monitoring checks by TBC officer	June 2018 & ongoing	Asset Manager – Tewkesbury Borough Council	☺	To ensure that the crews are carrying out the cutting according to the maps. Once crews have completed the back logs these check will be extended to quality checks.
Weekly member updates with schedule for the following week of areas being cut.	June 2018	Asset Manager - Tewkesbury Borough Council/ Head of Community Services - Tewkesbury Borough Council	TBC	Members will be informed about where the crews should be on a weekly basis. This may be subject to change because of weather,
Develop quality KPIs to monitor quality of cuts.	July 2018	Head of Community Services – Tewkesbury Borough Council	TBC	
Tracking devices fitted to all vehicles.	June 2018	Landscape Operations Supervisor - Ubico	✓	Tracking data allows officers to query historic information in the case of complaints.
Introduction of an electronic mapping system for all crews to access.	June 2018	Asset Manager – Tewkesbury Borough Council	TBC	Currently maps are in paper copies which is cumbersome and can lead to mistakes if not updated regularly. Electronic data can be downloaded directly to each crew via their electronic devices.

Ubico to introduce grass cutting round sheets for crews to sign work off on a weekly basis for contracted monitoring.	August 2018	Landscape Operations Supervisor - Ubico	TBC	Introducing sign off sheets will place more accountability on crews to sign off the fact that allocated work has been carried out.
Ubico to review the rounds to ensure they are efficient for the movement of staff and equipment	August 2018	Landscape Operations Supervisor - Ubico / Head of Operations - Ubico	TBC	Currently the crews work in an ad-hoc manner across the borough, Better route mapping will allow Ubico to maximise the use of resources.
Ubico to establish any resource or equipment requirements along with a business case to ensure the future efficient operation of the service for TBC to consider.	March 2019	Head of Community Services - Tewkesbury Borough Council / Asset Manager - Tewkesbury Borough Council/ Head of Operations - Ubico / Landscape Operations Supervisor - Ubico.	TBC	A full review of resources allocated to grounds maintenance across the TBC area needs to be carried out to ensure that Ubico have the correct level of resources both in terms of manpower and equipment.

Appendix 3

2017-18 Full Year			
	Contract Sum	Actual	Variance
Employment Costs	420,840	512,426	91,586
Direct Expenditure	136,546	134,118	-2,428
Transport Dept Charges	132,405	77,896	-54,509
Operations Account Recharge	97,070	89,107	-7,963
Business Support Unit Recharge	51,202	50,890	-312
Indirect Expenditure	280,677	217,893	-62,784
<b>Refuse Collection</b>	<b>838,063</b>	<b>864,437</b>	<b>26,375</b>
Employment Costs	49,500	52,089	2,589
Direct Expenditure	168,701	186,826	18,125
Transport Dept Charges	23,442	13,791	-9,651
Operations Account Recharge	32,100	29,463	-2,637
Business Support Unit Recharge	16,432	16,133	-300
Indirect Expenditure	71,974	59,387	-12,587
<b>Trade Waste</b>	<b>290,175</b>	<b>298,302</b>	<b>8,127</b>
Employment Costs	338,400	435,052	96,652
Direct Expenditure	134,401	88,234	-46,167
Transport Dept Charges	115,908	68,191	-47,718
Operations Account Recharge	85,720	78,687	-7,033
Business Support Unit Recharge	44,034	43,231	-803
Indirect Expenditure	245,662	190,109	-55,553
<b>Recycling</b>	<b>718,463</b>	<b>713,396</b>	<b>-5,068</b>
Employment Costs	159,830	210,867	51,037
Direct Expenditure	58,665	55,193	-3,472
Transport Dept Charges	66,420	39,076	-27,344
Operations Account Recharge	42,660	39,164	-3,496
Business Support Unit Recharge	22,005	21,604	-401
Indirect Expenditure	131,085	99,843	-31,241
<b>Garden Waste</b>	<b>349,580</b>	<b>365,903</b>	<b>16,323</b>
Employment Costs	265,580	247,880	-17,700
Direct Expenditure	41,460	33,606	-7,854
Transport Dept Charges	36,465	21,453	-15,012
Operations Account Recharge	46,580	42,757	-3,823
Business Support Unit Recharge	23,602	23,172	-430
Indirect Expenditure	106,647	87,382	-19,265
<b>Food Waste</b>	<b>413,687</b>	<b>368,868</b>	<b>-44,819</b>
Employment Costs	218,380	214,479	-3,901
Direct Expenditure	98,673	66,451	-32,222
Transport Dept Charges	17,365	10,216	-7,149
Operations Account Recharge	40,320	37,008	-3,312
Business Support Unit Recharge	21,595	21,201	-394
Indirect Expenditure	79,280	68,425	-10,854
<b>Grounds Maintenance</b>	<b>396,333</b>	<b>349,356</b>	<b>-46,977</b>
Employment Costs	255,910	239,482	-16,428
Direct Expenditure	62,807	88,277	25,470
Transport Dept Charges	42,109	24,773	-17,336
Operations Account Recharge	46,970	43,116	-3,854
Business Support Unit Recharge	24,918	24,464	-454
Indirect Expenditure	113,997	92,353	-21,643
<b>Street Cleansing</b>	<b>432,714</b>	<b>420,112</b>	<b>-12,602</b>
<b>Total</b>	<b>3,439,015</b>	<b>3,380,374</b>	<b>-58,641</b>
Employment Costs	1708440	1,912,275	203,835
Direct Expenditure	701,253	652,706	-48,547
Transport Dept Charges	434,114	255,396	-178,718
Operations Account Recharge	391,420	359,303	-32,117
Business Support Unit Recharge	203,788	200,695	-3,093
Indirect Expenditure	1,029,322	815,393	-213,929
	3,439,015	3,380,374	-58,641

Version: 0.5 Date: Feb-18  
 Author: WL

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Service Area	KPI Description	Measure	Target	Notes
Waste & Recycling Collection	Residual household waste per household	kg/hh/yr	Less than 479kg/hh/yr by 2019/20	This is the JWC target. Individual authorities may wish to set a local target if this has already been met or an intermediate target towards it.
	Household waste reused, recycled composted	%	60% by 2019/20	As above
	Food waste collected	kg/hh/yr	90	Based on WRAP food waste ready reckoner figures. See food waste tab.
	No of Garden Waste subscriptions	Number per month	-	District specific
	Garden Waste collected	kg/hh/yr	-	District specific
	No of refuse bins requested	Number per month	N/A	District specific
	No of recycling containers requested	Number per month	N/A	District specific
	No. of garden waste bins requested	Number per month	N/A	District specific
	No. of food waste containers requested	Number per month	N/A	District specific
	No. of new properties recorded	Number per month	N/A	District specific
	Delivery of new or replacement containers	% completed within 10 working days	95% completion within 10 working days	Acknowledged that the current requirement in a number of districts is a target of 28 days. 10 days is considered a more reasonable, customer focussed target.
	Missed refuse collections	Number per month per 100,000 collections	Less than 50 per 100,000	
	Missed recycling collections	Number per month per 100,000 collections	Less than 50 per 100,000	
	Missed food waste collections	Number per month per 100,000 collections	Less than 50 per 100,000	
	Missed garden waste collections	Number per month per 100,000 collections	Less than 50 per 100,000	
	Missed assisted collections	Number missed per month	Less than 5% missed	
	Repeat missed collections	Number of properties missed more than once in a three month period	Less than 10 repeat missed collections per month.	
	Repeat missed assisted collections	Number of properties missed more than once in a three month period	Less than 2 repeat missed assisted collections per month.	
	Bulky waste collections	% completed within 10 working days	95% completion within 10 working days	
	Dealing with complaints	-	-	District specific response times
Number of overweight vehicles	Number per month	No more than 5 per month per district		



Service Area	KPI Description	Measure	Target	Notes
	Service cost	£/hh/yr	-	District specific
Street Cleaning (KPIs related to public land unless stated otherwise)	No of instances of Graffiti recorded	Number per month	-	
	Removal of Graffiti (non-offensive)	Proportion removed within 5 working days	100% removal within 5 working days	
	Removal of offensive Graffiti	Proportion removed within 1 working day	100% removal within 1 working day	Will need to agree a definition of offensive (suggest anything related to race, gender, sexual orientation)
	No of fly-tips reported	Number per month	-	
	Removal of fly-tipping	Proportion removed within 2 working days	100% rectification within 2 working days	
	Removal of large scale fly-tipping	Proportion removed within 5 working days	100% rectification within 5 working days	Will need to agree a definition of large scale (i.e requires mechanical plant to remove)
	Removal of drugs and/or needles	Proportion removed within half a working day	100% rectification within half a working day	
	Number of overflowing bring sites and/or complaints about bring site cleanliness	Proportion rectified within 2 working days	100% rectification within 2 working days	
	Removal of dead animals	Proportion removed within 2 working days	100% removal within 2 working days	
	Number of overflowing Litter/Dog bins	Proportion rectified within 2 working days	100% rectification within 2 working days	May wish to develop targets specific to street cleaning zones in line with Litter Code of Practice (i.e. half a day response for areas of high intensity use and 14 day response for areas of low intensity use).
	Rectification of street cleanliness complaints	Proportion rectified within 2 working days	100% rectification within 2 working days	Comment as above. Rectification means returning the area to Grade A - no litter or refuse.
	Rectification of street cleanliness complaints in areas with special circumstances	Proportion rectified within 14 working days	100% rectification within 14 working days	This might apply to areas such as fast road cleaning where lane closures might be needed, or to other land where access may be restricted. Might need to extend the target to 28 days.
	Receptacles not placed back and/or litter left following collections	Number per month	Less than 25 per 100,000 collections	
	Fleet Management	Retain "Green" rating from Traffic Commissioner/VOSA		
	Number of hire vehicles used	Number hired per month	Less than 10% of fleet	
Management and Resourcing	Sickness/lost days	Lost days per FTE	Less than 2% missed per FTE	
	Use of Agency Staff	% of workforce provided via agency	Less than 10%	
	Recruitment and retention of staff	% staff turnover per yr	Less than 10%	
	Non-completion of collection rounds	no. of collections missed due to non-completion of daily rounds	99.9% daily completion	

Service Area	KPI Description	Measure	Target	Notes
Grounds Maintenance	Provision of gritting	% of weather alerts acted on in required timescale		
	Grounds maintenance carried out that meets standards as set in specification			
	Play areas inspected on time and meet specification			
	Play areas maintained to standards set in specification			
	Cleaning services carried out to standards and frequency of specification			
Household Recycling Centres	[To be added]			

# Ubico Report - June 2018

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# Our New Values

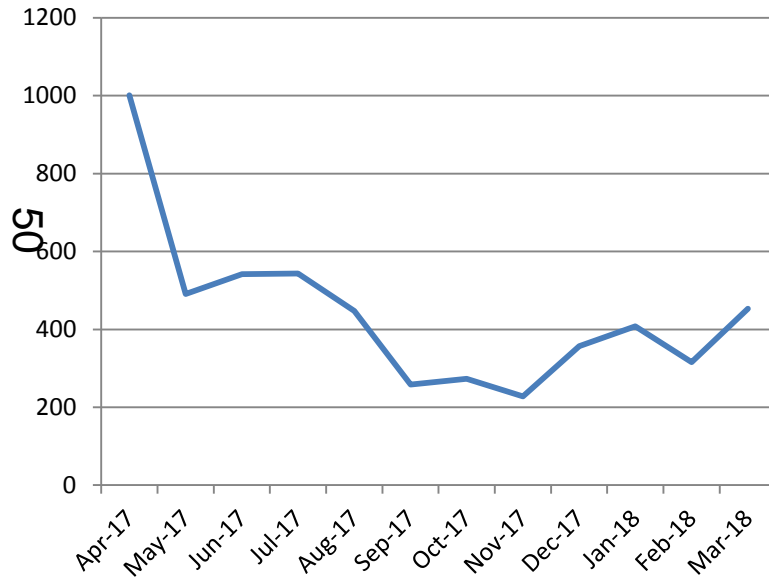
49

deliver **quality**  
**be safe**  
do the **right** thing  
**care for our environment**  
**work together**



# Deliver Quality: Missed Collections

Missed Collections



**Q4 (Jan-March) Missed  
Collection Rate:**

— Missed Collections

**0.09%**



# Deliver Quality: Missed Collections

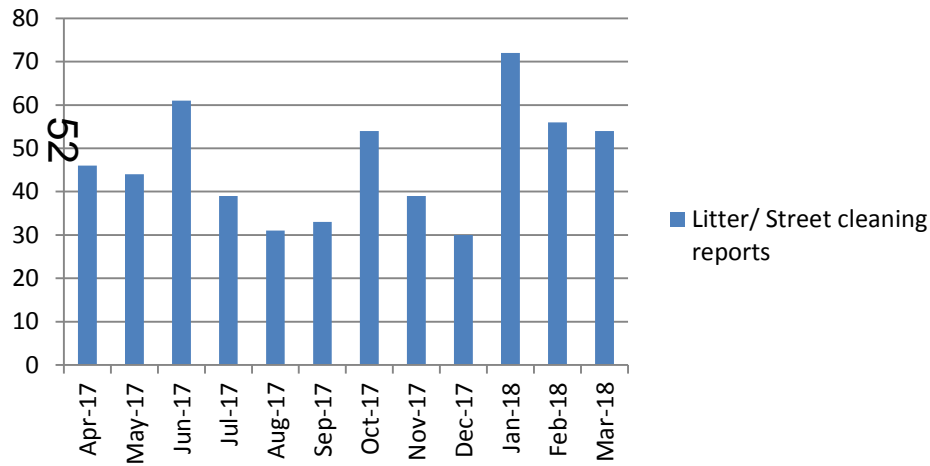
- Adverse weather impacted collections and increased missed collections across the winter
- Missed collections on Garden Waste is a particular focus for Ubico. An improvement project in partnership with TBC is underway to create dedicated rounds for each garden waste crew. Previously the third crew was used as a temporary support vehicle but due to demand and volumes, creating a dedicated round will reduce missed collections and improve crew accountability
- Ubico are also working with TBC to improve back office functions and to explore potential for in-cab technology. However this is a medium term project

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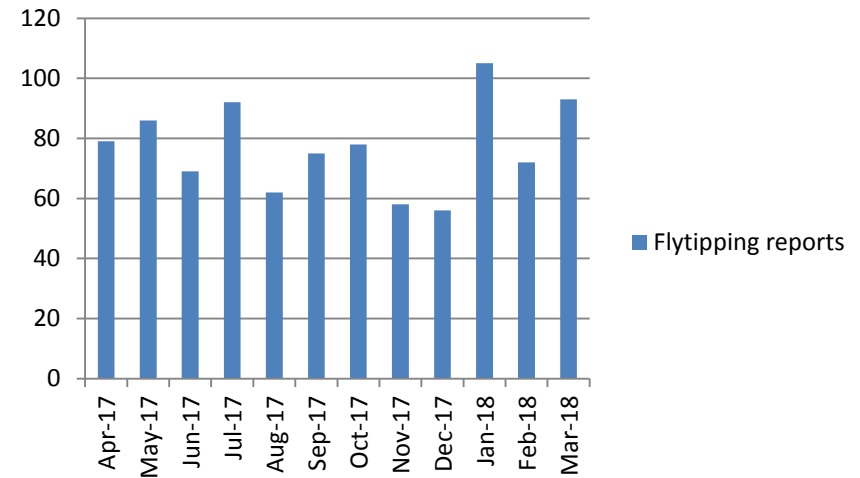


# Care for Our Environment:

## Litter/ Street cleaning reports



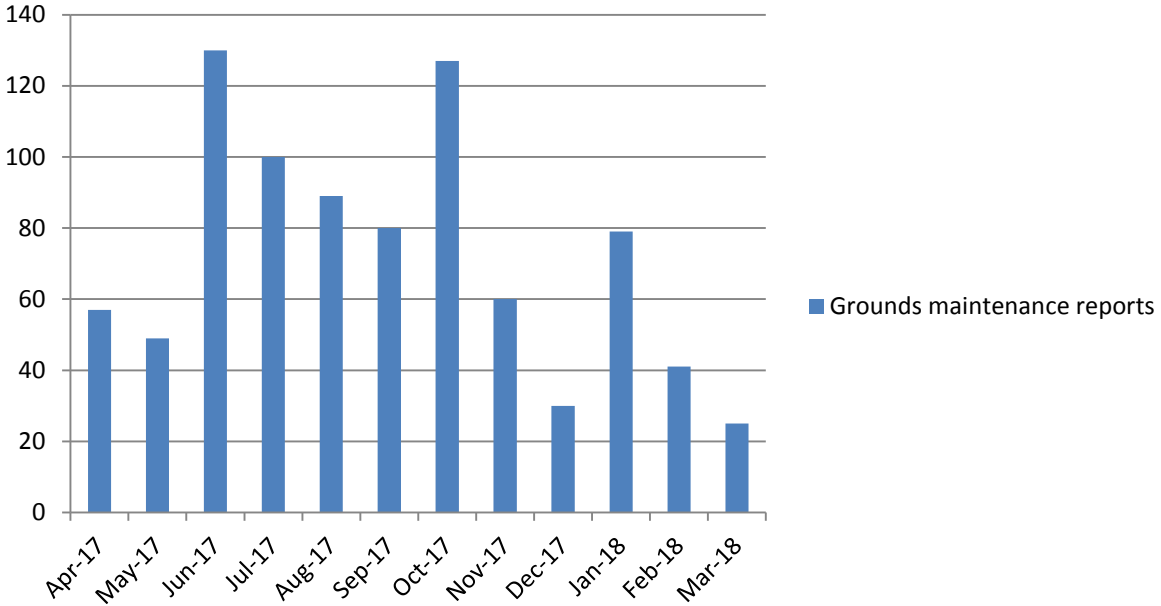
## Flytipping reports



# Care for Our Environment:

53

### Grounds maintenance reports

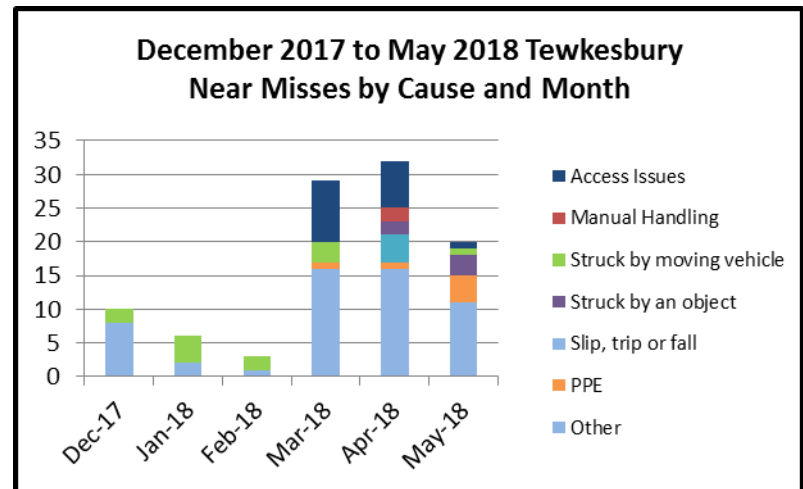
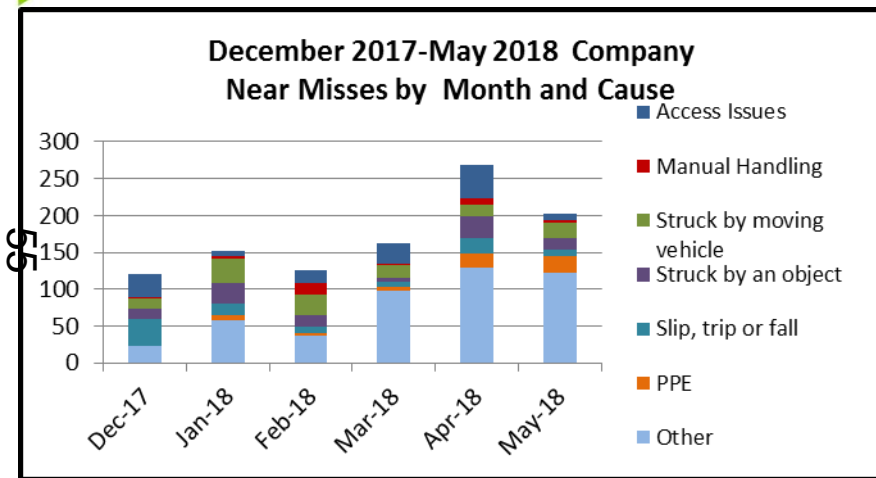




# Deliver Quality: Grounds Maintenance

- A full improvement project has been launched by TBC that Ubico is supporting. The project will:
  - Identify key lessons learned
  - Determine number of cuts and frequency needed to provide desired quality and associated resource requirement
  - Improve mapping of areas to cut and maintain
  - Provide better contingency and flexibility to respond to need and growing seasons
  - Review and confirm priority areas with the Borough
  - Review the equipment used by operatives to improve quality
  - Review the current supervision of operational teams to monitor the quality delivered.

# Be Safe: Near Miss Reporting

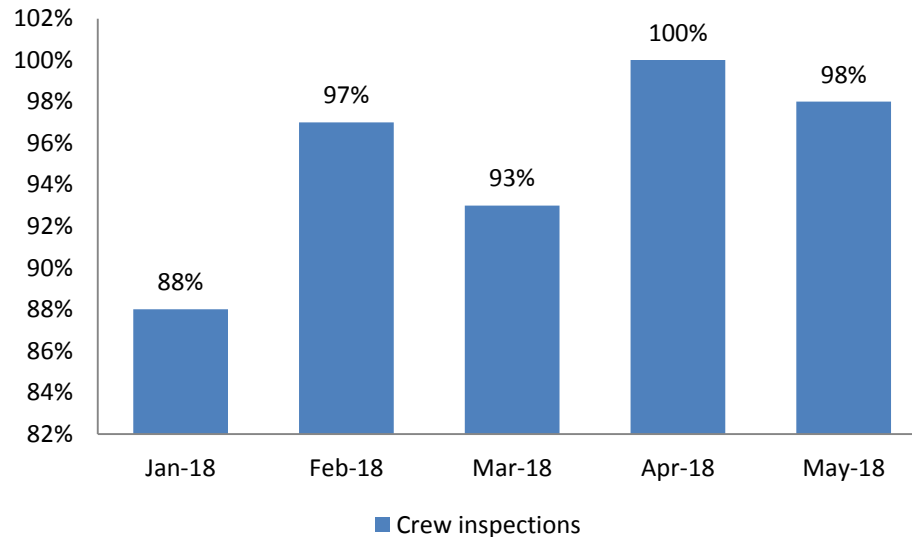


Company-wide project launched in October 2017 to improve near miss reporting. Near miss reporting helps the company to be better at managing and making interventions on health and safety risks.



# Be Safe: TBC Crew Inspections

56

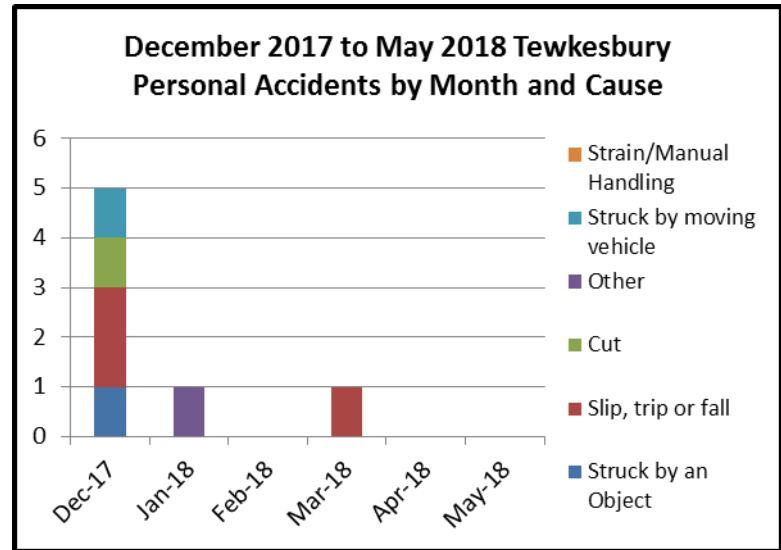
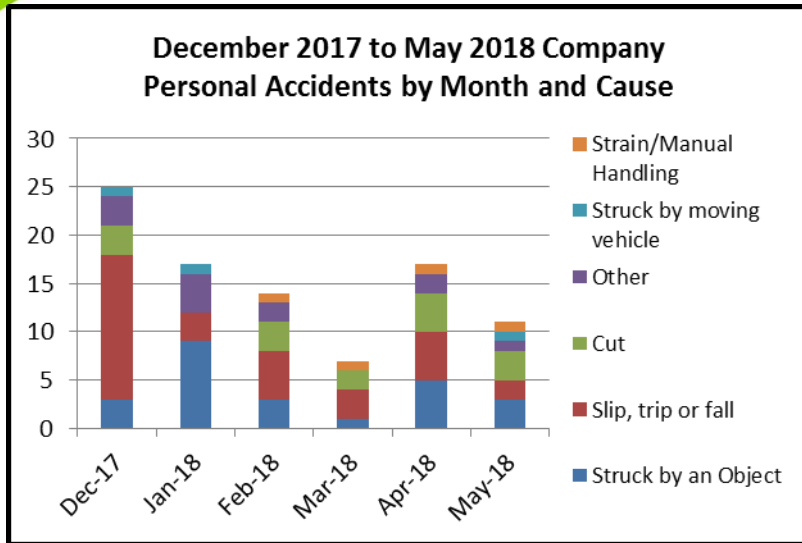


Company-wide initiative to ensure that over 90% of crew inspections are completed each month with a target of 100% of inspections completed for available staff (e.g. does not include staff on long term absence)



# Be Safe: Personal Accidents

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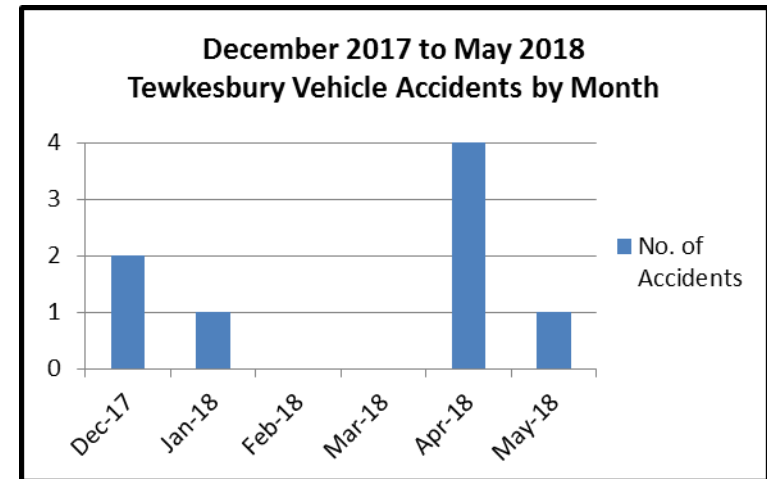
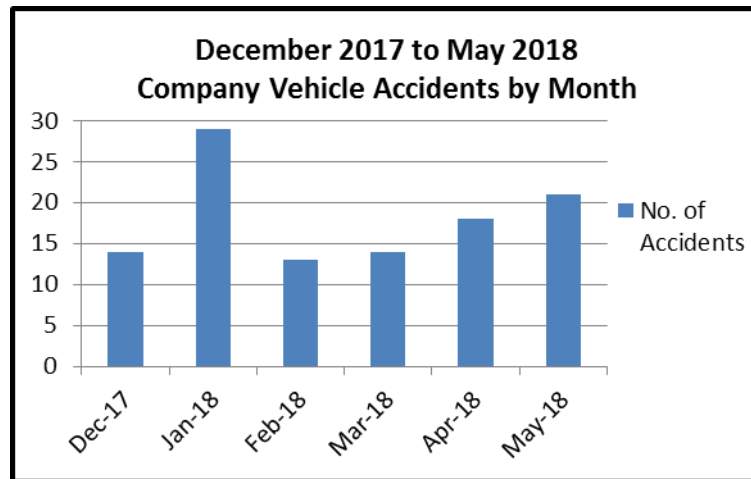


Adverse weather in December –snow and freezing temperatures created more slip trips and falls across the company. Increase in accidents in April company-wide linked to more activity around grounds maintenance and garden waste



# Be Safe: Vehicle accidents

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No trend emerging, however, Ubico has launched an Internal project to examine vehicle accidents and work with corporate insurance provider – Zurich, to reduce accidents and improve driver assessment and training.



# Be Safe: Sickness

- A new nurse-led sickness absence system (First Care) was introduced in 2017
- Ubico is working in partnership with First Care to tailor performance reporting
- Ubico are encouraging staff to report via First Care and to utilise nurse-led advice to diagnose any medical conditions earlier and improve the health of staff
- Employee assistance helpline line was also introduced in 2017 and we are actively promoting the free helpline to all staff

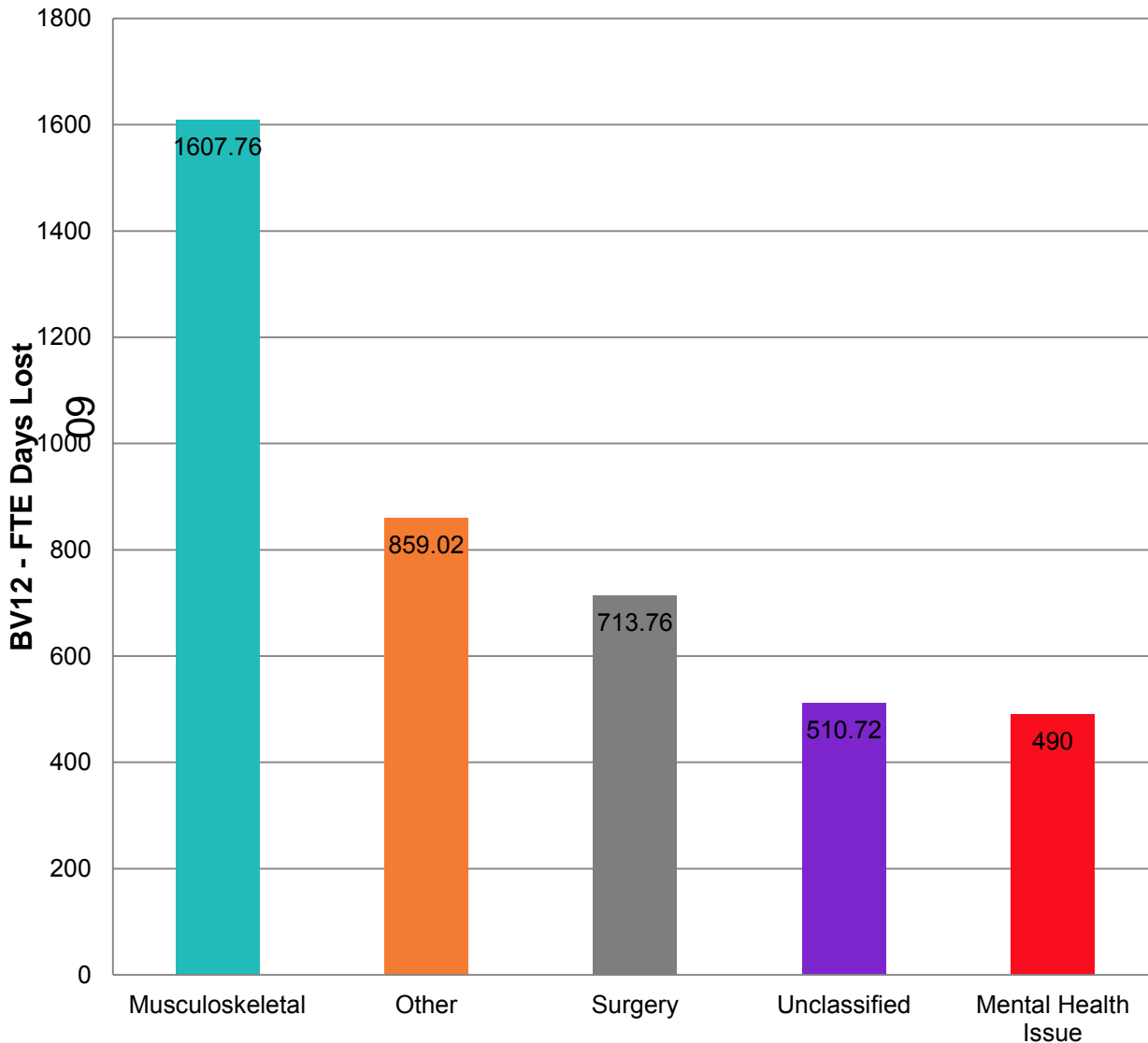
59



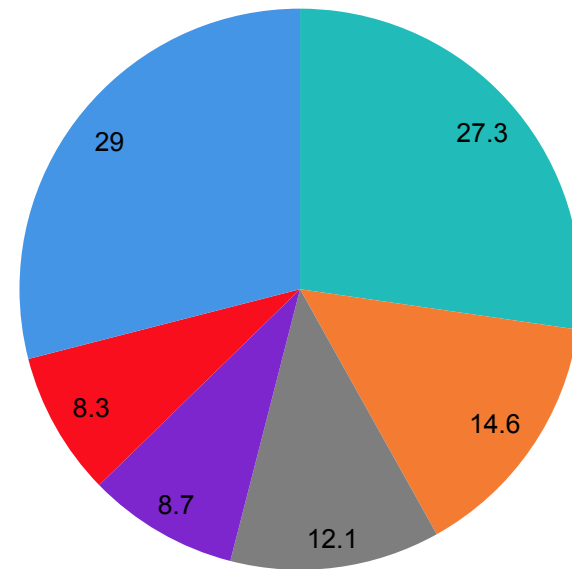
# Absence Reasons - Ubico Top 5 Reasons Analysis (Grouped)



### Rolling Total FTE Days Lost by Category



### Percentage Split



- Musculoskeletal
- Other
- Surgery
- Unclassified
- Mental Health Issue
- Other

# Be Safe: Sickness

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- A large proportion of the “Other” category recorded in top five absences is comprised of injuries sustained. We are working with First Care to separate this category out to improve accuracy.
- “Unclassified” was an anomaly when the First Care system was introduced and resulted in First Care not recording some absences accurately. This has now been resolved.
- Total days lost per FTE Tewkesbury 2017/18 is **11.34**. This is comparable with other contracts in Ubico and is in line with sickness rates for operational work of this nature.
- First care sickness data is being improved now that more intelligence has been gathered in the first months of operating the new system to inform better intervention to reduce sickness.





# Work Together: Financial Report

## Ubico:

<b>2017/18 Projected Contract Value:</b>	<b>£29,050,441</b>
<b>2017/18 Outturn:</b>	<b>£29,852,160</b>

## TBC:

<b>2017/18 Projected</b>	<b>2017/18 Outturn</b>	<b>Variance</b>
<b>£3,439,015</b>	<b>£3,380,374</b>	<b>£-58,641</b>

# Work together: Company-wide Variances

## Company-wide factors for end of year variance compared to projected turnover

- Operating end of life vehicles and plant in Stroud, Cheltenham & Cotswolds leading to higher maintenance costs and external hire of fleet. Fleet replacement programmes underway but higher costs expected to remain in 18/19 as old fleet is phased out.
- Cheltenham new service – kerbside recycling delivering significantly higher volumes requiring two extra vehicles to accommodate increased demand
- End of life compactors across Recycling Centres creating high maintenance costs. Gradual replacement programme approved by GCC but higher costs will remain until they are replaced.



# Work Together: TBC 2017/18

- Surplus returned back to TBC was mainly due to vehicles performing well and under budget for maintenance and repairs
- However, as the fleet ages it is expected that the maintenance costs will increase significantly (especially in years 6&7 before planned replacement) therefore budget provision will need to be made for this eventuality in the medium term
- Ubico was able to absorb additional costs for unbudgeted road closures for litter picking activities on the A40
- A full budget setting process will begin in late July/August to review all budget lines with TBC to look at service resources



# Work Together: Medium Term Cost Pressures

- Local Government Pay award (which Ubico follows) will add another 2% minimum to staff costs next year
- YOY housing growth in the medium and long term will lead to more vehicles being required. However, housing growth in the short-medium term was included in designing current service.
- National driver shortage, this could have implications for terms and conditions
- Inflation and increasing fuel costs



# 2017-18 Business Plan Performance

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Area	Milestones	Completed	In Progress	Not started
Health & Safety/ Environmental Management	4	3		1*
Corporate	10	6	4	
People/HR	7	5	2	
Assets	2	1	1	
Developing the business	1		1	
Contract/Partnersh ip	22	17	5	
<b>Total</b>	<b>46</b>	<b>32</b>	<b>13</b>	<b>1</b>

\*This is due to the delayed publication of the international standard for Health and Safety 45001



# 2018-19 Business Plan

## Key Themes:

- Consolidation of systems, processes and governance
- Specific focus on improving financial reporting and monitoring
- 67 • Implementing actions and recommendations from a Board Effectiveness Review
- Improving risk management and scrutiny of risks
- Improved budget setting process
- Achieving International Standard for Health & Safety 45001
- Exploring potential for internal fleet hire
- Exploring potential for greater trade waste operation.



# 2018-19 Business Plan – TBC Milestones

<b>Tewkesbury Borough Council</b> 68	<b>Support the commissioner on the introduction of a new Garden Waste Licensing scheme</b>
	<b>Review fly-tipping and collection response times and existing use of sub- contractors</b>
	<b>Support and review the introduction of new online forms for service requests</b>
	<b>Complete review of grounds maintenance and street cleansing service and implement any changes approved by the commissioner.</b>
	<b>Work in partnership with GCC and CBC to seek and monitor HE's agreement for a coordinated grass cutting and litter picking schedule for the A40.</b>



# Work Together: Javelin Park

- GCC has requested an evaluation to compare waste transfer with direct delivery to Javelin Park
- Direct delivery of refuse would result in considerable financial, operational and reputational risk to TBC
- Ubico is working to support TBC to accurately capture additional costs and risks of the direct delivery option.





## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	17 July 2018
<b>Subject:</b>	Community Safety Partnership Update
<b>Report of:</b>	Peter J Tonge, Head of Community Services
<b>Corporate Lead:</b>	Robert Weaver, Deputy Chief Executive
<b>Lead Member:</b>	Councillor K J Berry, Lead Member for Community
<b>Number of Appendices:</b>	One

### **Executive Summary:**

Community safety responsibilities have continued to evolve since the original formation of the Tewkesbury Community Safety Partnership almost 20 years ago. Successive changes to public services have resulted in less in-house capacity and a move away from localised services in other community safety partner agencies.

The Police and Crime Commissioner, in agreement with the Council Chief Executives, carried out a review of community safety across Gloucestershire. The review recognised that each of the Council's Community Safety Partnerships worked in different ways and there was little coordination between them. The review also noted that, whilst legal responsibility for community safety matters sits within each Community Safety Partnership, a coordinating group would be beneficial to provide some oversight and direction.

Over the last two years, the Community Safety Partnership has been in held in abeyance pending the creation of a countywide partnership to deal with community safety issues. This countywide partnership is now in place and "Safer Gloucestershire" is considering the countywide community safety priorities. Priorities are gained from an analysis of statistics across the county from a document called the Gloucestershire Community Safety Strategic Needs Assessment (GCSSNA) which contains countywide data on crime, anti-social behaviour and safeguarding etc.

Locally we need to rejuvenate our Community Safety Partnership and decide what our priorities are. As some of our local priorities will also be drawn from the GCSSNA and some will likely be specifically to Tewkesbury Borough itself, it makes sense to align some of our priorities with the countywide group. In order to start this work a small community steering group has been meeting move this forward.

This report updates the Committee on the work of the community safety steering group and the progress it has made thus far.

### **Recommendation:**

**To CONISDER the update on local arrangements for community safety.**

### **Reasons for Recommendation:**

At its meeting in February 2018 where the annual review of community safety was discussed, members of the Overview and Scrutiny Committee expressed a wish to have an update on the Community Safety Partnership prior to any Executive Committee report.

<p><b>Resource Implications:</b></p> <p>None arising directly from this report</p>
<p><b>Legal Implications:</b></p> <p>Community Safety Partnerships (CSPs) were set up under Sections 5-7 of the Crime and Disorder Act 1998. They are made up of representatives from 'responsible authorities' which are the local authorities, police, fire and rescue, probation and health. Community Safety remains a responsibility of second tier councils.</p>
<p><b>Risk Management Implications:</b></p> <p>None for this report.</p>
<p><b>Performance Management Follow-up:</b></p> <p>An annual report on the work of Safer Gloucestershire and the local Community Safety Partnership will be produced for this committee to consider.</p>
<p><b>Environmental Implications:</b></p> <p>None arising directly from this report</p>

## 1.0 INTRODUCTION/ BACKGROUND

- 1.1 **Community safety** is about feeling safe, whether at home, in the street or at work. It relates to quality of life and being able to pursue and obtain the fullest benefits from your domestic, social and economic lives without fear or hindrance from harm, crime and disorder.
- 1.2 Community Safety Partnerships (CSPs) were set up under Sections 5-7 of the Crime and Disorder Act 1998. They are made up of representatives from 'responsible authorities' which are the local authorities, police, fire and rescue, probation and health.
- 1.3 Locally, the CSP was suspended pending the outcome of the countywide review. Now that review is complete we need to consider our arrangements locally.

## 2.0 SAFER GLOUCESTERSHIRE

- 2.1 The review into community safety in Gloucestershire concluded that, whilst the responsibility for dealing with community safety and coordinating the local CSP sits with second tier authorities, it would be beneficial to have a countywide view of the work that is being undertaken. In addition, in terms of setting strategic priorities, taking a countywide view made more sense than each local CSP, although local CSPs should be free to set local priorities.
- 2.2 Safer Gloucestershire has commissioned a Community Safety Strategic Needs Assessment and is in the process of setting the countywide priorities.

### **3.0 TEWKESBURY BOROUGH COMMUNITY SAFETY PARTNERSHIP (CSP)**

- 3.1** Locally, the CSP remains suspended meaning that arrangements for managing community safety is being done on an ad-hoc basis. This is not sustainable and the Head of Community Services has been tasked with rectifying this situation.
- 3.2** With the agreement of the Lead Member for Community, a steering group has been established to investigate how community safety can be delivered within the borough.
- 3.3** The steering group includes members of staff from some of the Council's key community safety partners including Gloucestershire Police Constabulary, Gloucestershire Fire & Rescue Service and Severn Vale Housing.
- 3.4** The steering group has agreed terms and conditions and these are appended to this report as Appendix 1.
- 3.5** A report will now be prepared for the Executive Committee to approve the reconvening of the Tewkesbury Borough CSP along the lines set out in the Terms of Reference.
- 3.6** If the Executive Committee agree, it is proposed to have the CSP reconstituted by the end of September. The first piece of work will be to consider the priorities for the partnership and an action will be drawn up to start April 2019 setting out those priorities and how the partnership will tackle them.

### **4.0 WIDER COUNCILLOR ENGAGEMENT**

- 4.1** Both Safer Gloucestershire and the Tewkesbury Borough CSP are keen to engage with all Councillors and are therefore proposing a number of annual events to keep Councillors updated on the progress of the community safety plans and discuss the priorities with them.

### **5.0 OTHER OPTIONS CONSIDERED**

- 5.1** None

### **6.0 CONSULTATION**

- 6.1** None

### **7.0 RELEVANT COUNCIL POLICIES/STRATEGIES**

- 7.1** None

### **8.0 RELEVANT GOVERNMENT POLICIES**

- 8.1** None

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

- 9.1** None arising directly from this report

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

- 10.1** None arising directly from this report

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

11.1 None arising directly from this report

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

12.1 None arising directly from this report

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**Background Papers:** None

**Contact Officer:** Peter J Tonge, Head of Community Services  
01684 272259 [Peter.Tonge@tewkesbury.gov.uk](mailto:Peter.Tonge@tewkesbury.gov.uk)

**Appendices:** Appendix 1 – Draft CSP Terms of Reference



## Tewkesbury Community Safety Partnership Terms of Reference



### 1.0 Overview

The 1998 Crime and Disorder Act, as amended by the Police Reform Act 2002 and the Police and Justice Act 2006, requires 'responsible authorities' (named under the Act) to work together to reduce crime and disorder in their area. The requirement resulted in the formation of Community Safety Partnerships (CSPs).

The 'responsible authorities' are:

- Police
- Local Authorities
- Fire & Rescue Authorities
- Probation Service
- Clinical Commissioning Groups

Other partners are also invited to attend the CSP, including:

- Severn vale Housing Trust
- Any other partner as may be necessary from time to time as agreed

### 2.0 Working together to keep Tewkesbury Borough Safe

We work with partner organisations to keep the area one of the safest places to live in the country.

We also form part of a powerful alliance known as Safer Gloucestershire, aimed at clamping down on crime and anti-social behaviour across the County area.

Every year the partnership identifies joint priorities, and delivery plans are developed locally to combat crime and disorder in the coming year.

### 3.0 Remit

- To ensure compliance with the statutory duties and responsibilities stated in the Crime and Disorder Act 1998, the Police and Justice Act 2006, Policing and Crime Act 2009, the Crime and Social Responsibility Act 2011 and any subsequent Home Office regulations.
- To commit resources from their organisation to support the delivery of the Community Safety Strategy and its themes and priorities.
- To ensure that Gloucestershire Community Safety Strategic Needs Assessment (GCSSNA) are undertaken annually.
- To consider the GCSSNA and agree the key strategic priorities, objectives and targets for the three years Community Safety Strategy, which will be updated annually.
- To ensure that delivery plans are in place to support the strategic objectives and provide good value for money.
- To learn and implement through partner agencies the key findings from Domestic Homicide Reviews and Serious Case reviews

- To set clear objectives, targets, responsibilities for the key priorities identified in the Community Safety Strategy and identify lead agencies.
- To oversee a clear communication strategy and ensure that information is cascaded into partner agencies.
- To work closely with Safer Gloucestershire ensuring that Tewkesbury residents needs and priorities are reflected at the County wide group.
- Communicating and championing the work of the Tewkesbury CSP and Safer Gloucestershire within their individual agencies.
- Promote and share best practice and experience between partner agencies within the county

#### 4.0 Membership

<b>Name</b>	<b>Organisation</b>	<b>Title</b>
Peter J Tonge	Tewkesbury BC	Head of Community Services
Cllr Kay Berry	Tewkesbury BC	Lead Member for Community
Insp Cheryl Godwin	Gloucestershire Constabulary	Tewkesbury Neighbourhood Inspector
Matthew Clark	Gloucestershire F&R Services	
TBC	Probation Services	
TBC	Clinical Commissioning Group	
TBC	Seven Vale Housing Trust	
Cllr Elaine MacTiernan	Tewkesbury BC	Lead Member for Corporate Governance
Paula Baker	Tewkesbury BC	Housing Services Manager
Gordon Buchanan	Tewkesbury BC	Environmental Health Manager
Andy Sanders	Tewkesbury BC	Community & Economic Development Manager
TBC	Tewkesbury BC	Minutes / CSP Coordinator

Members may send a substitute to meetings but the nominee should be able to make decisions on behalf of their organisation.

The individual partner organisation roles and responsibilities with regards to Tewkesbury CSP are to:

- To champion and provide leadership for the CS agenda,
- To develop problem solving approach of the partnership,
- To develop strong relationships whilst providing challenge,
- To act in the best interest of the partnership,
- Feed in information about issues, needs and priorities to develop the local priorities,
- Appropriately influence the use of resources within own organisation for dealing with agreed partnership priorities,
- Ensure that they have delegated responsibilities and can make decisions,
- Act as committed partners,
- Commit to regularly attend and represent their organisation effectively,
- Key performance indicators are identified in the Community Safety Strategy (most measured centrally quarterly) and will be reported at each meeting when available.

### **6.0 Governance**

The CSP will submit a formal annual report to the Overview & Scrutiny to inform the committee of the work during that year and the plans for the next.

An annual all Member CSP seminar will be held to inform all members of the Council of the work of the CSP including interaction with Safer Gloucestershire.

The CSP will elect a Chair from amongst the responsible authorities, the Chair may be an elected official or from the Officer group and may rotate at a period as agreed by the CSP.

Where voting on an issue is necessary, each responsible authority will have one vote – in the event of a tie, the Chair will have the casting vote.