

18 December 2018

<b>Committee</b>	Overview and Scrutiny
<b>Date</b>	Tuesday, 8 January 2019
<b>Time of Meeting</b>	4:30 pm
<b>Venue</b>	Tewkesbury Borough Council Offices, Severn Room

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

### **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.

#### **3. DECLARATIONS OF INTEREST**

Pursuant to the adoption by the Council on 26 June 2012 of the Tewkesbury Borough Council Code of Conduct, effective from 1 July 2012, as set out in Minute No. CL.34, Members are invited to declare any interest they may have in the business set out on the Agenda to which the approved Code applies.



<b>Item</b>	<b>Page(s)</b>
<b>4. MINUTES</b>	1 - 13
To approve the Minutes of the meeting held on 27 November 2018.	
<b>5. EXECUTIVE COMMITTEE FORWARD PLAN</b>	14 - 18
To determine whether there are any questions for the relevant Lead Members and what support the Overview and Scrutiny Committee can give to work contained within the Plan.	
<b>6. OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2018/19</b>	19 - 25
To consider the forthcoming work of the Overview and Scrutiny Committee.	
<b>7. PLANNING KEY PERFORMANCE INDICATORS</b>	26 - 35
To consider the Key Performance Indicators in relation to the Planning service.	
<b>8. UBICO REPORT</b>	36 - 83
To consider the Ubico performance report for the first six months of 2018/19.	
<b>9. ENVIRO-CRIMES UPDATE</b>	84 - 90
To consider progress being made in tackling enviro-crime across the borough.	

**DATE OF NEXT MEETING**  
**TUESDAY, 12 FEBRUARY 2019**  
**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, 27 November 2018  
commencing at 4:30 pm**

**Present:**

Chair	Councillor P W Awford
Vice Chair	Councillor R E Allen

**and Councillors:**

K J Cromwell, 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 G F Blackwell, R E Garnham and J Greening

**OS.51 ANNOUNCEMENTS**

- 51.1 The evacuation procedure, as noted on the Agenda, was taken as read.
- 51.2 The Chair indicated that the Gloucestershire Constabulary Neighbourhood Policing Inspector for Tewkesbury Borough would be giving a presentation on Agenda Item 7 - Crime Detection Rates, and he would be varying the Agenda to take that item after Agenda Item 8 – Gloucestershire Police and Crime Panel Update, to accommodate her attendance. He welcomed the Council's representative on the Gloucestershire Police and Crime Panel to the meeting and indicated that the Lead Members for Organisational Development and Health and Wellbeing were also present as observers.

**OS.52 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

- 52.1 Apologies for absence were received from Councillors G J Bocking and J E Day. There were no substitutions for the meeting.

**OS.53 DECLARATIONS OF INTEREST**

- 53.1 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.
- 53.2 There were no declarations made on this occasion.

**OS.54 MINUTES**

- 54.1 The Minutes of the meeting held on 16 October 2018, copies of which had been circulated, were approved as a correct record and signed by the Chair.

**OS.55 EXECUTIVE COMMITTEE FORWARD PLAN**

55.1 Attention was drawn to the Executive Committee Forward Plan, circulated at Pages No. 13-17. 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.

55.2 It was

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

**OS.56 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2018/19**

56.1 Attention was drawn to the Overview and Scrutiny Committee Work Programme 2018/19, circulated at Pages No. 18-25, which Members were asked to consider.

56.2 The Head of Corporate Services pointed out that the Agenda for the meeting on 12 February 2019 was quite substantial and it might be beneficial for Officers to review the Work Programme to see if anything could be moved. It was noted that external speakers from Gloucestershire Healthwatch had already been invited to attend the February meeting so it would not be appropriate to delay that item. Members indicated they were happy for Officers to consider what changes could be made to the Work Programme to reduce the amount of Agenda items at the February meeting.

**RESOLVED**

1. That the Overview and Scrutiny Committee Work Programme 2018/19 be **NOTED**.
2. That Officers review the Work Programme and make changes as necessary to reduce the amount of Agenda Items for the meeting on 12 February 2019.

**OS.57 GLOUCESTERSHIRE POLICE AND CRIME PANEL UPDATE**

57.1 Members received an update from the Council's representative on the Gloucestershire Police and Crime Panel on matters discussed at the last meeting of the Panel held on 16 November 2018.

57.2 Members were advised that the Panel had considered a lengthy paper from the Police and Crime Commissioner regarding his wish to review his previous decision not to pursue a case for change in fire governance. The Commissioner said that, in light of a recent internal audit investigation into whistleblowing concerns relating to Gloucestershire Fire and Rescue Service, now was the time to re-consult on the Police and Crime Commissioner taking over governance. The Council's representative indicated that little support had been shown towards the Commissioner's plans but he expected there would be lengthy ongoing discussions and a further briefing was being organised for the Panel. He noted that this was also an Agenda Item for the Council meeting on 4 December 2018 so Members would have an opportunity to discuss it then.

57.3 The Chief Executive's report had included the annual report of the Independent Custody Visitors (ICVs) and it had been pleasing to note the increase in the number of visits taking place on a Friday and Saturday night, and in the evenings; overall the ICVs had spoken to 65% of detainees in custody which was up from 58% in 2017. The Panel had also received its usual report on Police and Crime Plan priorities and the Council's representative advised that 999 calls were 7% higher than the previous year - in the first quarter of the year they had been 25% higher than in 2015 which was concerning.

- 57.4 It was noted that a copy of the whistleblowing policy, which applied both to Gloucestershire Constabulary and the Police and Crime Commissioner's Office, had been tabled at the meeting. It had been intended to have a presentation on safe and social driving but that had been deferred to the next meeting. The Council's representative advised that the Panel had agreed the request from the newly formed National Association of Police and Crime (Fire) Panels for him to become a member of its Executive. It was also confirmed that the Gloucestershire Police and Crime Panel would be represented at any regional meetings called by Panels in the South West.
- 57.5 The Council's representative indicated that there had been some discussion around the issue of employer pension contributions. It was noted that the treasury had recalculated a formula which related to all public sector pension schemes but had particularly hit unfunded schemes such as the Police. There would be an increase in contributions that the employer would have to make which equated to the Police and Crime Commissioner needing to find an extra £1.7M in the coming financial year.
- 57.6 The Chief Executive advised that an item on the Police and Crime Commissioner consultation in respect of the Fire Service had been included on the Agenda for the Council meeting on 4 December 2018 at the request of the Leader of the Council who felt it was appropriate for Members to have an opportunity to discuss the proposal and to respond to the consultation if necessary.
- 57.7 The Chair thanked the Council's representative for his report and indicated that it would be circulated following the meeting. It was

**RESOLVED** That the Gloucestershire Police and Crime Panel Update be  
**NOTED.**

## **OS.58 CRIME DETECTION RATES**

- 58.1 The Chair welcomed the Gloucestershire Constabulary Neighbourhood Policing Inspector for Tewkesbury Borough to the meeting. She indicated that she had been invited to attend the meeting to discuss crime detection rates but she felt it would firstly be useful to give Members an overview of what neighbourhood policing in Tewkesbury Borough was about.
- 58.2 The Gloucestershire Constabulary Neighbourhood Policing Inspector for Tewkesbury Borough gave a brief presentation during which the following key points were raised:
- Neighbourhood Policing Offer (1) – Launched in January 2018 by Chief Constable who stated that there would be: a dedicated neighbourhood policing team for the Tewkesbury Borough area; a named Police Community Support Officer (PCSO); up-to-date information about policing in each neighbourhood on the Constabulary's website, social media and in key public spaces in the community; a Police reception in every district that could be accessed at least five days per week; the ability to listen people's concerns through meetings in communities and the Police engagement vehicles; invitations to join the new community messaging scheme "Your Community Alerts"; use of mobile technology so local officers and staff could stay out in the community as much as possible; open and approachable officers wearing named epaulettes; new additions to the team including a Rural Crime Officer, Safeguarding Officer and, shortly, a School Beat Officer.
  - How do we Police Tewkesbury? – Tewkesbury Borough was divided into three areas – North, South and East – each with their own dedicated team.

- Police Family – Roads Policing Unit; Mounted Unit; Firearms Officers; Criminal Investigation Department (CID); Rape and Serious Sexual Offences Unit (RASSO); Divisional Intelligence Unit (DIU); Domestic Abuse Safeguarding Team (DAST); Special Constabulary; Cadets; Custody Investigation Unit; Operations and Planning; Dogs Unit; Professional Standards Department; Force Control Room; Mobile Crisis Intervention Team (MCIT); Intelligence Unit; Crime Operations, and many more.
- What have we achieved? – From January to March 2018 dealt with 14 offenders for drug dealing removing cannabis, crack cocaine and heroin from the Tewkesbury Borough area; recovered a stolen quad bike and significant amount of cash linked to criminal activity; convicted an offender for a large number of dwelling burglaries - they had received a four year custodial sentence, which was rare, and so gave an indication of the level of criminality; interviewed prisoners in custody and established their involvement in burglaries in the area; dismantled a number of Dangerous Drug Networks - where drug dealers took over addresses of vulnerable people - at an early stage to ensure they did not become embedded in the community; provided police response to community events such as the Mop Fair, Remembrance Parades etc.; and, engaged with Parish Councils, returning to meetings including Community Safety Partnerships.

- 58.3 During the debate which ensued, a Member raised concern about the number of break-ins in the Churchdown area. The Gloucestershire Constabulary Neighbourhood Policing Inspector for Tewkesbury Borough explained that, whilst it was not an epidemic, the Police were aware of several break-ins and were very active in the area in relation to that. There had recently been an article in the local press regarding one case and she confirmed that was an isolated incident. She suggested that signing up to “Your Community Alerts” might be helpful in terms of keeping up-to-date with incidents in particular areas. A Member indicated that he checked for incidents in his area on the Police website but he did not find it particularly helpful in terms of outcomes. The Gloucestershire Constabulary Neighbourhood Policing Inspector for Tewkesbury Borough advised that, whilst this might sound simple to achieve, the reality was that there was no immediate outcome if someone had to go through the court system following arrest as the end result was not reported back at a local level.
- 58.4 A Member understood that each community had its own dedicated PCSO and he raised concern that nobody had been attending Parish Council meetings in Shurdington. The Gloucestershire Constabulary Neighbourhood Policing Inspector for Tewkesbury Borough clarified that PCSOs were shared as, unfortunately, there was not enough for one per community; however, that did not mean they were not focused on all of the areas they were responsible for. The Police website listed the PCSOs, and the areas they covered, and she indicated that she was also happy to be a point of contact should Members have any concerns.
- 58.5 In response to a query regarding mobile technology, the Gloucestershire Constabulary Neighbourhood Policing Inspector for Tewkesbury Borough explained that Police Officers used a mobile telephone with a number of apps which enabled them to take statements etc. In terms of “Your Community Alerts”, this had been launched fairly recently and was only being used by 3% of the community currently – it was a very useful tool and she undertook to circulate the link to Members following the meeting. A Member raised concern that the Police engagement vehicle had been in Brockworth the previous week but he had only received notification 12 hours before it had been due to arrive and the vehicle was only there for a few hours. He questioned whether it would be possible to have at least 48 hours’ notice so it could be advertised to local residents. The Gloucestershire Constabulary Neighbourhood Policing Inspector for Tewkesbury Borough confirmed that the dates were publicised on the Police website so that people could find out

where the vehicle was in advance. She indicated that this could be included in “Your Community Alerts” as well if it was helpful.

- 58.6 A Member raised concern that there had been a delay in reconstituting the Community Safety Partnerships and this meant there was a gap in the information which communities were receiving. The Head of Community Services confirmed that the Tewkesbury Borough Community Safety Partnership (CSP) had been reconstituted and the first meeting had been attended by the nominated Member representatives from the Council; the CSP was now looking to set local priorities. It had not been easy to get a meeting with all partners, all of which had competing priorities that they wished to see represented, but a programme had now been set for the year so meetings would take place on a quarterly basis. The Member felt that this should have been communicated more widely and, in response, the Chief Executive explained that the nature of the CSP in Tewkesbury Borough had changed and the Committee had been involved in considering what those changes would be. A strategic group was now working to address community safety issues in the borough and there were different links into the wider community in terms of how the group would operate. He advised that a Member Update would be circulated to ensure Members were aware that the first CSP meeting had taken place.
- 58.7 A Member went on to advise that he had attended a Parish Council meeting the previous night and there had been a lot of criticism that the Police were not present at meetings; the PCSO had indicated they would be attending the meeting but had not turned up which added to frustrations. He felt there was a need to ensure that Parish Councils were notified if PCSOs were not able to attend meetings and to make them aware of opportunities to meet PCSOs elsewhere. The Gloucestershire Constabulary Neighbourhood Policing Inspector for Tewkesbury Borough advised that a PCSO would generally be on the engagement vehicle when it visited various parts of the borough; however, it would not necessarily be the local PCSO for the area. In terms of attendance at Parish Council meetings, it was not always an effective use of Police time if the meeting was just covering general business; however, if Parish Councils had a particular concern and wanted a PCSO to attend for a specific reason, she urged Members to let them know as arrangements could be made for someone from the area team to attend.
- 58.8 The Chair thanked the Gloucestershire Constabulary Neighbourhood Policing Inspector for Tewkesbury Borough for her presentation and indicated that it would be circulated to Members following the meeting. It was

**RESOLVED** That the presentation and update on neighbouring policing and crime detection rates in Tewkesbury Borough be **NOTED**.

## **OS.59 GLOUCESTERSHIRE HEALTH AND CARE OVERVIEW AND SCRUTINY COMMITTEE UPDATE**

- 59.1 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 13 November 2018.
- 59.2 Members were advised that the Gloucestershire Safeguarding Adults Board Annual Report had been presented to the Committee and it was pleasing to note that the Board was already working closely with the Gloucestershire Safeguarding Children Board. There was concern regarding those placed out of area – both by Gloucestershire County Council and other local authorities placing people in Gloucestershire – who were more vulnerable to abuse as they were distanced from family and friends. Although the placing authority should ensure placements were suitable and that the individual was safe, the Committee heard that did not always happen and the County Council had no powers to enforce that duty. It was also

concerning that providers were not required to inform the County Council when a person from out of the area was placed with them and the Committee had therefore agreed to write a letter to the Secretary of State for Health and Care outlining these issues.

- 59.3 The Committee had shared its concerns regarding drugs and alcohol on previous occasions and additional information on this matter had been included in the Director of Public Health's report. It was also stated that the data for Cheltenham in relation to disadvantaged children and the effect on their life chances was stark. Members had been advised that the Gloucestershire Health and Wellbeing Board was in the process of refreshing the Joint Health and Wellbeing Strategy and this would be included in the discussion around priorities. The Board was also leading on the Adverse Childhood Experiences (ACEs) work; Gloucestershire County Council was leading on a restorative practice programme and led the Children's Partnership Framework in Gloucestershire. With regard to the Adult Social Care performance report, the Committee continued to be concerned about performance against reassessment which was exacerbated by the lack of detail in the comments section about what was being done to address the situation. It was acknowledged that it was a complex area but a positive shift in performance against those targets was needed.
- 59.4 In terms of the Gloucestershire Clinical Commissioning Group's performance report, the Council's reserve representative advised that the Committee had previously expressed concerns with regard to the performance of the South Western Ambulance NHS Foundation Trust against category 1 calls and the Trust had been congratulated for achieving this target. Some Members had continued to express concern at the difference in performance against the four-hour Accident and Emergency target across the two acute hospitals; however, it was important to note that, at the overall Trust level, the target had been consistently met in 2018/19. In the areas where performance targets were not being met, one of the contributing factors related to the available workforce – this was about shortages at a national level as opposed to finance. A particular concern related to the two-week wait and 62 day cancer targets which had been consistently missed. The Gloucestershire Hospitals NHS Foundation Trust had appointed two urology consultants and it was expected to see the impact of this in the performance going forward.
- 59.5 The Committee had received a presentation on the proposal for the general surgery pilot. The consultant surgeons in attendance had explained what an average day in general surgery looked like and the expected benefits of the pilot. Clarification was provided that the Committee's role in relation to this was to act as a "critical friend". To provide some context, Members were advised that the proposal was first put forward following a leaked internal staff memo from Gloucestershire Hospitals NHS Foundation Trust in September which was followed by 57 consultants writing to all members of the Gloucestershire Hospitals NHS Foundation Trust Board to express their views on the preferred model of care – this had subsequently been the basis of articles in the local media. The presentation had given the detail of expected benefits of the pilot and the metrics by which its success would be measured.
- 59.6 The final Agenda item had focused on the need to implement a temporary service change within interventional and community radiology and a detailed presentation had been given on the reasons for that. Members were advised that it was intended to curtail radiology days in a range of hospitals due to a national shortage of radiologists which had been reported in the media. There would be a knock-on effect for people seeking x-rays locally. Another Member confirmed that Tewkesbury Community Hospital would be reducing the number of days radiology could be accessed to two per week.

- 59.7 The Chair thanked the Council's reserve representative for his update and indicated that it would be circulated to the Committee following the meeting. It was subsequently

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

**OS.60 GLOUCESTERSHIRE ECONOMIC GROWTH SCRUTINY COMMITTEE UPDATE**

- 60.1 The Chair advised that he was the Council's representative on the Gloucestershire Economic Growth Scrutiny Committee but there was no update for the Committee as the last meeting had been cancelled. Another Member who was also on the Committee indicated that he had brought several copies of the Gloucestershire Local Enterprise Partnership annual report which would be made available in the Members' Lounge – this may be of interest to Members given that the Gloucestershire Local Enterprise Partnership would be giving a presentation prior to the Council meeting the following week. A link to the online report had been circulated to the Committee by Democratic Services at his request.

**OS.61 PERFORMANCE MANAGEMENT - QUARTER 2 2018/19**

- 61.1 The report of the Head of Corporate Services, circulated at Pages No. 26-69, attached performance management information for the second quarter of 2018/19. 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.
- 61.2 Members were advised that this was the second quarterly monitoring report for 2018/19 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: purchase of a £3.8M office property in August and a £4.6M retail property in October; appointment of Mace Group Ltd as developer advisor for the next phase of the Spring Gardens project; official launch of the Growth Hub on 21 November 2018; completion of the Public Services Centre refurbishment; appointment of a contractor to carry out works to Lower Lode Depot to increase car parking and improve site facilities; approval of Ashchurch Concept Masterplan for public consultation at Council on 15 October 2018; and, at its meeting on 21 November 2018, Executive Committee approval of a commercial strategy for the Council, and the draft Tewkesbury Town Regeneration Supplementary Planning Document for consultation. Members were advised that no actions had been reported as having a significant risk in terms of not being achieved, or where there had been significant slippage in the timetable or performance was below target, as such, there were no unhappy faces in the performance tracker. The Head of Corporate Services indicated that he had taken the performance tracker to management team on two occasions to ensure that target dates were feasible given concerns raised by the Committee.
- 61.3 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 16 indicators with targets, three had not been achieved as at the end of the second quarter. It was noted that KPI 20, in relation to the average number of days to process new benefit claims, had increased to 22 days with the target being 15 days - whilst this was not as good as Members would like, it was still below the national average; KPI 27, average number of sick days per full time equivalent, had also increased significantly compared to the previous year but this was due to long term sickness which was out of the Council's control; KPI 31 and KPI 32 were new indicators relating to Freedom of Information (FOI) requests and formal complaints

respectively, and it was noted that 127 FOI requests had been received within the period and that all 49 formal complaints had been answered within the required timescales.

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

**Priority: Finance and Resources**

<p>P36 – Objective 4 – Action b) Explore options for the regeneration of Spring Gardens – A Member noted that Mace Group Ltd had been appointed to “explore the options for redevelopment and future of the Spring Gardens and wider Tewkesbury area” and she questioned how the wider Tewkesbury area was defined.</p>	<p>The Head of Finance and Asset Management advised that Mace Group Ltd was focusing primarily on the site within the Council’s ownership; however, the Spring Gardens and Oldbury Road Regeneration Member Reference Group felt it would be appropriate to also look at neighbouring sites to consider whether there was an opportunity for a single project to reinvigorate the whole town. He confirmed there was a fixed cost for the activity Mace Group Ltd was undertaking and a report was expected in the summer detailing the options.</p>
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**Priority: Promoting and Supporting Economic Growth**

<p>P37 – Objective 1 – Action b) Launch a business growth hub in the Public Services Centre – A Member pointed out that the car parks at the Public Services Centre were already very busy and he was concerned this would be exacerbated by the launch of the Growth Hub. He questioned what strategy was in place to address this, aside from the additional parking at Lower Lode Depot which he did not feel would be adequate.</p>	<p>The Head of Finance and Asset Management confirmed that the works to Lower Lode Depot would create an additional 40-45 car parking spaces which would relieve some of the pressure. Once that had been delivered, it would be reviewed to see whether any additional parking could be provided on the Council Offices site. Various other measures could be considered alongside this, for example, promoting home working, encouraging staff to leave cars at home, limiting the amount of parking available etc. but it was prudent to wait until the work at the depot had been completed to ensure staff were able to park there and free up parking spaces for visitors at the Public Services Centre.</p>
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<p>P40 – Objective 5 – Action a) Explore with partners – including the Battlefield Society – the potential to increase the heritage offer at the Battlefield site – Concern was raised that local Members had not received any updates on this action.</p>	<p>The Chief Executive explained that a meeting was being set-up with the Battlefield Society to discuss the options which would then be brought to Members. It was important to recognise that the issues associated with the project went beyond a single Ward as it was inextricably linked to the economic success of Tewkesbury Town and the borough as a whole.</p>
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P41 – Objective 5 – Action c) Review the tourism resources to maximise the tourist provisions in the borough – A Member raised concern that this action had an implementation date of April 2019 and progress was denoted with a smiley face; however, there was no detail in terms of what was being done to demonstrate that it was on target for completion within the timescale set out – he felt this was a problem with many of the actions in the tracker this quarter.

The Head of Development Services provided assurance that the tourism service was being reviewed but there were a whole host of issues linked to Cotswold Tourism and how this impacted on the Council's ability to support tourism in the borough. A lot of options had been put forward in terms of how to deliver the Tourist Information Centre in Tewkesbury and, whilst nothing had been finalised, she provided assurance that Officers were evaluating those options with a view to implementing a new way of working in the spring. It was noted that some of the options had human resources and legal implications and therefore needed to be formally assessed before taking forward.

### **Priority: Growing and Supporting Communities**

P44 – Objective 1 – Action e) With partners, explore options for the provision of modular and innovative housing to meet housing needs – A Member questioned what was happening with modular housing given that this had been a popular concept with Officers and Members earlier in the year.

The Head of Community Services explained that several potential sites for modular housing had been discussed with a number of registered providers, but it was important to get the right partner and agreement in place and, unfortunately, this required several meetings which were not always in quick succession. The Chief Executive reiterated that modular housing was not straightforward, and Officers were talking with several organisations. He had recently met with Officers from the West Midlands Combined Authority, which had a framework to achieve its target of 25% of all housing development in West Midlands to be modular construction by 2025 – this was very ambitious but Tewkesbury Borough Council may be able to use certain elements of the framework.

P46 – Objective 3 – Action b) Work with partners, infrastructure providers and developers to progress the delivery of key sites – With regard to Brockworth, a Member noted that planning permission had been granted several years ago and she sought clarification as to whether there had been any progress in terms of getting “a spade in the ground”.

The Head of Development Services explained that a number of reserved matters applications were now moving forward and there was a time limit for those which related to outline planning permissions so they would need to come forward quickly. In terms of the Brockworth application, various discussions were taking place around development in the area, notably in relation to sports facilities, and Officers were trying to remove any barriers which were preventing the developer from progressing the application.

P46 – Objective 3 – Action c)  
Produce a business case for improvements to the A40 at Longford, including improvements to Longford roundabout – A Member raised concern that a drop-in event was not being held in Innsworth and expressed the view that most affected communities needed to be kept informed. Another Member supported this view.

The Chief Executive noted these comments and undertook to discuss them with the Head of Development Services and the team as part of the analysis of the information gathered from the drop-in sessions and the comments being received via the online consultation.

P47 – Objective 3 – Action e)  
To produce a Place Development Strategy – A Member indicated that the comments section stated a workshop would be held in November 2018, which was clearly not realistic, and he asked when this would be taking place.

The Head of Development Services explained that Officers had been working with relevant Members to set a date for the workshop. She was pleased to report that this had now been agreed as 17 January 2019 and an invitation would be sent out to all Members shortly.

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

P55 – Objective 2 – Action c)  
Develop a programme to create partnerships within the Public Services Centre – A Member raised concern that there was no detail to support the fact that action had been given a smiley face to show it was on target.

Members were advised that the Council was effectively already working in partnership with various agencies that were co-located in the building; this objective related to working with particular partners to see how this could be developed further and those discussions were ongoing. It was noted that part of the action had been integrating the Growth Hub into the building and the official launch had taken place the previous week. Colleagues from the Department for Work and Pensions would be brought back into the main reception area before the end of the year and the Deputy Chief Executive was exploring ways in which the Council could work more closely with other partners. The Member recognised that there were discussions taking place but his concern was how this was reported to the Committee to allow Members to properly scrutinise whether the action was likely to be delivered on target - he would like to see more detail in the comments section as opposed to generic statements.

### Key Performance Indicators for Customer Focused Services

P60 – KPI 22 – Average number of days to process change in circumstances – A Member raised concern that the difference between the target of four days and the quarter two outturn of six days was significant in terms of the percentage increase and he sought assurance that action was being taken to alleviate this.

Members were advised that resources in Revenues and Benefits had been reduced based on the introduction of Universal Credit and a reduction in the number of claims; however, there was still residual work to be done e.g. Council Tax reduction, change of circumstances. The team had been under new management for the last 12 months and there had been a few legacy issues to address in terms of policies and staffing. The Head of Corporate Services was pleased to report that there had been an improvement over the last two months and a better performance culture was being developed within the team. There was now monthly reporting to help identify any trends and he expected to see this reflected in the figures for the remainder of the year.

P62 – KPI 27 – Average number of sick days per full time equivalent – A Member raised concern that this had dramatically exceeded the target and equated to almost a week per full time member of staff.

The Head of Corporate Services explained that four or five years earlier, the Council had a particularly low sickness absence rate and the target had been lowered as a result. He felt that it may be time to consider putting in place a more realistic target. There were several staff with significant illnesses throughout the Council - at one point there had been 10 members of staff on long term sick leave which had impacted on the figures but he was pleased to report that seven of those staff were now back at work so he would expect the figures to improve over the second half of the year.

- 61.5 The Chief Executive indicated that he would discuss the performance tracker with Officers following the meeting as he felt that a lot of the concerns being raised by Members could be addressed by more careful wording - for example, some projects could take a long time to deliver, and Officers would not normally report back to Members until there was something significant to tell them about; therefore, the comments against those actions may not be a true reflection of the work being done and could give Members the impression they had stalled. In terms of the actions with target dates of March 2019, he wanted to be clear about whether they would be delivered in the current financial year, or if they would roll forward into 2019/20 given that this document only covered the 2018/19 year.
- 61.6 Turning to the financial information, the Head of Finance and Asset Management was pleased to report a £572,086 surplus against the profiled budget as at the end of quarter two; a significant improvement from £81,867 in quarter one. The table at Page No. 30, Paragraph 4.2 of the report showed how that surplus had been generated. It was noted that the majority of savings related to employees, which arose mainly through staff vacancies and using current staff to cover work in the short term, and business rates, which showed a £334,901 surplus due to the government having to compensate authorities for the multiplier cap which had artificially kept business rates down. The surplus on income was £26,697 at the end of quarter two, the majority of which was from the garden waste service which

had generated additional income as a result of the new sticker system and fixed renewal date. More detail about how the surplus had been generated could be found in the budget report, attached at Appendix 2 to the report, which set out the variances for each Head of Service. Appendix 3 to the report set out the capital budget position which showed an underspend due to the purchase of a commercial property being less than the profiled budget expectation. An assumption had been made that the Council would purchase three buildings of equal value – one unit had been purchased at a lesser value but it was anticipated that the full allocation of funds would be spent before year end with options for a second and third building being explored. The final element of the report related to the current usage of available reserves and a breakdown was shown at Appendix 4 to the report.

- 61.7 A Member noted that the business rates pilot had been receiving a lot of press with the suggestion being that it may be necessary to support poor performing Councils. The Head of Finance and Asset Management advised that the base budget for business rates was 50% for an individual authority; this year the Council had been successful in achieving 100% but it would be a 75% scheme from 2020 across all local authorities and he was keenly awaiting the government guidance in order to forecast the potential future business rates return. In response to a query regarding the surplus on income, Members were advised that, although additional income had been generated, there were areas where it had decreased, for example, planning income had been significantly less than anticipated, and therefore the overall surplus was reduced to £26,697; however, this was still a positive position to be in. In response to a question regarding how the surplus would be spent, the Chief Executive indicated that local government finances were never certain, and a significant surplus could easily become a deficit when relying on volatile income streams such as business rates. Consideration must be given to how the surplus might be spent to meet the Council strategic priorities and this would be developed over the coming months. He stressed that, generally, the Council remained in an extremely difficult position with a very significant deficit of over £3M in the Medium Term Financial Strategy over the next three years so any additional money would be used to develop a strategy to close that gap. He felt that it was important to recognise that the positive position being reported today was down to the hard work of Members and Officers of the Council.

- 61.8 It was

**RESOLVED** That the performance management report for quarter two of 2018/19 be **NOTED**.

## **OS.62 GRASS CUTTING IMPROVEMENT PLAN WORKING GROUP**

- 62.1 Attention was drawn to the report of the Head of Community Services, circulated at Pages No. 70-73, which asked Members to establish a Grass Cutting Improvement Plan Working Group in accordance with the Terms of Reference at Appendix 1.
- 62.2 Members were reminded that the Overview and Scrutiny Committee had previously had in-depth discussions about the grass cutting service and it was currently monitoring delivery of the Grass Cutting Improvement Plan. Arising from that, there was a need for some more detailed work to be done, particularly around the future standard of the service, number and level of cuts in certain areas, resources etc. It was therefore proposed to set up a small Working Group to work with the Head of Community Services in order to report back to the Overview and Scrutiny Committee on these matters in February 2019.

62.3

It was

**RESOLVED**

1. That a Grass Cutting Improvement Plan Working Group be established with the following membership:

Councillors: K J Cromwell, D T Foyle, H C McLain, M G Sztymiak, M J Williams and the Lead Member for Clean and Green Environment.

2. That the Terms of Reference for the Working Group be **APPROVED** as set out at Appendix 1 to the report.

The meeting closed at 6:25 pm

**EXECUTIVE COMMITTEE FORWARD PLAN 2018/19**

**REGULAR ITEM:**

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

**Committee Date: 16 January 2019 (Date changed from previously scheduled 2 January)**

<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.	Head of Corporate Services.	No.
ICT Strategy.	To approve the ICT Strategy,	Head of Corporate Services.	Yes – from 6 June 2018 to align with the action within the Corporate Services action plan.
Risk Management Strategy.	To approve the Risk Management Strategy.	Head of Corporate Services.	Yes – from 29 August to allow for more time to devise the Strategy.
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.	Head of Finance and Asset Management.	Yes – from 21 November 2018 to allow more time for information from the government and the Council's budget process.
Housing Strategy Monitoring Report (Year 3) (Annual).	To approve the Housing Strategy Monitoring Report for Year Three.	Housing Services Manager.	Yes – from 21 November as monitoring amended in line with financial year.
Stanton Conservation Area Appraisal.	To approve the Stanton Conservation Area Appraisal.	Planning Policy Manager.	No.

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Agenda Item 5

<b>Committee Date: 16 January 2019 (Date changed from previously scheduled 2 January)</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>
Down Hatherley, Norton & Twigworth Neighbourhood Plan Referendum	To consider the Down Hatherley, Norton & Twigworth Neighbourhood Plan, modified according to the Examiners recommended amendments, and agree that it be formally approved to progress to Community Referendum.	Planning Policy Manager.	No.
Treasury and Capital Management	To approve and recommend approval to Council, a range of statutorily required policies and strategies relating to treasury and capital management.	Head of Finance and Asset Management.	No.

<b>Committee Date: 6 February 2019</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Budget 2019/20 (Annual).	To recommend a budget for 2019/20 to the Council.	Head of Finance and Asset Management.	No.
Financial Update - Quarter Three 2018/19.	To consider the quarterly budget position.	Head of Finance and Asset Management.	No.

**Committee Date: 6 February 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>
Discretionary Rate Relief Policy.	To approve the Council's Discretionary Rate Relief Policy taking into account any changes announced in the Autumn Budget.	Revenues and Benefits Manager.	No.
Council Tax Discounts 2019-20.	To consider Council Tax Discounts for 2019/20 and make a recommendation to Council.	Revenues and Benefits Manager.	No.
<b>Deerhurst Neighbourhood Plan Designation.</b>	<b>To consider the designation of Deerhurst Neighbourhood Plan area.</b>	<b>Planning Policy Manager.</b>	<b>No.</b>
Confidential Item: Irrecoverable Debts Write-Off Report (Quarterly).	To consider the write-off of irrecoverable debts.	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>
Workforce Development Strategy.	To approve the Council's Workforce Development Strategy.	Head of Corporate Services.	No.
Community Infrastructure Levy (CIL) Governance and Policy.	To approve the CIL Governance.	Head of Development Services.	No.
Grass Cutting Improvement Plan Working Group.	To consider the recommendations of the Overview and Scrutiny Committee.	Head of Community Services.	No.

<b>Committee Date: 3 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>
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.	Head of Corporate Services.	No.
Council Plan 2016/20 Refresh (Annual).	To consider the Council Plan and make a recommendation to Council.	Head of Corporate Services.	No.
High Level Service Plan Summaries (Annual).	To consider the key activities of each service grouping during 2017/18.	Head of Corporate Services.	No.

**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.
Mop Fair – Permanent Variation to Contract.	To consider a permanent variation to the current contract in terms of changing the time from 6pm to 4pm.

**OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2018/19**

**REGULAR ITEMS:**

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

<p><u><b>Additions to 8 January 2019</b></u></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><u><b>Deletions from 8 January 2019</b></u></p> <ul style="list-style-type: none"> <li>•</li> </ul>
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<b>Committee Date: 12 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>
Gloucestershire Healthwatch.	To receive an update from Gloucestershire Healthwatch on the new arrangements and how this impacts on the borough.	Head of Corporate Services.	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.	Corporate Services Manager.	No.
Grass Cutting Improvement Plan.	To consider the progress made against the plan.	Head of Community Services.	No – agreed by the Overview and Scrutiny Committee on 4 September 2018.
Trade Waste.	To consider the progress made in respect of introducing a trade waste service.	Head of Community Services	No – agreed by the Overview and Scrutiny Committee on 17 July 2018.

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Agenda Item 6

**NB – Changes from previous work programme highlighted in bold**

<b>Committee Date: 12 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>
Gloucestershire Police and Crime Panel Update.	To receive an update from the Council's representative on matters considered at the last meeting (4 February 2019).	N/A	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 (15 January 2019).	N/A	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.	Head of Corporate Services.	No.

Committee Date: 12 March 2019			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
<b>Review of Water Supply Outage Monitoring Report.</b>	<b>To consider the progress made against the actions arising from the review (NB – Partners to be invited to attend)</b>	<b>Head of Community Services.</b>	<b>Yes – moved from February 2019 due to the number of Agenda items at that meeting.</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.	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.	Head of Development Services.	No.
Healings Mill.	To consider the progress made in respect of Healings Mill.	Head of Development Services.	No – agreed by the Overview and Scrutiny Committee on 17 July 2018.
Gloucestershire Health and Care Overview and Scrutiny Committee Update.	To receive an update from the Council's representative on matters considered at the last meeting (5 March 2019).	N/A	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>
Gloucestershire Joint Waste Committee – Six Month Update Report.	To consider the progress made in relation to the 2018/19 Gloucestershire Joint Waste Committee Action Plan with a specific focus on Tewkesbury Borough.	Head of Community Services	No – agreed at the Overview and Scrutiny Committee meeting on 16 October 2018.
Development Services Improvement Plan.	To consider the progress made against the actions within the Plan.	Head of Development Services	No – agreed at the Overview and Scrutiny Committee meeting on 16 October 2018.
Overview and Scrutiny Committee Work Programme 2019/20.	To approve the Overview and Scrutiny Committee Work Programme for the forthcoming year.	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.	Head of Corporate Services.	No.
Housing Strategy Monitoring Report.	To consider – six month update.	Housing Services Manager.	No.
Customer Care Strategy.	To consider – annual update.	Corporate Services Manager.	No.

**NB – Changes from previous work programme highlighted in bold**

<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>
Community Safety Partnership Update.	To consider the update on the Community Safety Partnership.	Head of Community Services.	No – Exec Cttee approved the reconvening of the Tewkesbury CSP in August 2018. O&S previously received an annual update.
Gloucestershire Police and Crime Panel Update.	To receive an update from the Council's representative on matters considered at the last meeting (15 March 2019).	N/A	No.

**PENDING ITEMS**

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>
Review of Workforce Development Strategy.	Review by O&S Workshop – agreed by Overview and Scrutiny Committee at its meeting on 13 June 2017 – January/February 2019.
Review of Corporate Enforcement Policy.	Review by O&S Workshop – agreed by Overview and Scrutiny Committee at its meeting on 13 June 2017 – March 2019.
Review of Complaints Policy.	Identified for review in the Corporate Policies and Strategies Report and agreed by the Overview and Scrutiny Committee at its meeting on 4 September 2018.
Single Use Plastic Policy.	Identified in the Corporate Policies and Strategies Report and agreed by the Overview and Scrutiny Committee at its meeting on 4 September 2018 – Workshop to be arranged for March 2019.
West Oxfordshire Visit/Presentation on Grounds Maintenance.	Possible item depending on the outcome of the review of the Grass Cutting Improvement Plan on 12 February 2019, as agreed by the Overview and Scrutiny Committee at its meeting on 4 September 2018.

<b>ITEMS FOR INCLUSION IN 2019/20 WORK PROGRAMME</b>	
Single Use Plastic Policy	June 2019 – To consider the actions arising from the Overview and Scrutiny Committee workshop in March 2019.
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.
Enviro-Crimes Annual Report.	June 2019 – agreed by the Overview and Scrutiny Committee at its meeting on 12 June 2018. Interim report in January 2020.
Review of Planning Enforcement Plan.	July 2019 – 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.
Community Services Review Improvement Plan.	July 2019 – Agreed by Council on 24 July 2018.
Warm and Well Update	November 2019 (at the same time as the Housing Strategy Monitoring Report)
Safeguarding Policy and Procedure	Identified for review in the Corporate Policies and Strategies Report and agreed by the Overview and Scrutiny Committee at its meeting on 4 September 2018 – put on hold pending new national guidance.

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	8 January 2019
<b>Subject:</b>	Planning Key Performance Indicators
<b>Report of:</b>	Head of Development Services
<b>Corporate Lead:</b>	Deputy Chief Executive
<b>Lead Member:</b>	Lead Member for Built Environment
<b>Number of Appendices:</b>	None

**Executive Summary:**

The Development Services Review was approved by Council on 17 April 2018. This review was supported by an action plan containing a number of actions which needed to be addressed to help improve the service. The progress on the Action Plan was presented to Overview and Scrutiny Committee on 16 October 2018. At that meeting it was requested that a report on the Key Performance Indicators (KPIs) in relation to the Planning service be presented to the Committee.

**Recommendation:**

**To CONSIDER the Key Performance Indicators (KPIs) in relation to the Planning service.**

**Reasons for Recommendation:**

The Overview and Scrutiny Committee requested this report following a report presented to Committee in October 2018.

**Resource Implications:**

None as a direct result of this report.

**Legal Implications:**

None as a direct result of this report.

**Risk Management Implications:**

None as a direct result of this report.

**Performance Management Follow-up:**

Performance management on a number of KPIs is reported to Overview and Scrutiny Committee as a matter of course. This report further sets out more detailed performance indicators for the planning service.

**Environmental Implications:**

None as a direct result of this report.

**1.0 INTRODUCTION/BACKGROUND**

- 1.1** The Development Services Review was approved by Council on 17 April 2018. This review was supported by an action plan containing a number of actions which needed to be addressed to help improve the service, make it more efficient and put the service in a position to be able to commercialise, should there be a business case to do so in the future. The action plan is a dynamic document which is being used as a tool to help manage improvements in the service. An update on the Action Plan was presented to Overview and Scrutiny on 16 October and, at that meeting, details on KPIs relating specifically to Planning were requested.
- 1.2** Members will be aware that the statutory key indicators of planning performance in relation to speed of decision on planning applications are very positive with the team exceeding national targets and meeting the stretched local targets in most cases. In some quarters, performance on the speed of determination of planning applications could be considered as top quartile. The actions in the action plan seek to sustain this performance. The indicators that have been identified are in the areas where improved performance will have the greatest impact on service efficiency and customer service. These priorities are: validation; pre-application services; customer service complaints; quality and speed of decision making; and enforcement. Similarly, information in relation to the cost of delivering the service is a priority. The team is piloting time-recording methods to ensure efficient capturing of operational cost data.

**2.0 PROPOSED INDICATORS**

The proposed indicators are set out below and are focused on a number of key themes. These include: validation; speed of decisions on applications; appeals; Planning Committee; enforcement; and customer satisfaction. This report sets out a number of quantitative and qualitative indicators to ensure that the service can improve efficiency and deliver better outcomes for customers and service users. In response to these indicators, changes to working practices are being made to boost performance and customer satisfaction.

**2.1 Validation of Planning Applications**

- 2.1.1** Validation is the process whereby an application is checked to assess whether it is accompanied by the requisite fee, information and plans. Frequently, this is the first contact the customer has with the Planning team. Customers like to know as soon as possible whether their application requires further information to be valid so as to enable processing of the application to start. The complexity of the process depends on whether an application is major (10 or more dwellings or 1,000 or more square metres) minor (one to nine dwellings of less than 1,000 square metres), other (predominantly householder applications but also includes advertisement consent, listed building consent and changes of use).

**2.1.2** In 2017/18, the average number of days for customers being advised whether their application was valid or invalid was as follows:

- Major applications: 16.8 days
- Minor applications: 16.5 days
- Other applications: 13.5 days

**2.1.3** There has been an improvement this financial year. From 1 April to 30 November 2018 the average number of days for validation was:

- Major applications: 14 days
- Minor applications: 11 days
- Other applications: 8 days

**2.1.4** Nevertheless, it is recognised there is room for improvement and the following KPI's are recommended in respect of validation:

**Major Applications**

Proposed Indicator	<b>% Major Applications where customers advised within 10 working days whether or not the application is valid</b>
Outturn 2017-18	26%
April to Nov 2018	50%
Target 2019-20	75%

**Minor Applications**

Proposed Indicator	<b>% Minor Applications where customers advised within 7 working days whether or not the application is valid</b>
Outturn 2017-18	37%
April to Nov 2018	47%
Target 2019-20	80%

**Other Applications**

Proposed Indicator	<b>% "Other" Applications where customers advised within 5 working days whether or not the application is valid</b>
Outturn 2017-18	37%
April to Nov 2018	59%
Target 2019-20	90%

## 2.2 Speed of Decision on Applications

- 2.2.1** The current performance indicators for major, minors and “other” planning applications are presented to Overview and Scrutiny Committee on a quarterly basis and there is a requirement for the Council to report on these to the Ministry of Housing, Communities and Local Government (MHCLG) quarterly. Performance on these indicators is excellent.
- 2.2.2** A national planning performance regime was introduced in October 2013 in which the government set minimum standards for the speed and quality of planning decisions on planning applications over a rolling two year period. The measures are applied separately to “major” and “non-major” (minor and other) applications.
- 2.2.3** A local planning authority can be “designated” as underperforming if it does not meet the minimum standards. If a Council is designated, applicants may apply directly to the Planning Inspectorate for the category of development (major, non-major or both) for which the Council is under performing.
- 2.2.4** The MHCLG published criteria for designation in November 2018 and this is likely to have effect in February 2019 (subject to parliamentary procedures). The proposed designation thresholds and assessment periods for speed of decision (determination within the statutory period or such extended period as has been agreed in writing) are as follows:

<b>Measure &amp; type of application</b>	<b>Threshold and assessment period: October 2016 to September 2018</b>	<b>Threshold and assessment period: October 2017 to September 2019</b>
Speed of major development	60%	60%
Speed of non-major development	70%	70%

- 2.2.5** Tewkesbury Borough Council’s performance to date is:

<b>Measure &amp; type of application</b>	<b>Threshold and assessment period: October 2016 to September 2018</b>	<b>Threshold and assessment period: October 2017 to September 2018</b>
Speed of major development	88.89%	95.24%
Speed of non-major development	86.31%	89.33%

**2.2.6** As current performance is significantly above the thresholds for designation, it is recommended that the current local target performance indicators which distinguish between major, minor and other applications as set out below are retained:

**Major Applications**

<b>Proposed Indicator: Percentage of ‘major’ applications determined within 13 weeks or alternative period agreed with the applicant</b>	
Outturn 2017/18	89.58 %
Local Target 2019/20	85%
Up to Q2 2018/19	100

**Minor Applications**

<b>Proposed Indicator: Percentage of ‘minor’ applications determined within 8 weeks or alternative period agreed with the applicant.</b>	
Outturn 2017/18	78.2%
Local Target 2019/20	80%
Up to Q2 2018/19	80.4%

**Other Applications**

<b>Proposed Indicator: Percentage of ‘other’ applications determined within 8 weeks or alternative period agreed with the applicant.</b>	
Outturn 2017/18	88.66%
Local Target 2019/20	90%
Up to Q2 2-18/19	88%

## 2.3 Contribution to the Delivery of Housing

- 2.3.1 The number of homes and affordable homes permitted demonstrates how the authority is contributing to the housing needs of the borough, therefore, a KPI in relation to dwellings and affordable dwellings permitted is proposed. The annually prepared monitoring report reports on the number of dwellings completed, however, it is also reported here for completeness:

### Number of Dwellings Permitted

<b>Proposed Indicator: Number of dwellings permitted during the year 17-18 (includes appeal decisions)</b>	
Full planning permission	647
Outline planning permission	2157
Reserved matter approval	519
No of dwellings completed	945

### Number of Affordable Dwellings Permitted

<b>Proposed Indicator: Number of affordable dwellings permitted during the year 17-18</b>	
Full planning permission	TBC*Approximate 220
Outline planning permission	TBC*Approximate 620
Reserved matter approval	TBC*Approximate 225
Number of affordable units completed	233

## 2.4 Annual Review of Planning Committee Overturns

- 2.4.1 It is inevitable, from time to time, that decisions will be made by the Planning Committee which are contrary to the Officer recommendation. However, it is good practice to identify the number of cases where Officers' recommendations were not accepted. The annual review would be considered by the Planning Committee and would identify if there are any actions required to improve the quality and consistency of decision making. These actions will include: a review of appeals decisions and lessons learned; Member briefing sessions on key topics; Member training; review of quality of Committee reports; and, potentially, a Planning Advisory Service peer review.

**Proposed Indicator: Annual review of application recommendations overturned by the Planning Committee**

## 2.5 Appeals

**2.5.1** An applicant has a right of appeal where an application is refused, or where the Council fails to make a decision within an agreed timescale. If an appeal is dismissed, this can be taken to indicate that the decision of the Council is appropriate.

**2.5.2** The MHCLG criteria for designation as a poorly performing planning authority also relates to the quality of planning decisions on planning applications over a rolling two year period. *Quality* is measured as a proportion of all applications which are refused planning permission but then allowed on appeal. As with speed of decision, the measures are applied separately to “major” and “non-major” (minor and other) applications.

**2.5.3** The measure to be used is the percentage of the total number of decisions made by the authority on applications that are then subsequently overturned at appeal, once nine months have elapsed following the end of the assessment period. It is considered that this would be an appropriate measure for the Council to use for measuring performance in relation to appeals.

<b>Proposed Indicator: % total number of major decisions subsequently allowed on appeal</b>	
Outturn for decisions on major applications April 2015 to March 2017	6.3 % allowed
Target for decisions on major applications April 2016 to March 2018	No more than 10% of all major decisions to be allowed on appeal
<b>Proposed Indicator: % total number of non-major decisions subsequently allowed on appeal</b>	
Outturn for decisions on non- major applications April 2015 to March 2017	7.5 % allowed
Target for decisions on non-major applications April 2016 to March 2018	No more than 10% of all non-major decisions to be allowed on appeal

**2.5.4** The MHCLG criteria for designation published in November 2018 can be found at [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/760040/Improving\\_planning\\_performance.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/760040/Improving_planning_performance.pdf)

**2.5.5** Either party at appeal (i.e. the appellant or the Council) can submit an application for the other side to pay its appeal costs if it considered that the other party has acted unreasonably.

<b>Proposed Indicator: Applications for costs against the Council a planning appeal upheld</b>	
Outturn 2017/18	0
Target 2019/20	0

## 2.6 Planning Enforcement

- 2.6.1 The purpose of these performance indicators is to measure the extent to which investigations are initiated in accordance with the Council's priorities set out in the Planning Enforcement Plan. The Enforcement team is now starting to enter dates into the Council's database which will enable this performance indicator to be measured from January 2019.

<b>Proposed Indicator: Investigate CATEGORY A cases within 24 hours (Without prompt action, material risk of further harm which could be reduced by early intervention)</b>	
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Target 2019/20	90%
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<b>Proposed Indicator: Investigate CATEGORY B cases within 5 working days (Development causing, or likely to cause, irreparable harm or damage)</b>	
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Target 2019/20	90%
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<b>Proposed Indicator: Investigate CATEGORY C cases within 10 working days (Risk of material harm to the environment or undue harm to residential amenity)</b>	
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Target 2019/20	80%
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<b>Proposed Indicator: Investigate CATEGORY D cases within 15 working days (Breaches causing limited material disturbance to local residents or to the environment)</b>	
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Target 2019/20	70%
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## 2.7 Customer Satisfaction

- 2.7.1 Customer satisfaction with the planning service is often difficult to measure. The customer can also be difficult to define as often the Planning Service responds to matters raised not only by applicants but also neighbours, objectors and interested groups who are also customers of the system. The Council has a system of corporate complaints and, while the total number of those relating to the planning service may be an indicator of the service, it is important to understand the issues raised and whether any actions need to be undertaken to address them. Therefore a "qualitative" indicator is recommended comprising an annual review of complaints relating to planning matters:

<b>Proposed Indicator: Annual review of corporate complaints relating to Planning Matters</b>
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**2.7.2** A customer satisfaction questionnaire has been prepared and initially will be tested on customers of the pre-application service in the New Year. Customers will access the questionnaire by clicking on a link in the pre-application response and questions will address satisfaction levels with quality of advice, speed of response and helpfulness of staff. The key outputs resulting from this survey will be reported to Members in due course.

## **2.8 Speed of Response to Pre-Application Queries**

**2.8.1** The Council's pre-application service will be reviewed in the New Year. This will include a review of the timescales for responses for different categories of development and consideration will be given to different levels of service to meet the needs of customers. This will likely take the form of a bronze/silver/gold service which is more reflective of customers needs, rather than the current one-size fits all approach. The review will also consider the best way of delivering the service and the costs/benefits of the pre-application service. Additional KPI's relating to the pre-application service will form part of the review.

## **2.9 Cost of Service Delivery**

**2.9.1** The cost of delivering various aspects of the service is often difficult to measure, but an understanding of cost vs. fee income is essential in looking to address areas of inefficiency. To that end, measures are being deployed to provide a more refined approach to capturing the costs of various aspects of the planning service using the functionality available within existing IT systems allowing quick, easy and dynamic access to operational cost information. Once this data is captured and analysed, it will provide information which is likely to form the basis of further KPI's.

## **3.0 OTHER OPTIONS CONSIDERED**

**3.1** None.

## **4.0 CONSULTATION**

**4.1** None as a direct result of this report

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

**5.1** Joint Core Strategy [www.gct-jcs.org/](http://www.gct-jcs.org/)

Planning Enforcement Plan

Council Plan

Development Services Action Plan

## **6.0 RELEVANT GOVERNMENT POLICIES**

**6.1** National Planning Policy Framework (NPPF) and Planning Practice Guidance – Updated July 2018 <http://planningguidance.planningportal.gov.uk/>

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

**7.1** None as a direct result of this report, albeit projects to help improve efficiency individually may require new or re-scoped resources to effectively deliver the benefits of service improvements.

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

8.1 None as a direct result of this report.

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

9.1 None as a direct result of this report.

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

10.1 Council Plan approved by Council 15 May 2018 and Development Services Review approved by Council 17 April 2018.

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**Background Papers:** None

**Contact Officer:** Head of Development Services  
01684 272095 [Annette.roberts@teWKesbury.gov.uk](mailto:Annette.roberts@teWKesbury.gov.uk)

**Appendices:** None

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	8 January 2019
<b>Subject:</b>	Ubico Report
<b>Report of:</b>	Head of Community Services
<b>Corporate Lead:</b>	Deputy Chief Executive
<b>Lead Member:</b>	Lead Member for Clean and Green Environment
<b>Number of Appendices:</b>	One

<b>Executive Summary:</b>	<p>This report provides an update on the performance of the Ubico contract for waste and recycling, street cleansing and grounds maintenance services.</p> <p>At the Overview and Scrutiny Committee on 17 July 2018, Members were introduced to a new suite of performance indicators which have been designed and agreed by Tewkesbury Borough Council, the Joint Waste Team and Ubico and will be monitored and reported consistently across all Ubico partners. The level of information now provided to monitor the Ubico contract has increase significantly compared to previous years, including when the service was managed in-house, and this now allows a much greater oversight of the services.</p> <p>This suite of indicators, which are also now presented in a more visual and user-friendly format, forms the basis for this report.</p> <p>This report not only outlines service performance but also considers the financial performance for the first half of the year. This shows a forecast overspend, which is in part due to the reliance on agency staff who are expensive in comparison to established staff.</p> <p>Highlights of the Ubico performance is considered in the body of the report and the full performance information is in the attached Appendix.</p>
<b>Recommendation:</b>	<b>To CONSIDER the Ubico performance report for the first six months of 2018/19.</b>
<b>Reasons for Recommendation:</b>	The report allows Members to monitor our waste and recycling contractor Ubico in terms of service and financial performance.

<b>Resource Implications:</b>	None arising directly from this report.
<b>Legal Implications:</b>	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, Environmental Service Partnership Board and the Overview and Scrutiny Committee.

**Environmental Implications:**

None arising directly from this report.

**1.0 INTRODUCTION/BACKGROUND**

- 1.1** At a meeting of the Overview and Scrutiny Committee on 17 July 2018, Members agreed that a six month review of Ubico performance would be brought back to this meeting. Members were also introduced to a new suite of performance indicators which have been designed and agreed by Tewkesbury Borough Council, the Joint Waste Team and Ubico and will be monitored and reported consistently across all Ubico partners.
- 1.2** Bringing this interim report at this time allows the Committee to consider the full six months data rather than bringing the report earlier with only partial data as in previous years.

**2.0 PERFORMANCE**

- 2.1** 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 monthly.
- 2.2** Appendix 1 is the commissioner report which is prepared for the ESPB and details performance, health and safety statistics, financial performance and other data for the year. Highlights from the report are outlined below.
- 2.3 Residual household waste per household (kg/per year) and Household waste reused, recycled and composted**
- 2.3.1** The table below shows the 2017/18 outturn figures compared to the 2018/19 half yearly figures which shows a modest increase in the level of recycling across the borough. This is positive given the backdrop of declining recycling rates nationally.
- 2.3.2** There is a decrease in the amount of waste going to landfill which is also positive.

**2.3.3** The percentage of missed waste collections has also improved slightly on last year.

<b>Indicator</b>	<b>2017/18</b>	<b>2018/19</b>
Residual Household Waste per household (kg/hh)	385 (full year)	192 (first 2 quarters)
Percentage of household waste reused, recycled and composted.	54.07%	55.57%
Percentage of household collection that were completed on schedule,	99.88%	99.89

**2.4 Percentage of Household Collections Completed on Schedule**

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

**2.4.2** 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 5317.

**2.4.3** 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 missed collections for the year. This target was revised to 0.1% as part of the improvement plan and has been further revised to a 0.05% stretch target.

**2.4.4** The current target is more ambitious with an accuracy level of 99.95% of bins collected on schedule per year, in the first half of the year the percentage achieved was 99.89, which is a slight improvement on last year's outturn figure.

**2.4.5** This year's performance data also breaks the collection targets down into type of waste stream and the data shows that performance missed across all waste streams mixed with the targets being achieved some months, but missed during others. Ubico is now working on achieving the target on a consistent basis.

**2.5 Garden waste collections, Bin Deliveries and Bulky Waste Collection**

**2.5.1** Garden waste subscriptions continue to be a positive story with an increase in subscriptions of over 2,200 since April. An average of 40kg per subscriber per month is being collected.

**2.5.2** Requests for new bins generally remains high with an average of 117 refuse bins and 125 recycling bins being requested and delivered per month. The stock control system introduced by Ubico as part of the improvement plan last year appears to be working.

**2.5.3** Bulky waste collections remain consistent with an average of 233 requests for this service each month.

**2.5.4** Ubico is working on developing performance data for bulky waste and new bin requests rather than simply reporting on the numbers of requests.

## 2.6 Street Cleaning / Fly tipping

- 2.6.1** 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.
- 2.6.2** Litter and street cleansing requests have a target response time of two days. Performance is consistently low against this target. Once the street cleansing review is completed, this target and performance against it will be reviewed further to ensure that the service delivers more effectively.
- 2.6.3** Similarly fly-tipping requests are also not hitting the two day target. This may be for a number of reasons including the fly-tip being on private land, and therefore not the responsibility of Ubico to collect, or the nature of the fly-tip needing an external specialist contractor to deal with it. Smaller fly-tips can be cleared relatively easily by Ubico. This performance indicator needs reviewing to reflect the nature of the fly-tipping.
- 2.6.4** Performance for the removal of dead animals (two days) remains positive with the vast majority of reports being dealt with in line with the target.

## 4.0 FORMAL COMPLAINTS

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

Complaint Type	No of complaints	
	2017/18 (Full year)	2018/19 (half year)
Waste and Recycling	82	68
Grass Cutting	2	27

- 4.2** It is surprising to see the increased number of complaints about waste and recycling services, particularly in light of the difficulties we had with the round changes last year. One possible reason put forward by Ubico is that complainants may be responding because of past service failures. Tewkesbury Borough Council and Ubico will continue to monitor complaint information in order to better understand why complaints are being made.
- 4.3** Less surprising is the increase in complaints about grounds maintenance as the difficulties we had in the early part of the year are well known to all. Encouragingly these complaints dropped off considerably once the initial problems were dealt with and Ubico were back on top of the grass cutting.

## 5.0 FINANCIAL PERFORMANCE

- 5.1** Half yearly finance figures for Ubico are a concern with a forecast of £140,000 overspend. Much of this is due to the additional resources that were put into grounds maintenance in the early part of the year, and the over-reliance on agency staff to cover long-term sickness.

5.2 Ubico is considering ways to reduce its reliance on agency staff, such as increasing the employed establishment to create a pool of staff that can cover sickness across all Ubico contracts.

5.3 The driver shortage continues to be challenging and consideration is being given to increasing the current 5% market supplement to attract and retain drivers as well as using the apprenticeship levy to help Ubico to grow its own drivers.

## 6.0 OTHER PERFORMANCE REPORTING

6.1 The new suite of performance indicators now contains information on fleet management including the number of times a vehicle goes over its allowable weight, MOT information, DVSA/ Transport Commissioner compliance. This has been a specific concern to the Committee at previous meetings.

6.2 Also shown is information on staff sickness, health and safety, and personal and vehicle accidents which will be monitored moving forward.

6.3 These indicators will form the basis of future reports to this Committee, including the annual report.

## 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 - better communications between partners has assisted greatly in this, as has enhanced levels of communication with our communities.

7.3 Management is determined that the issues are resolved effectively and more quickly; standards are being closely monitored and corrective action will be taken as necessary to resolve any further issues.

## 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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**Background Papers:** Overview and Scrutiny Committee Minutes – 17 July 2018

**Contact Officer:** Head of Community Services  
01684 272259 Peter.Tonge@tewkesbury.gov.uk

**Appendices:** Appendix 1 – Ubico Performance Information Report

# Ubico Report – September 2018

42

## Tewkesbury Borough Council Performance Information



# Executive Summary

New Operations Manager started in July

Missed collections reducing with more detailed analysis enabling specific issues to targeted.

↻ DVSA visit highlighted improvements required in fleet compliance, new processes are being introduced to satisfy this requirement.

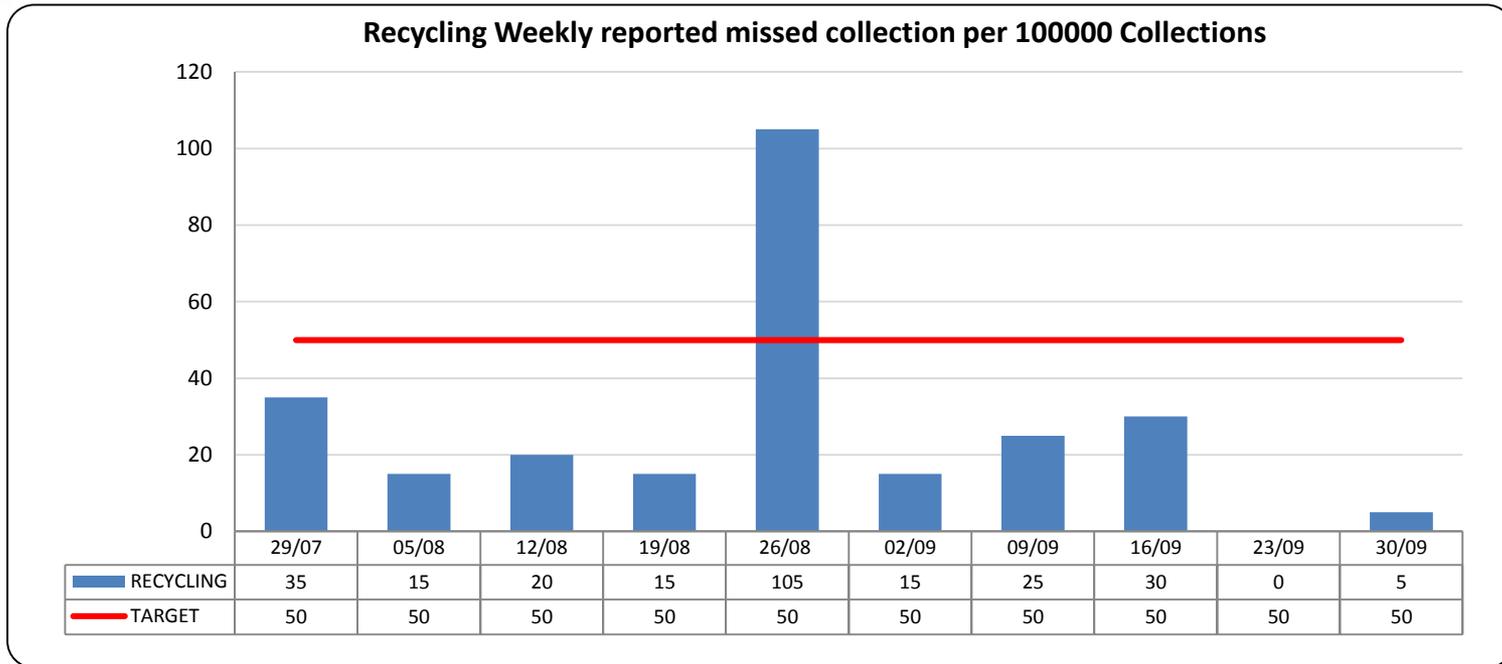
Street Cleansing review underway to ensure efficient use of current resource to meet expected level of service.

Grounds Maintenance project underway providing detailed mapping and round scheduling.



# Deliver Quality: Missed Collections per 100000

44

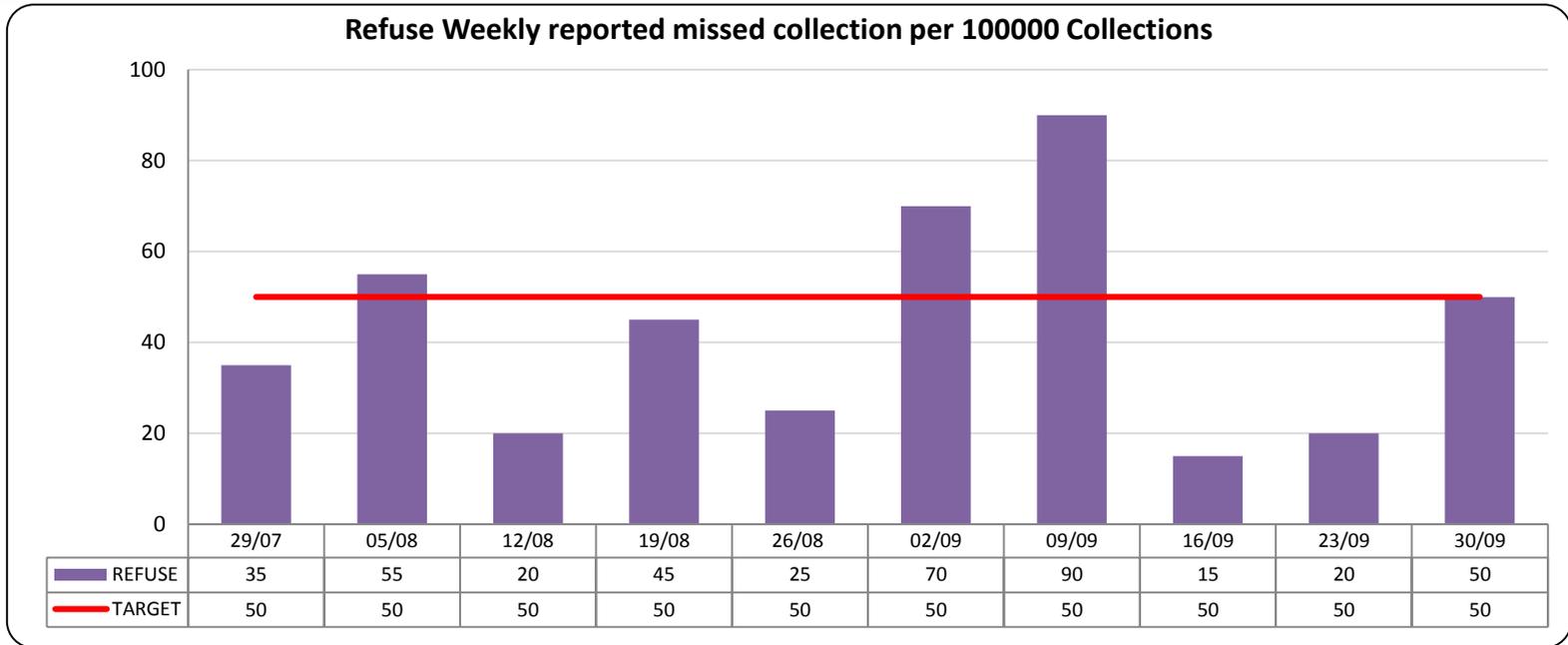


The following graphs show the number of missed collections per 100,000 collections. This ratio enables different services with differing numbers of scheduled collections to be compared against each other. Recycling collection levels have improved since April with the new analysis process being able to show specific issues such as the week of 26-08-18 when two of the normal crew on one round were off unexpectedly and 14 collections were missed.



# Deliver Quality: Missed Collections per 100000

45



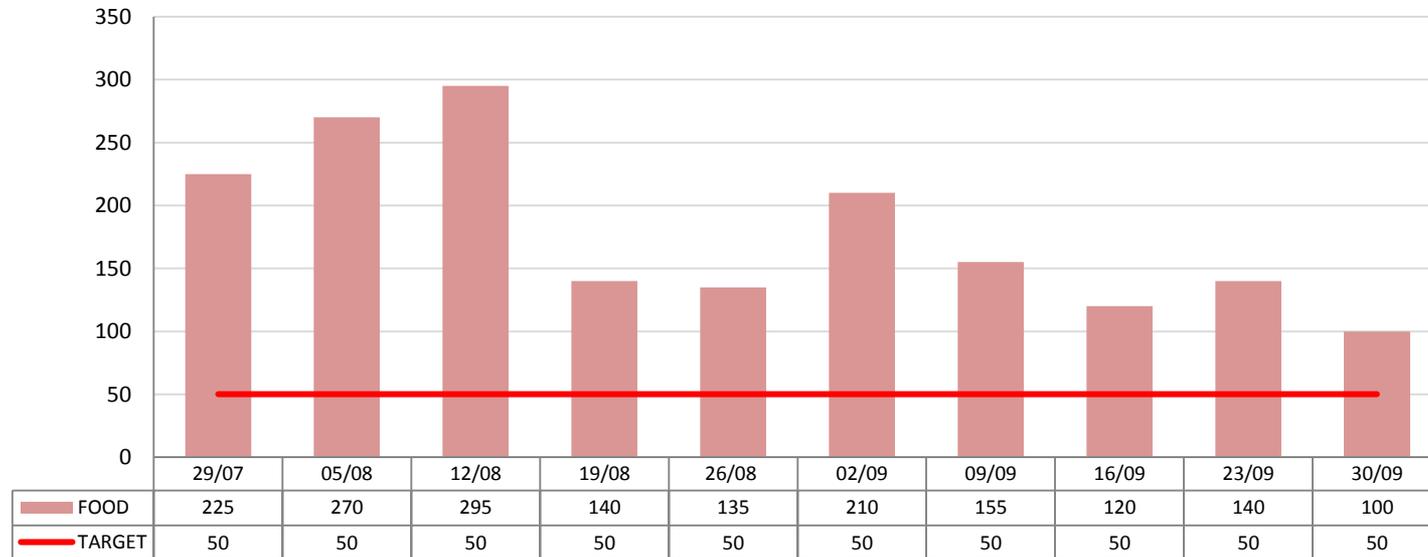
As with Recycling the level of missed refuse collections has reduced since April. Collections are continually monitored by supervisors with crews radioing in all non-compliance such as bins not being presented correctly to prevent unnecessary return visits.



# Deliver Quality: Missed Collections per 100000

46

Food Weekly reported missed collection per 100000 Collections



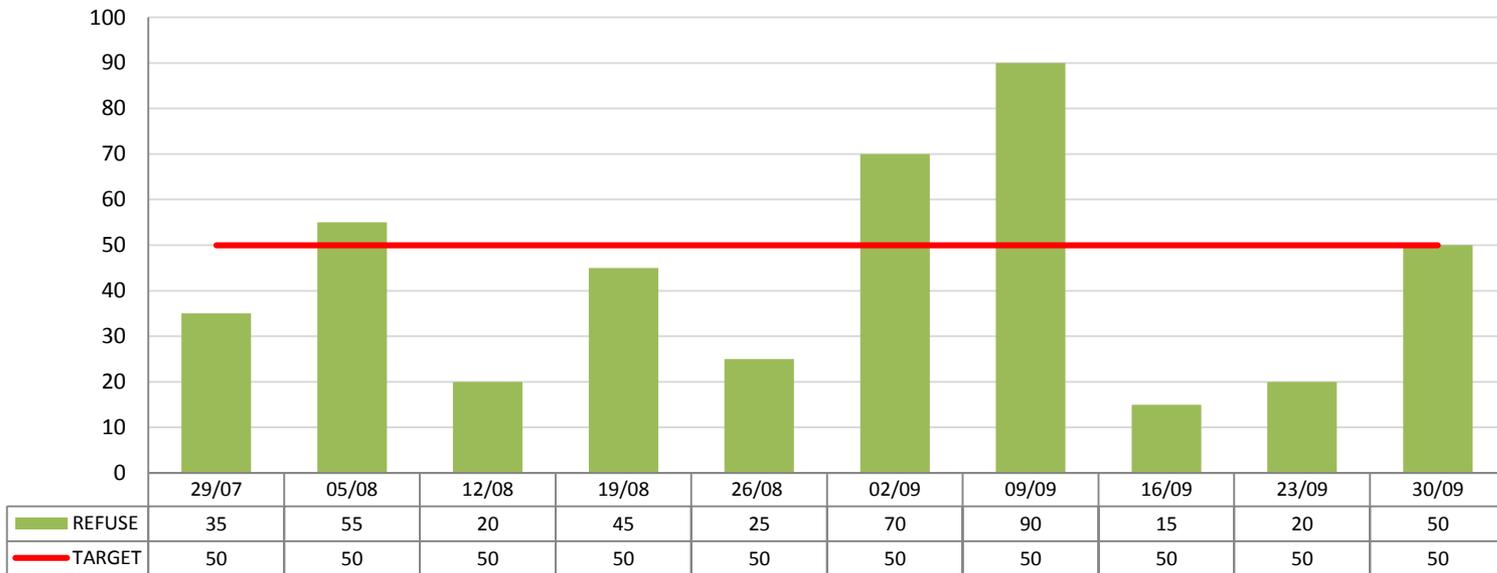
Food waste collections have not yet reached the target level as there has been a high level of temporary workers on the service due to vacancies. These positions are being advertised and the level of missed collections is continuing to reduce as they are filled.



# Deliver Quality: Missed Collections per 100000

47

Garden Weekly reported missed collection per 100000 Collections

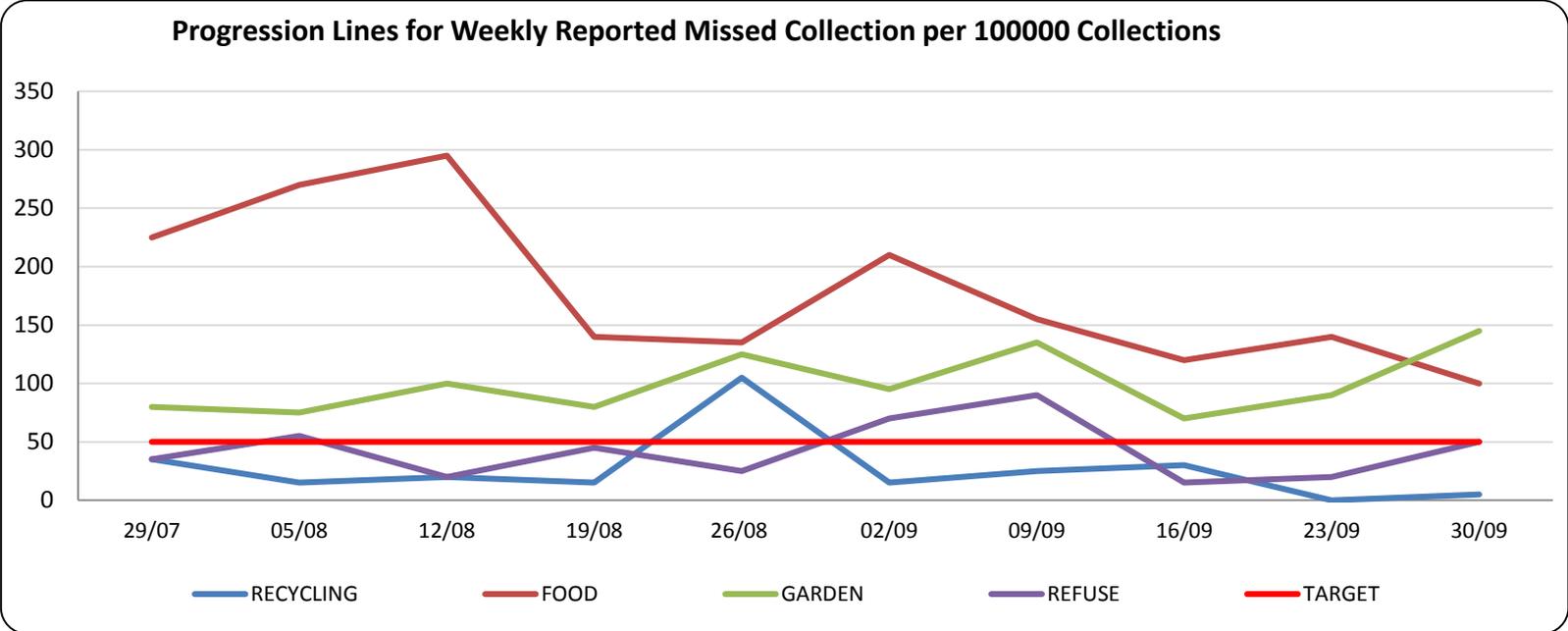


The increase in residents taking up the Garden Waste service led to the 3rd vehicle being used more regularly than previous years. Work was carried out in the early part of the year to assign a specific route to this vehicle and this has seen missed collections reduce. The increased use of this vehicle has also made sure that collections are completed on the correct scheduled day. (This was an issue encountered last year)



# Deliver Quality: Missed Collections per 100000

48

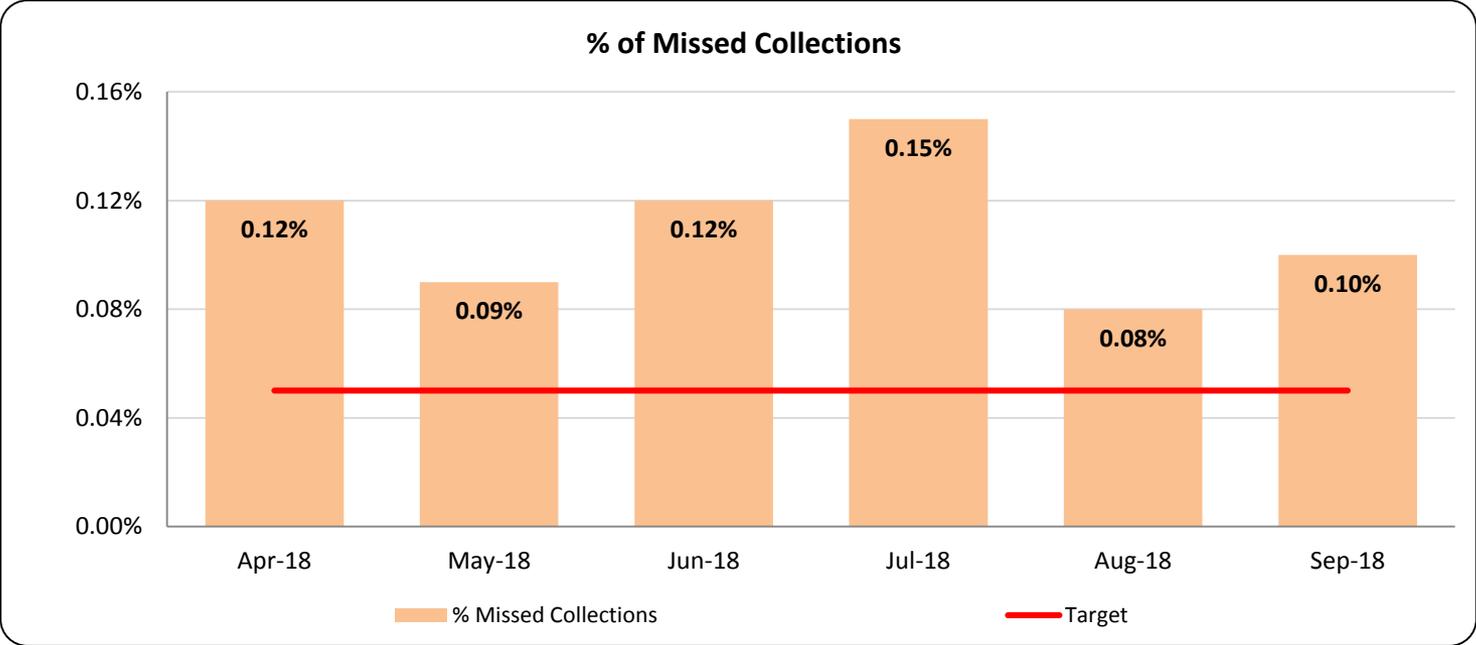


Overall the trends shows a reduction in missed collections and the new reporting system has enabled the team to be able to identify and target specific issues.



# Deliver Quality: Missed Collections

49

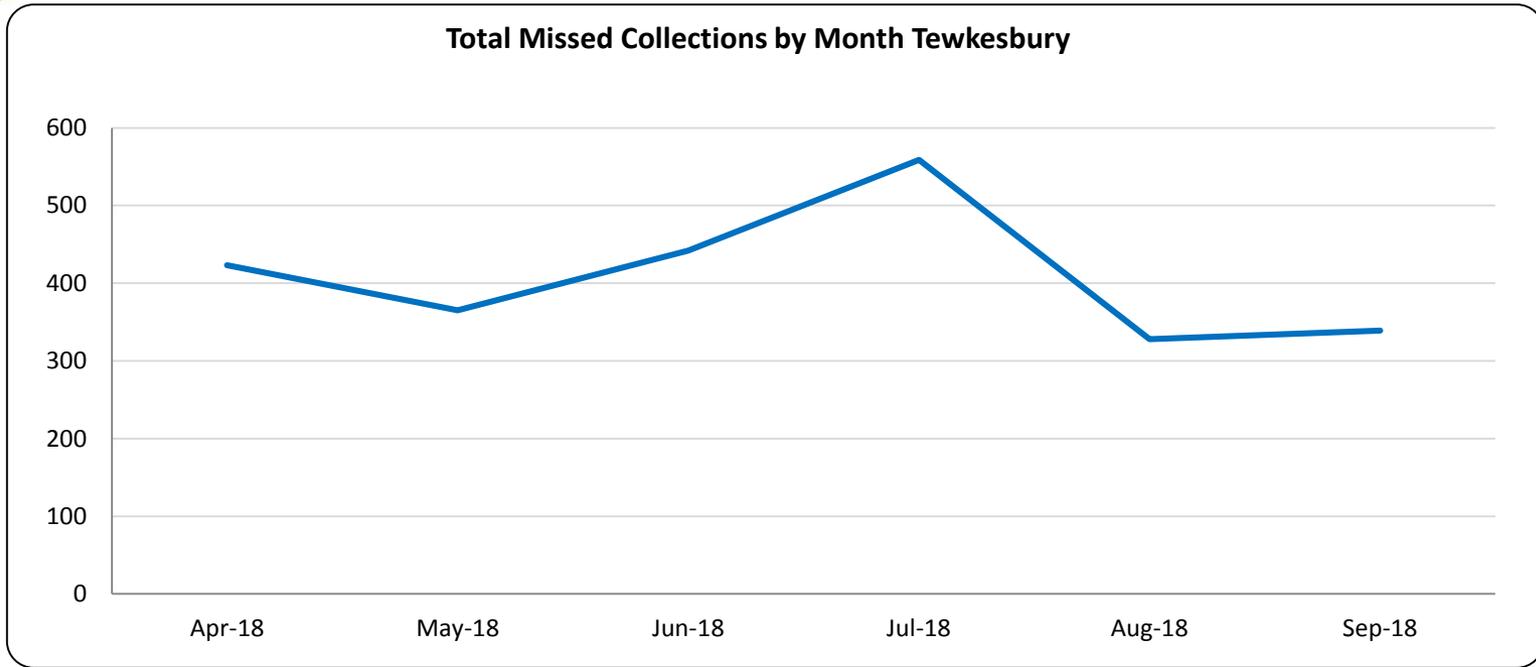


Work is being carried out to achieve the target of no more than 0.05% missed collections across all services. The Food waste collections are being closely monitored by supervisors as this has been identified as the service most in need of improvement. The recruitment of staff into this service has seen missed collections reduce.



# Deliver Quality: Missed Collections

50

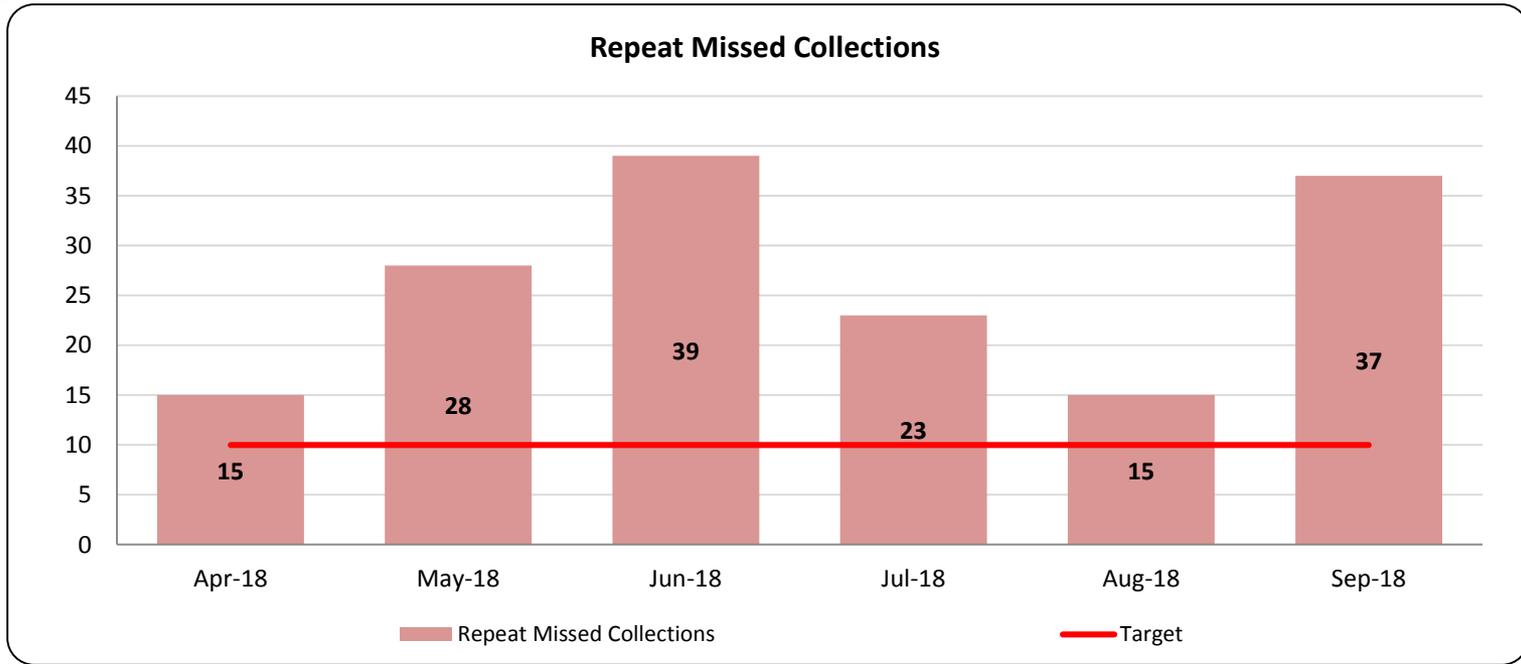


Missed collections have reduced by nearly 25% from April. New Management and processes are starting to show a reduction and early reports indicate a 50% reduction by October.



# Deliver Quality: Repeat Missed Collections

51

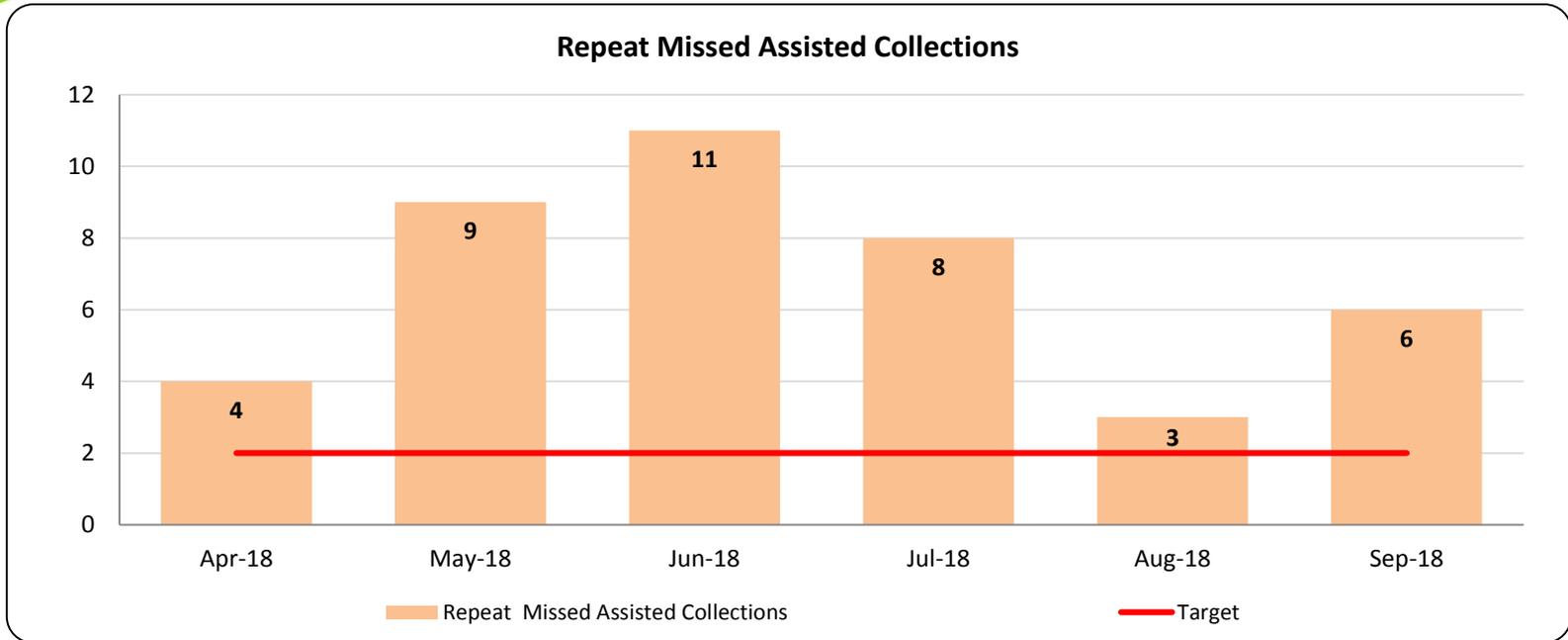


Repeat missed collections are tackled by means of a red and amber list. If a collection is missed more than two times in a three month period it gets added to the “amber” list and collections are recorded by crews radioing in to the office. If a collection on this list is missed again it migrates to the red list and is visited by a supervisor to confirm collection before the crew is allowed to stand down.



# Deliver Quality: Repeat Missed Assisted Collections

52



The Red & Amber list is also used for assisted collections. All crews are reminded to refresh themselves with the Assisted list each day to minimise disruption. As with all missed collections this is monitored daily by the supervisors.



# Deliver Quality: Collections

**Total collections: 2253000**

**Total missed collections: 2456**

**Target %: 99.95%**

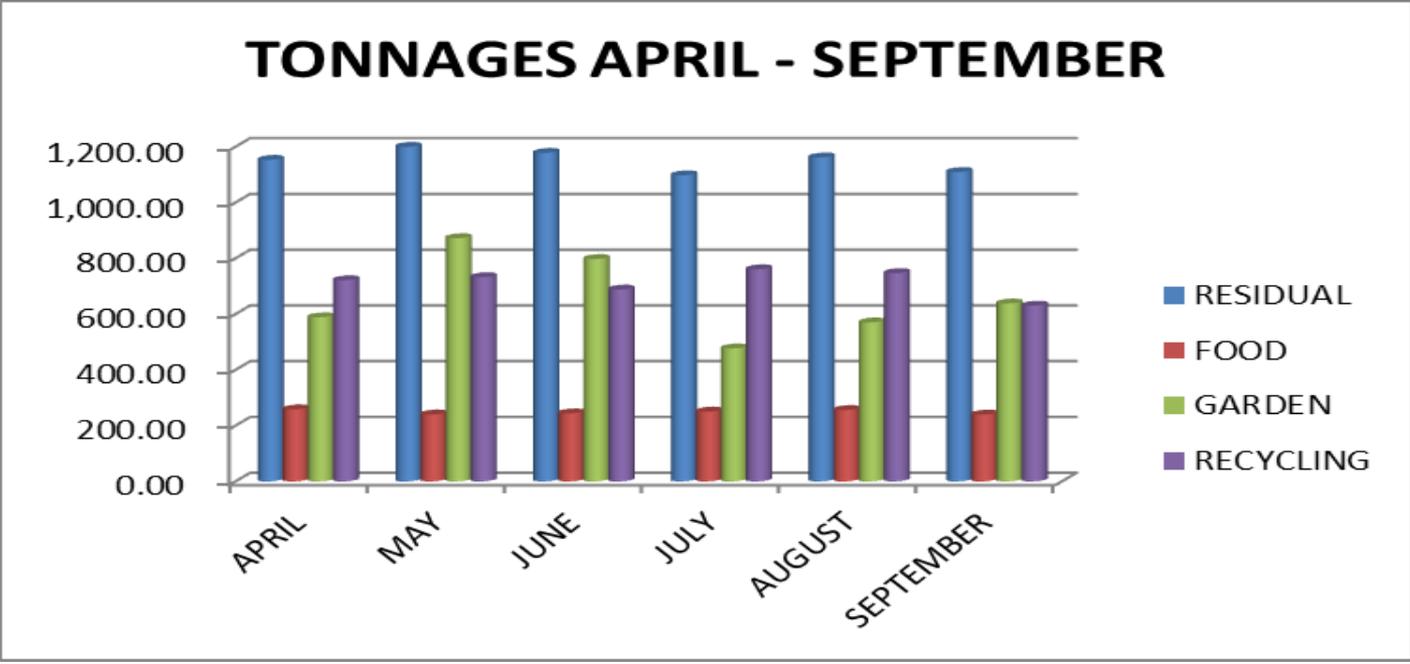
**Collection Accuracy %: 99.89%**

Overall there has been an improvement in collection accuracy with the new processes starting to show dividends. The objective is to meet the target by the end of the year.



# Deliver Quality: Tonnages

54

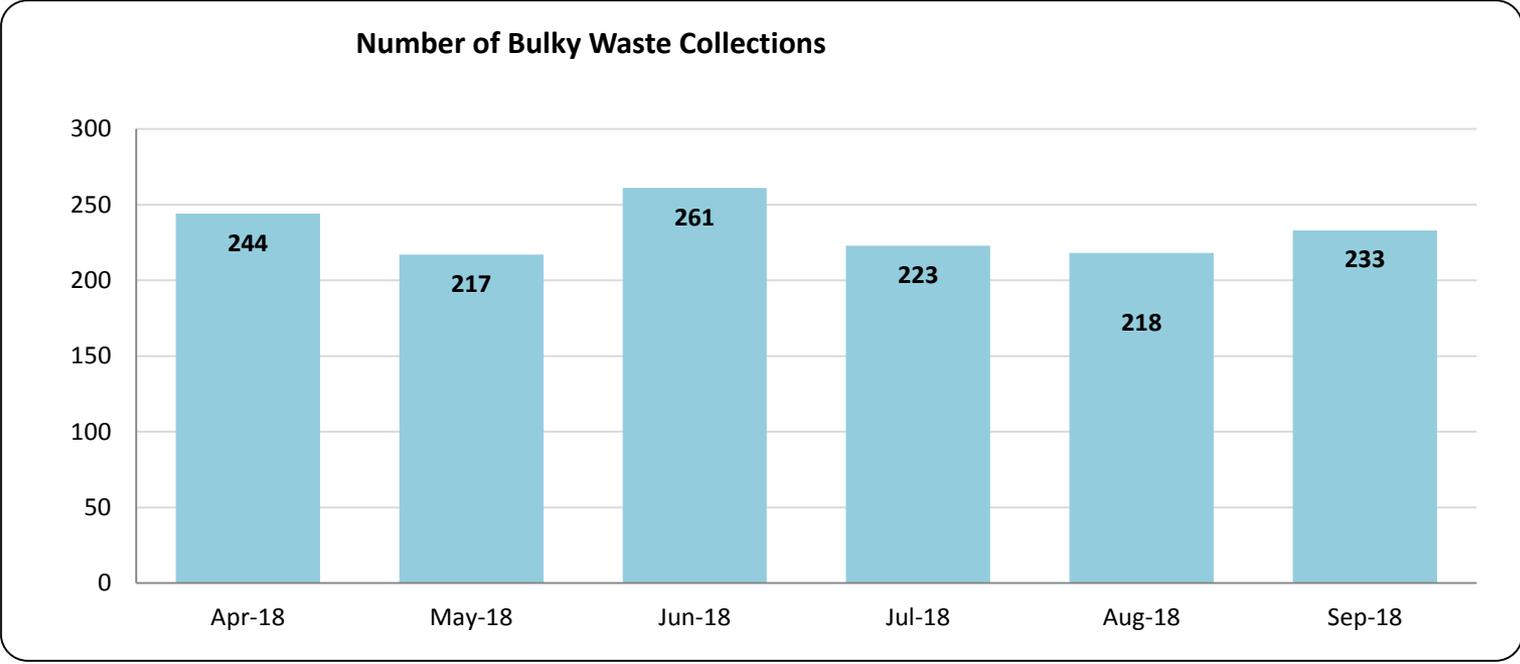


Residual, Recycling & Food Waste tonnages have stayed reasonably level. Garden waste clearly shows the heavier periods when grass grows at an increased rate.



# Deliver Quality: Bulky Waste Collections

55

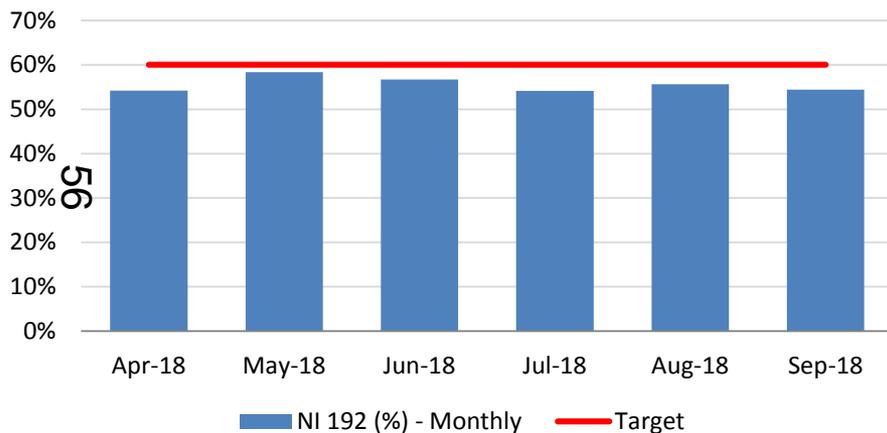


Bulky waste is scheduled automatically by TBC and sent through to Ubico on a daily basis. The workload is limited to a set amount of tasks each day to achieve completion. Unfortunately some tasks take longer than anticipated and lead to some having to be rescheduled, work is being carried out to manually record these instances as they will provide valuable information for future scheduling and efficiencies.

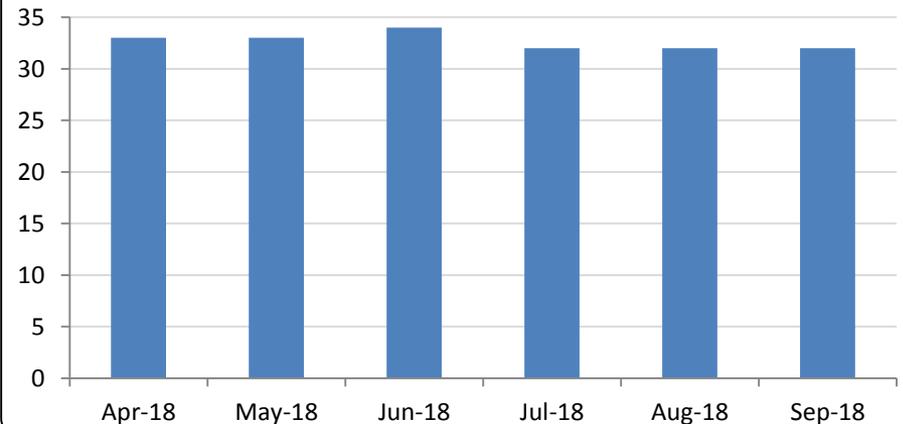


# Deliver Quality: Percentage of Reused Household Waste

**NI 192 (%) - Household waste reused, recycled and composted**



**NI 191 (kg) - Residual household waste per Head of Population**

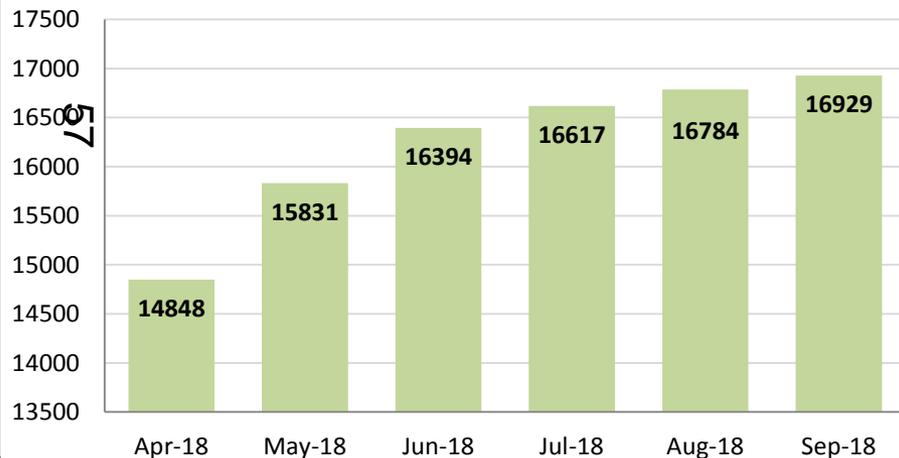


NI192 The percentage of household waste collected which is reused, recycled and composted is currently 55.57%. The Gloucestershire Joint Municipal Waste Management Strategy target is 60% by 2019/20, and TBC's performance is contributing towards the county and district council's achieving this. Approaches to achieving 60% are being discussed – from communications campaigns by the councils as well as implementing new or improved collections. The kerbside collection of small WEEE (Waste Electronic and Electrical Equipment - kettles, toasters and other small appliances) and also textiles is currently being considered. Ubico are working with TBC & JWT to explore the operational and financial viability of these collections.

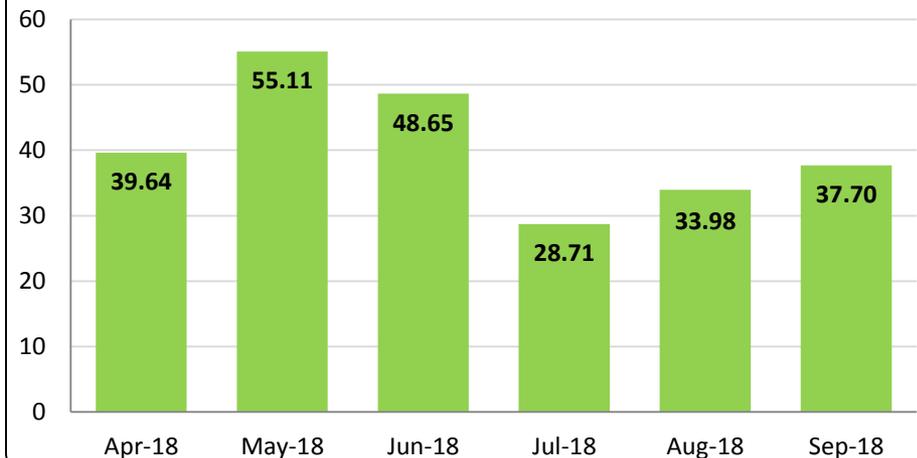
NI191 The slight reduction in Kg/household of residual waste landfilled is very positive step towards reducing residual waste.

# Deliver Quality: Garden Waste

### Number of Garden Waste Subscriptions



### Garden Waste Collected (kg) per Subscriber

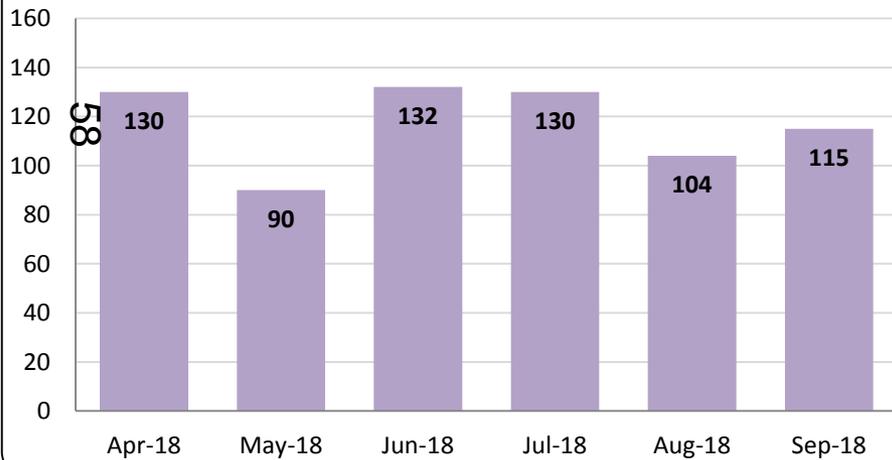


Garden waste subscriptions have increased by 2,17 since April, this would equate to approximately two extra collection days if looked at on an individual basis showing the requirement for the increased use of the third garden waste collection round. The fast grass growing period of May – June followed by the dry summer is shown clearly in the second graph.

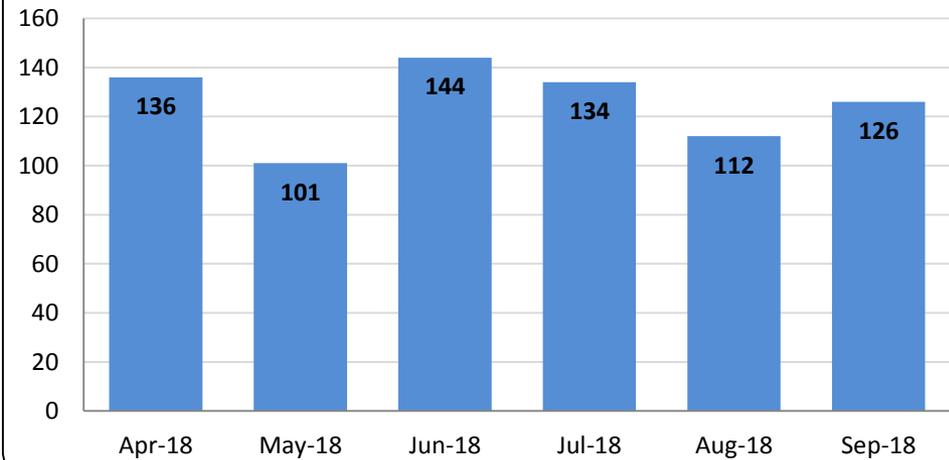


# Deliver Quality: Bin Requests

### Number of Refuse Bins Requested



### Number of Recycling Containers Requested

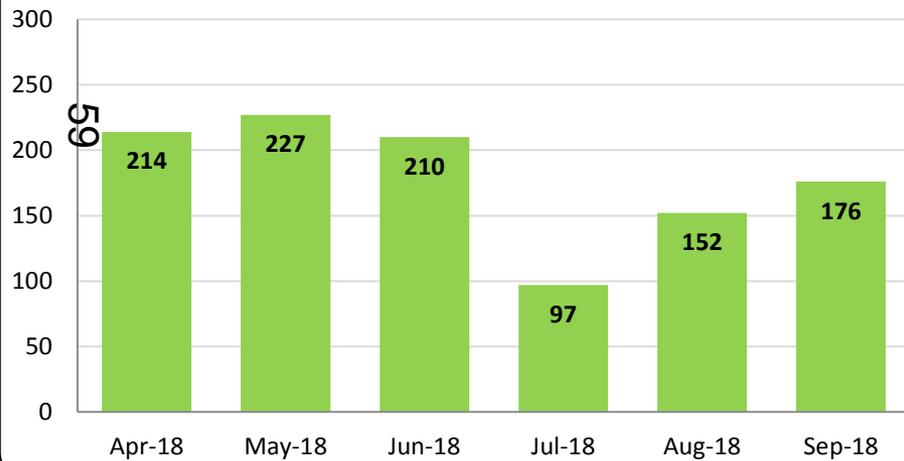


As with Bulky waste collections bin deliveries are scheduled automatically by TBC. Any bins not delivered on the due day are rescheduled. The same work is being carried out on deliveries as with collections to influence future scheduling.

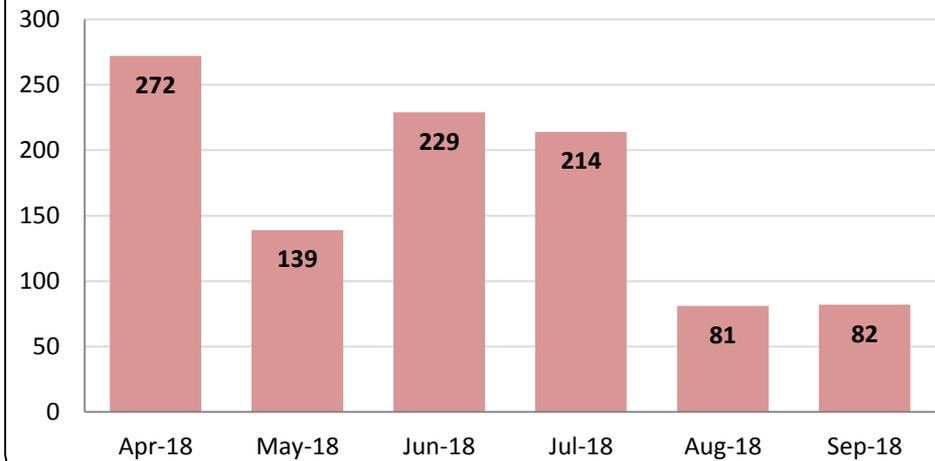


# Deliver Quality: Bin Requests

### Number of Garden Waste Bins Requested



### Number of Food Waste Bins Requested

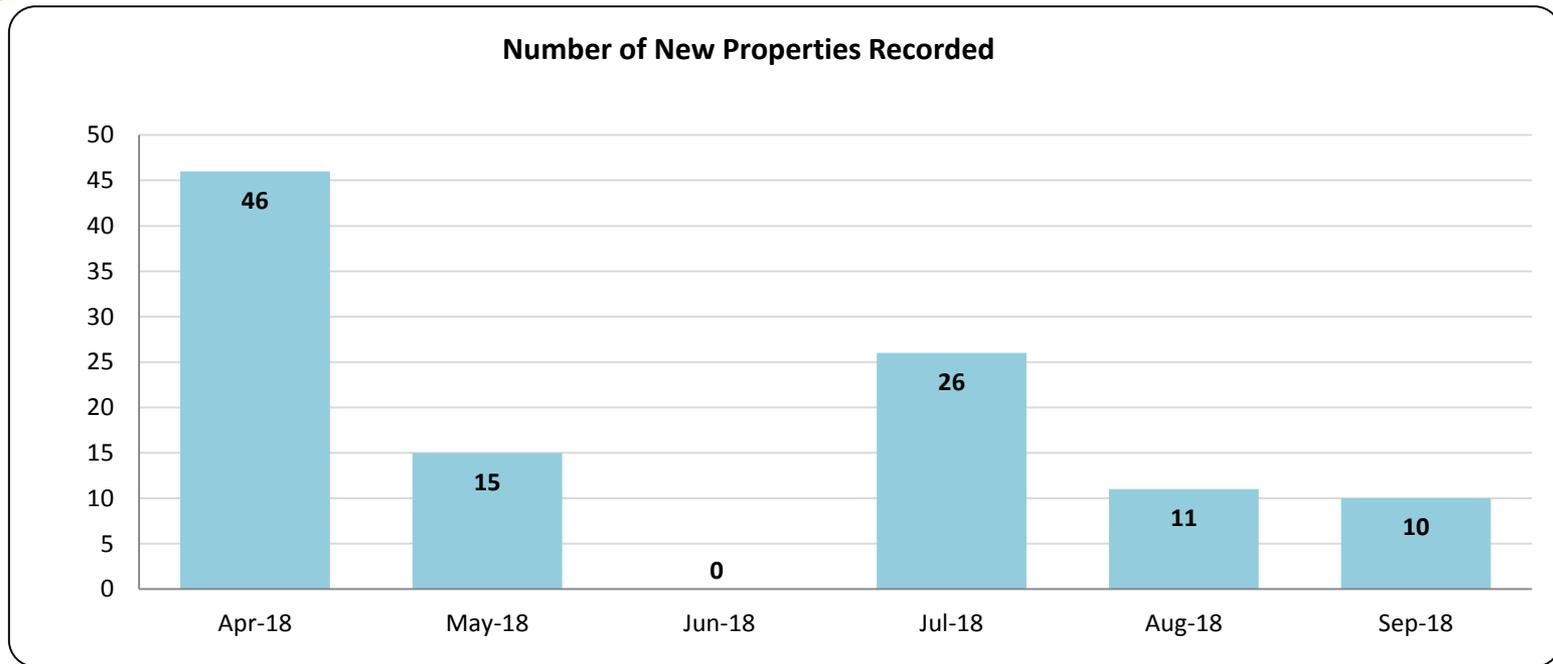


As with Bulky waste collections bin deliveries are scheduled automatically by TBC. Any bins not delivered on the due day are rescheduled by the automatic system. The same work of recording rescheduled collections is being carried out on deliveries as with bulky collections to influence future scheduling.



# Deliver Quality: New Properties

60

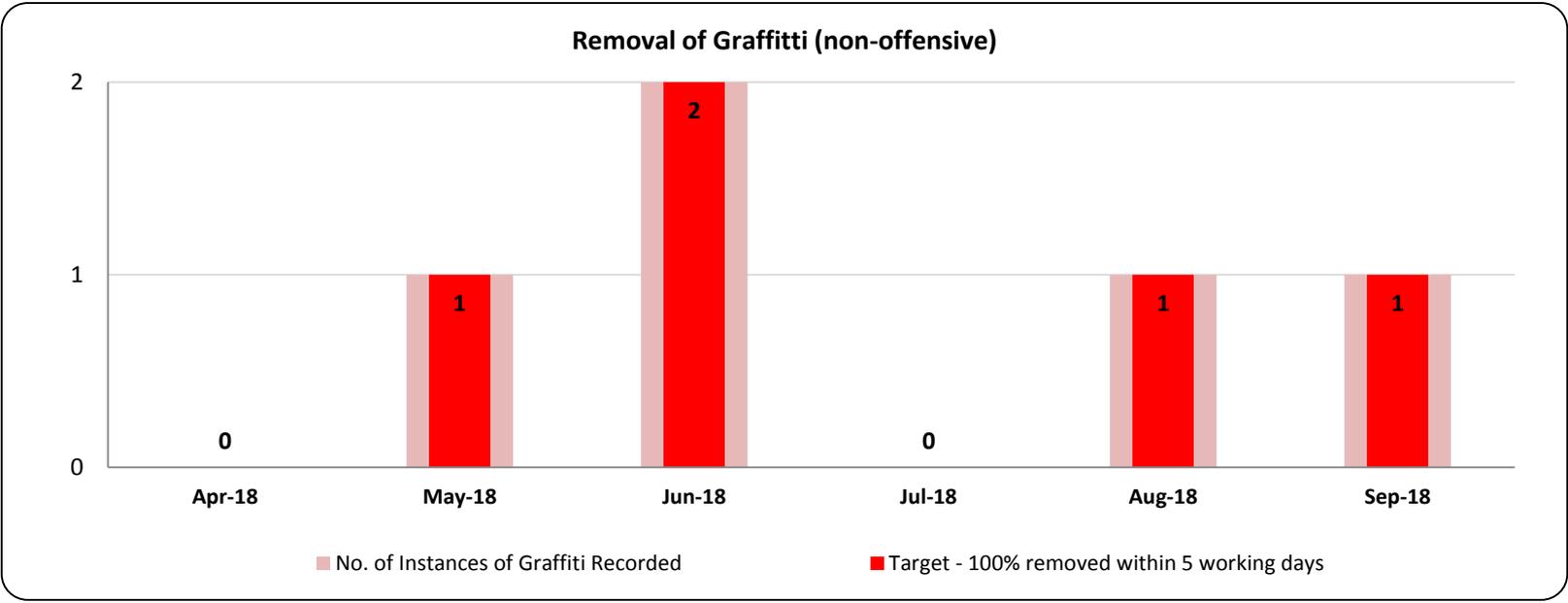


The number of new properties in TBC continues to increase, the service started in April 2017 factored future growth leading to a degree of resilience within each service.



# Deliver Quality: Litter/Street Requests

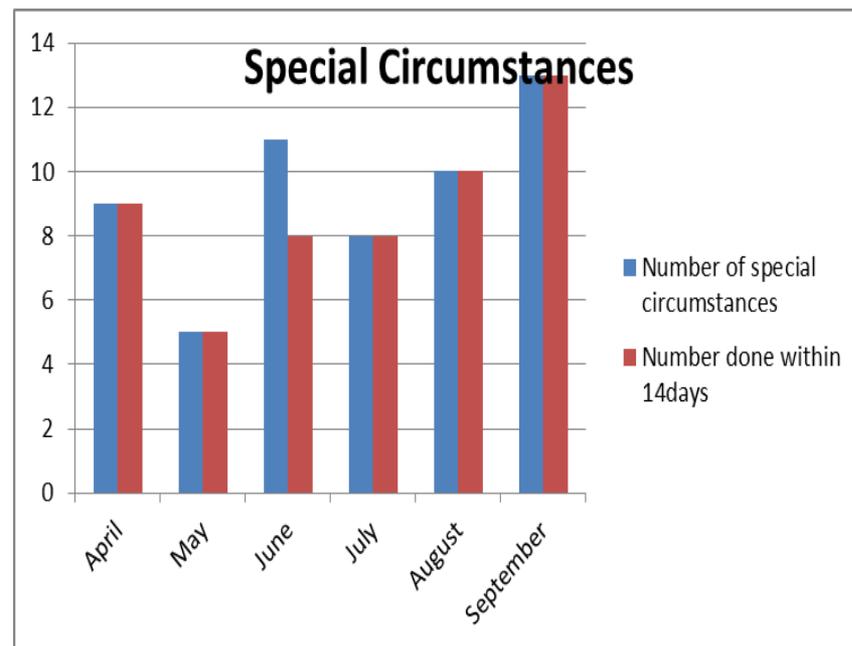
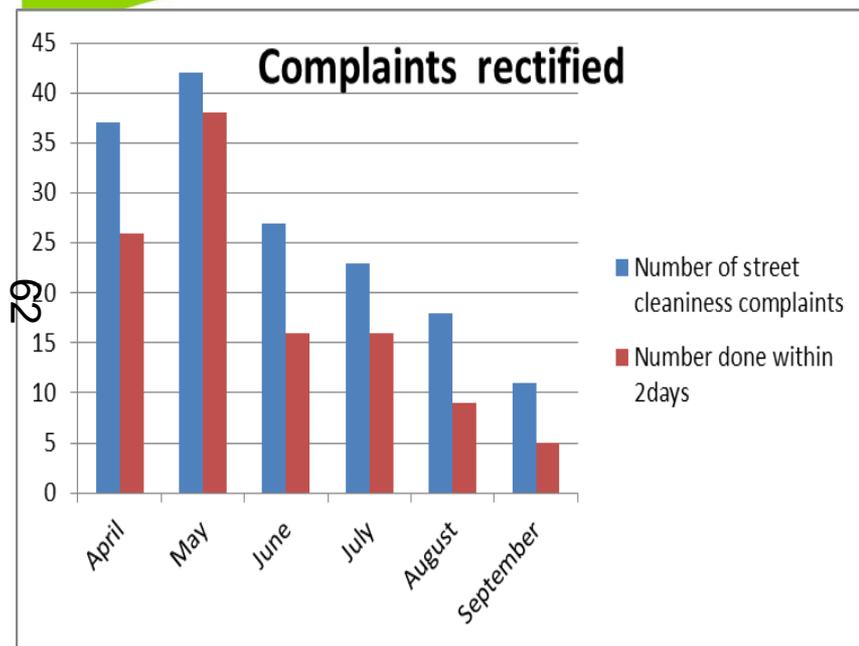
61



Graffiti has a removal target of 5 days, this has been met in all cases.



# Deliver Quality: Litter/Street Requests

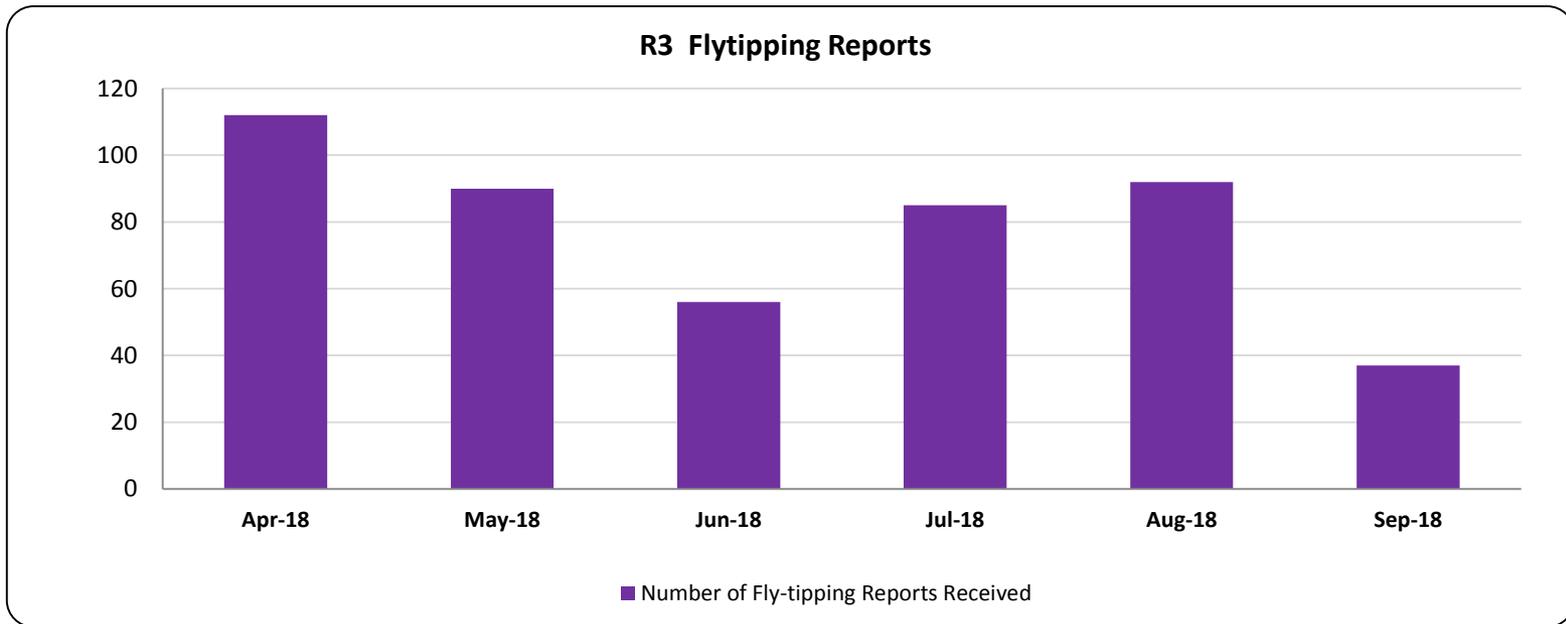


Requests for litterbin and dog bin emptying and general cleanliness have a target of two working days for completion. Other requests such as for mechanical sweeping and work on roads such as A40 have a longer response time. Current workloads lead to balancing requested tasks against scheduled work but completing work in the minimum time is always a priority.



# Deliver Quality: Fly-tipping Requests

63

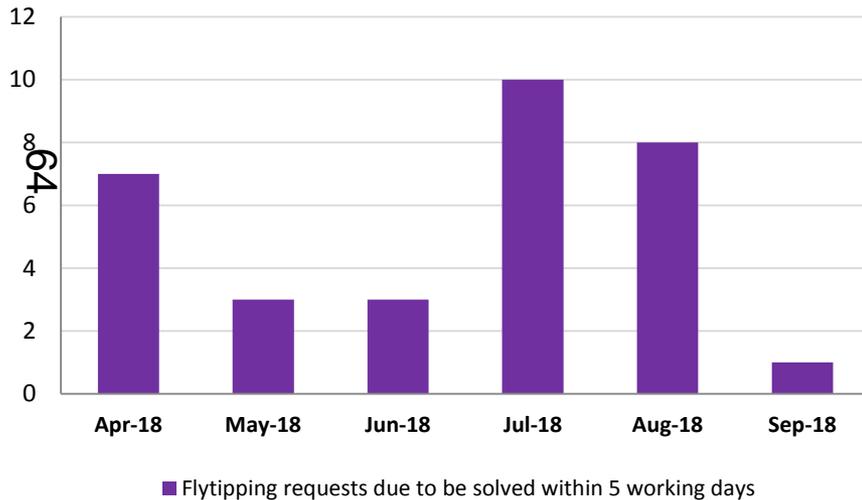


Not all fly tipping reports are collected by Ubico but all are investigated, if it turns out that Ubico (TBC) are not responsible they passed to the relevant person / authority. Examples of these are if the fly tip is on private land or if it is the responsibility of another authority.

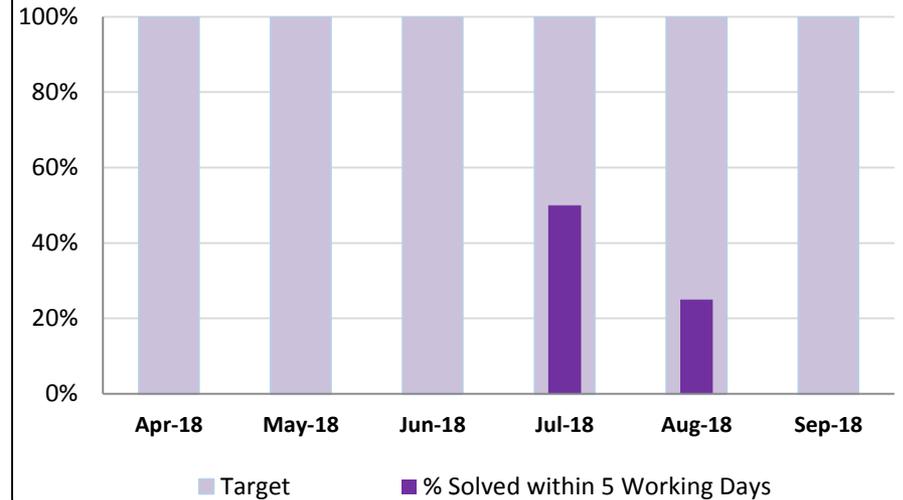


# Deliver Quality: Fly-tipping Requests

### Large Scale Fly-tipping Requests



### Removal of Large Scale Fly-tipping

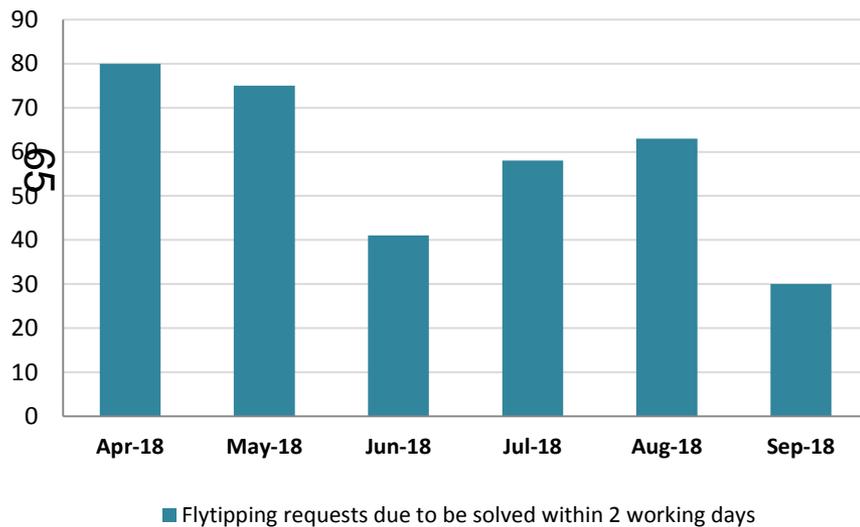


Large scale fly tipping is categorised as having to be picked up by an external contractor, either due to size or if it contains hazardous waste such as asbestos or plasterboard. The target is collection within 5 days and all cases are assigned to a contractor within this time but due to the differing requirements of equipment required to collect this is often not met. Hazardous waste is always dealt with as a priority.

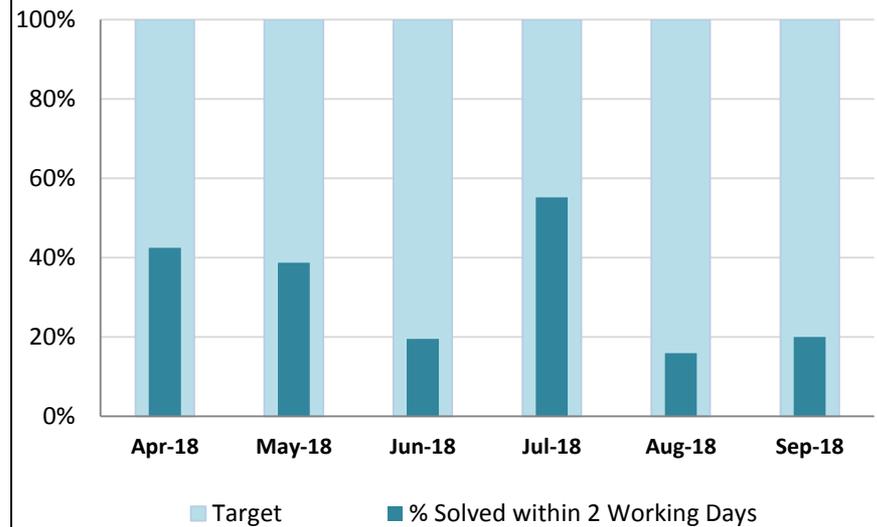


# Deliver Quality: Fly-tipping Requests

### Fly-tipping Requests Due to be Solved within 2 Working Days



### Removal of Fly-tipping within 2 Working Days

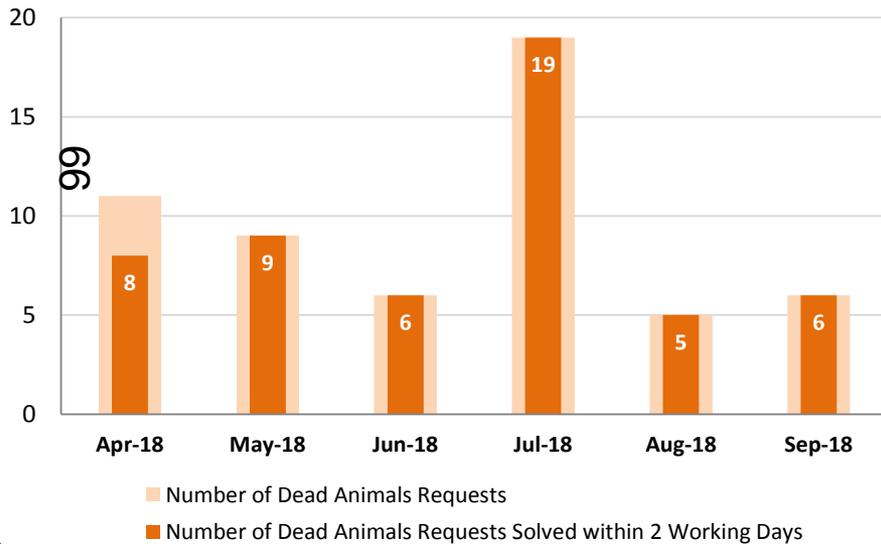


Smaller scale fly tips that can be collected by the street cleansing crews have a 2 day collection target. As with street cleansing requests the work is balanced against the scheduled work. Cases are prioritised on the nature of the fly tip and in most cases these requests are dealt within 3-4 days. The street cleansing review currently being undertaken is looking at how resources are managed with an aim of the target being achieved on a more regular basis.

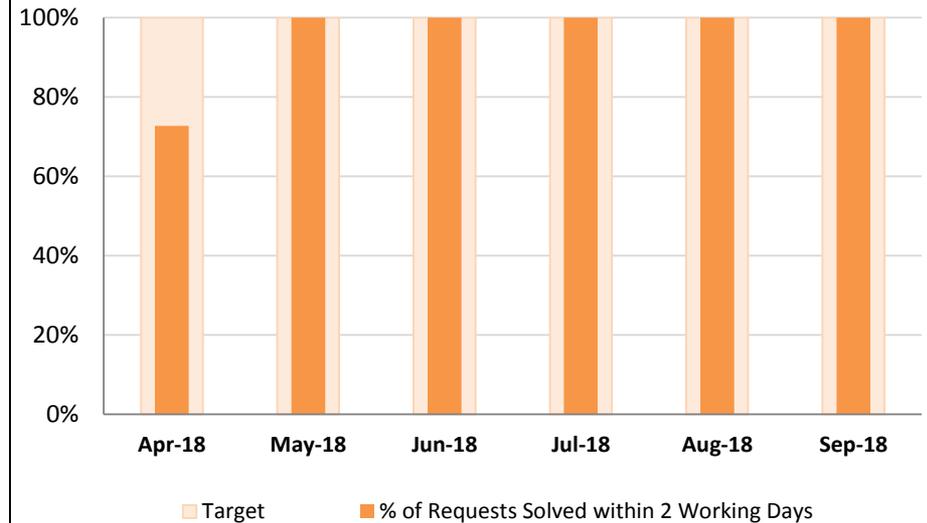


# Deliver Quality: Other Requests

### Removal of Dead Animals Requests



### % of Dead Animals Reports Solved within 2 Working Days

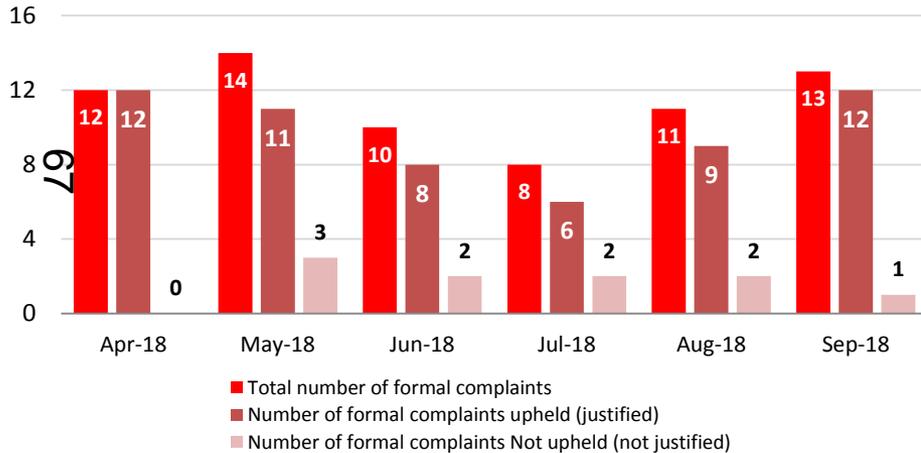


This section can include pets involved in traffic incidents and as such can involve high emotions, consequently they are given high priority.



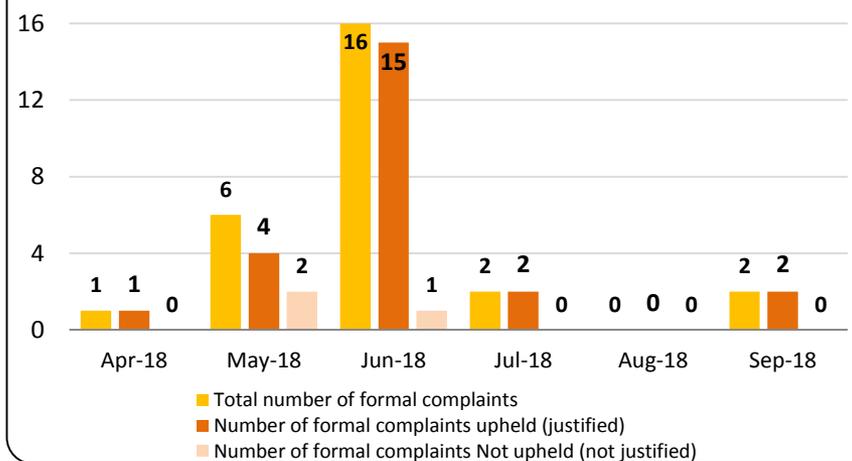
# Deliver Quality: Complaints

### Formal Complaints Waste & Recycling



Stage Two Complaints: - 1 Justified  
- 1 Not justified

### Formal Complaints Ground Maintenance



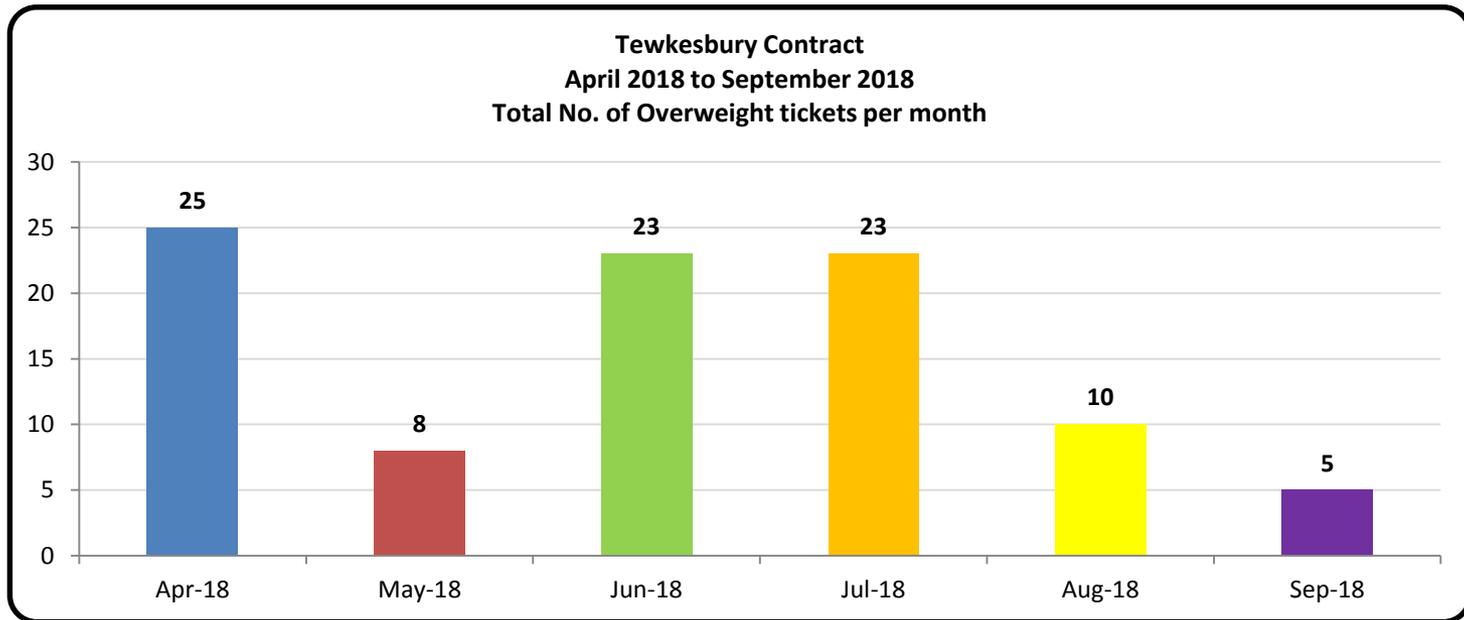
Stage Two Complaints: - 1 Upheld

Although the service has improved one of the reasons for a rise in complaints may be attributed to residents who having previously suffered a lower level of service previously and not made a complaint have now made a complaint about a single issue based on the previous incidents. The increased management of missed collections and better response times to enquiries will help to reduce this. The Grounds maintenance issues at the start of the year can clearly be seen.



# Deliver Quality: Overweight

88



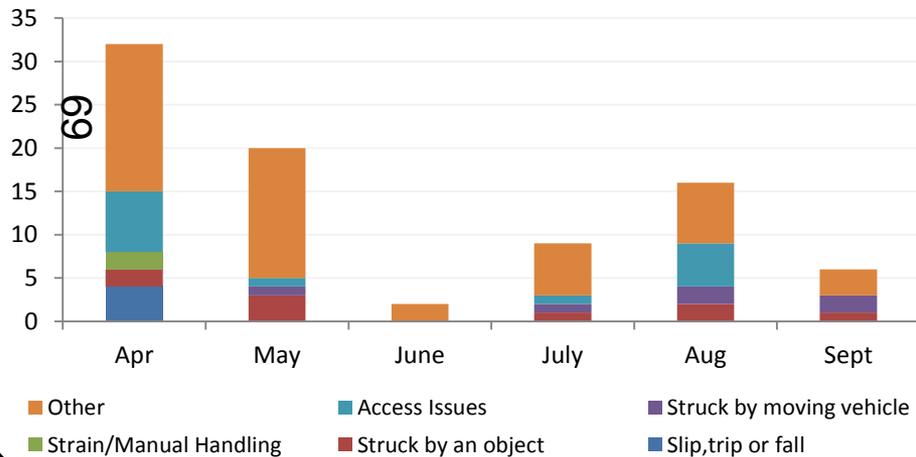
*Target – 0 Overweight Tickets*

Overweight vehicles are managed on a daily basis and have shown a reduction since new management and procedures have been used. The target is 0% and we have been concentrating on grounds maintenance vehicles in the last few months to balance the number of trips to the tip against overloading.

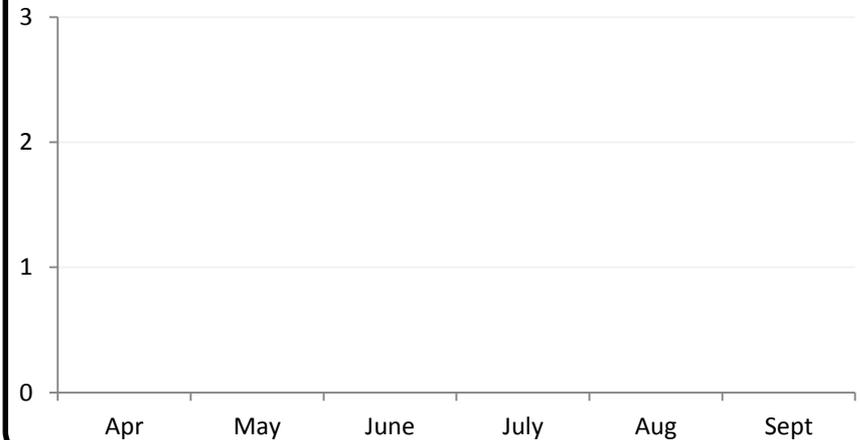


# Be Safe: Near Miss Reporting & Disposal Site Breaches

**Near Misses by Month & Cause  
Tewkesbury Borough Council**



**Disposal Site Breaches  
Tewkesbury Borough Council**



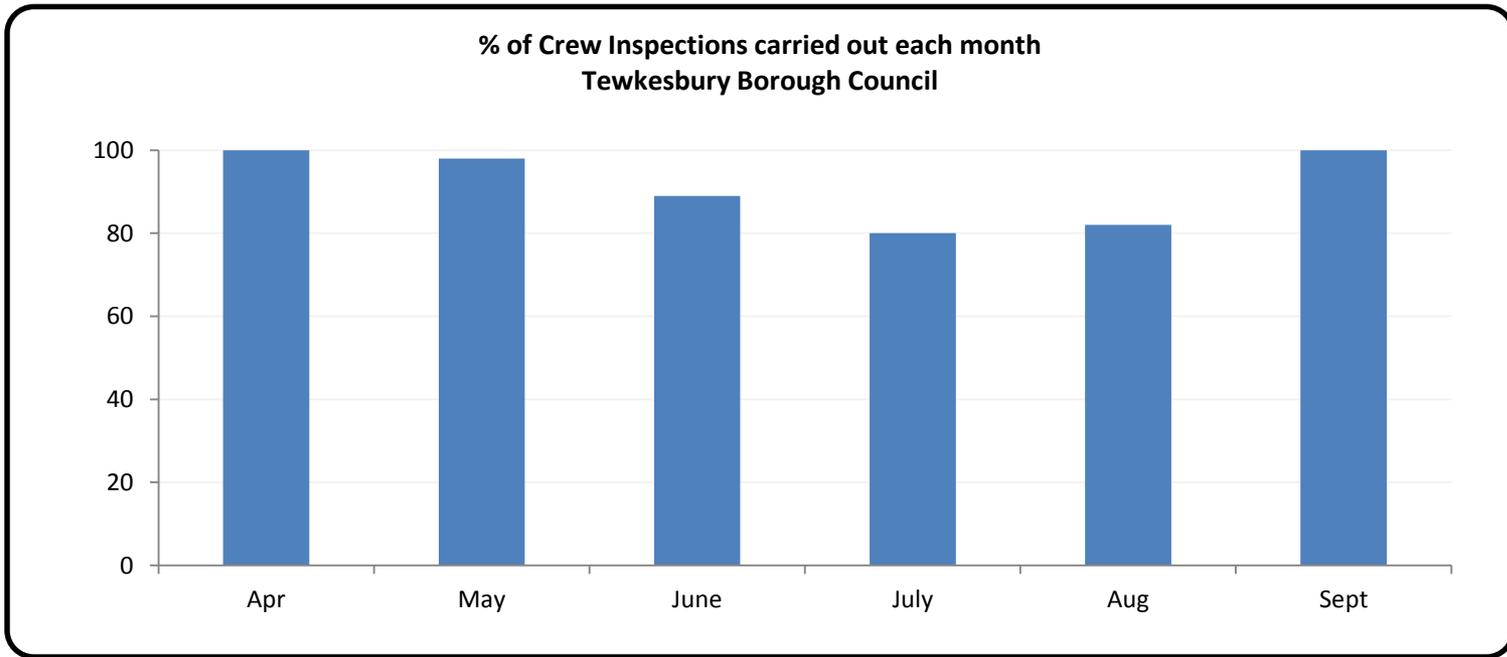
Near miss reporting has slowed but improvements in the feedback to crews and more understanding of why they should be reported should see an increase. It is important that near misses are recorded as by dealing with incidents before they cause harm will make the working environment safer.

All staff are inducted before going onto disposal sites and if rules are broken a breach is issued.



# Be Safe: Crew Inspections

70

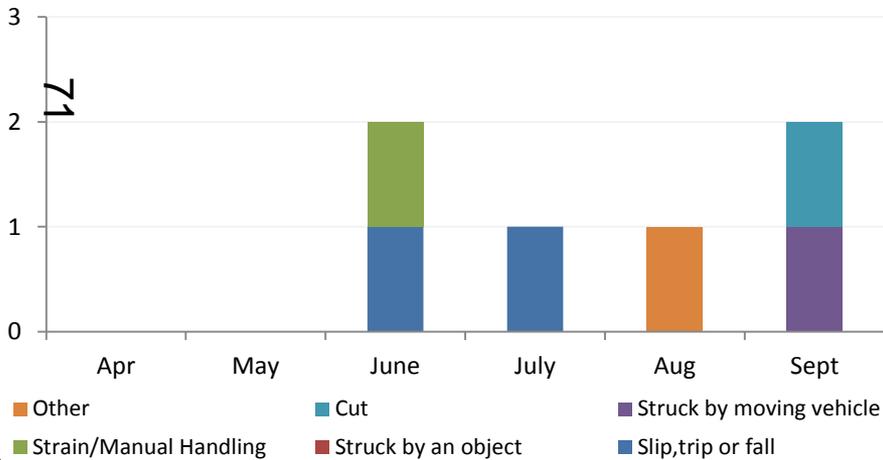


The target is 100% of every member of staff (including agency) who work for at least two weeks in a month. The inspections are carried out by supervisors who monitor the crews making collections to ensure that safe working practices are being followed.

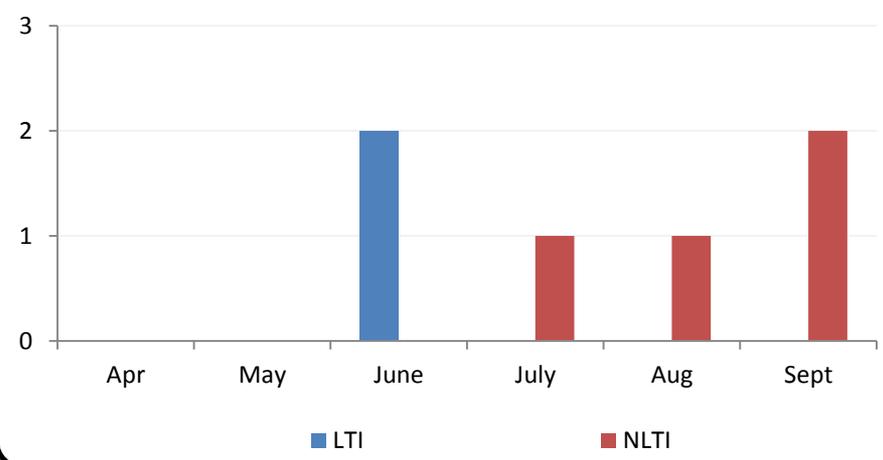


# Be Safe: Personal Accidents

Personal Accidents by Month & Cause  
Tewkesbury Borough Council



LTI & NLTI by Month  
Tewkesbury Borough Council

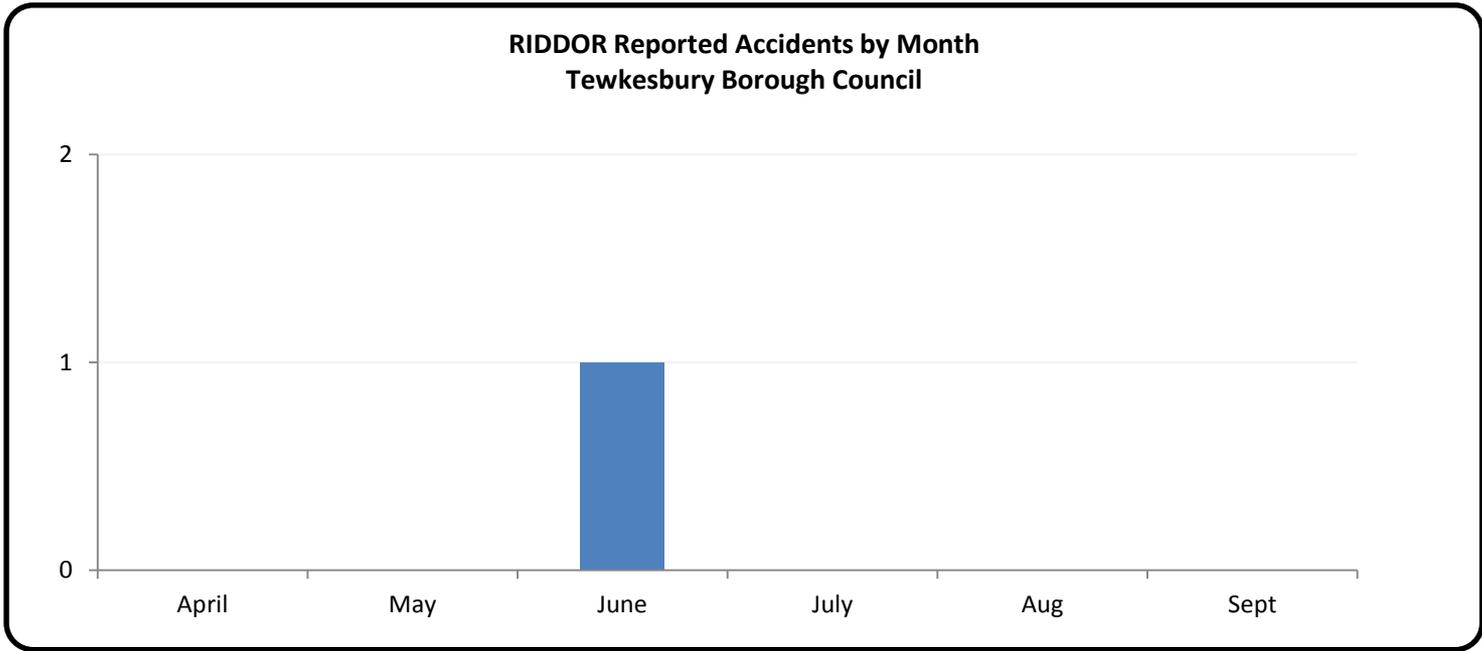


Ubico have recently been trying to improve the reporting off all incidents no matter how minor with the aim of preventing more major incidents. Crews are debriefed at the end of the shift to make sure every incident is captured.



# Be Safe: Personal Accidents

72

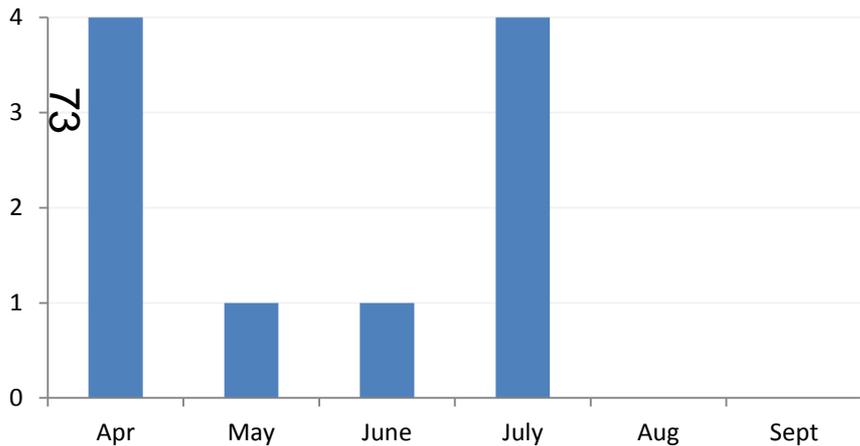


An employee tripped over a kerb and fractured an arm. He has since returned to work.

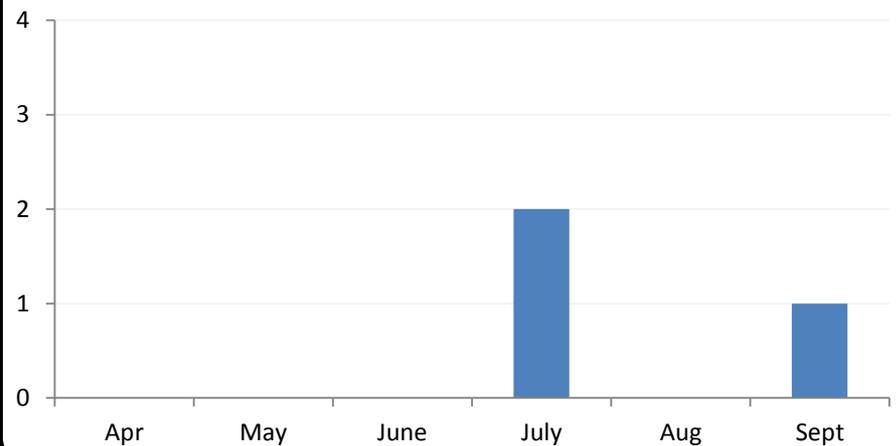


# Be Safe: Vehicle & Property Accidents

**Vehicle Accidents by Month  
Tewkesbury Borough Council**



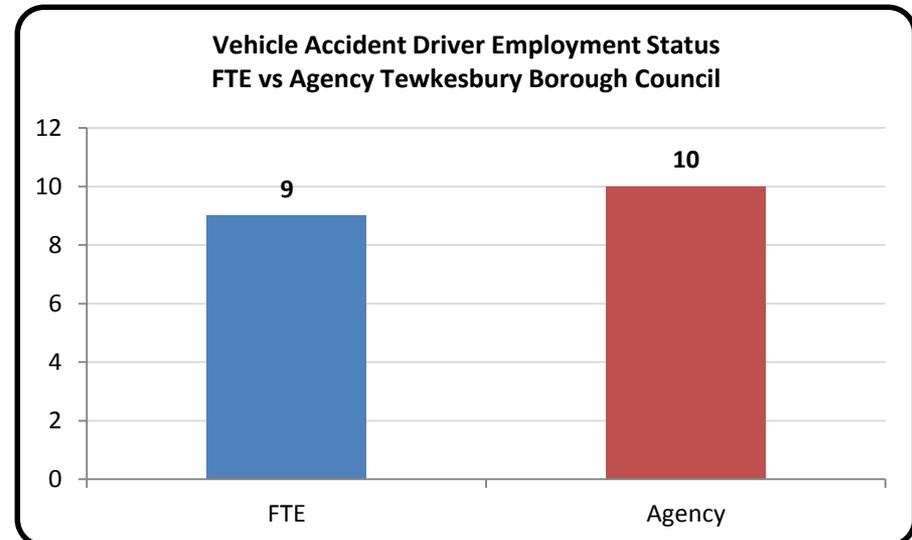
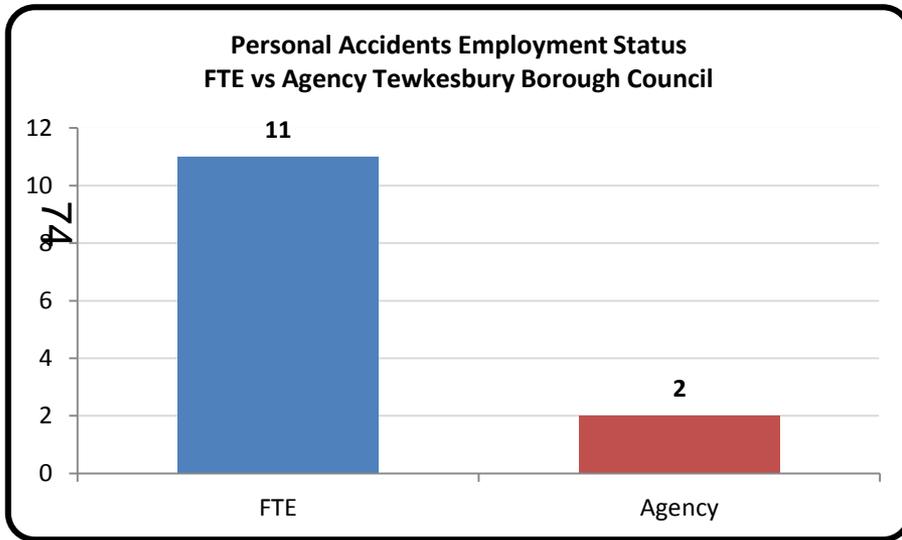
**Property Accidents by Month  
Tewkesbury Borough Council**



Ubico have recently had members of staff trained as driving assessors with the aim of reducing accidents. Every driver will be assessed at least once per year and after any incident causing concern. The major cause of these incidents is manoeuvring in tight areas.



# Be Safe: Accidents – Employment Status



Due to the narrow nature of some of the areas collected in local knowledge is useful, a pool of FTE drivers is being recruited to decrease the number of temporary agency staff used with the aim of reducing the number of vehicle accidents.



# Work together: 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

75

The following slides show absence rates and reasons. There are two “other” category’s due to the parameters being changed when the First Care system was introduced. Due to these slides being downloaded from a third party website it is only possible to show a rolling year and not the 6 monthly period the rest of the report shows. Absence has increased since April with the sickness / absence procedure being followed to try to reduce this.

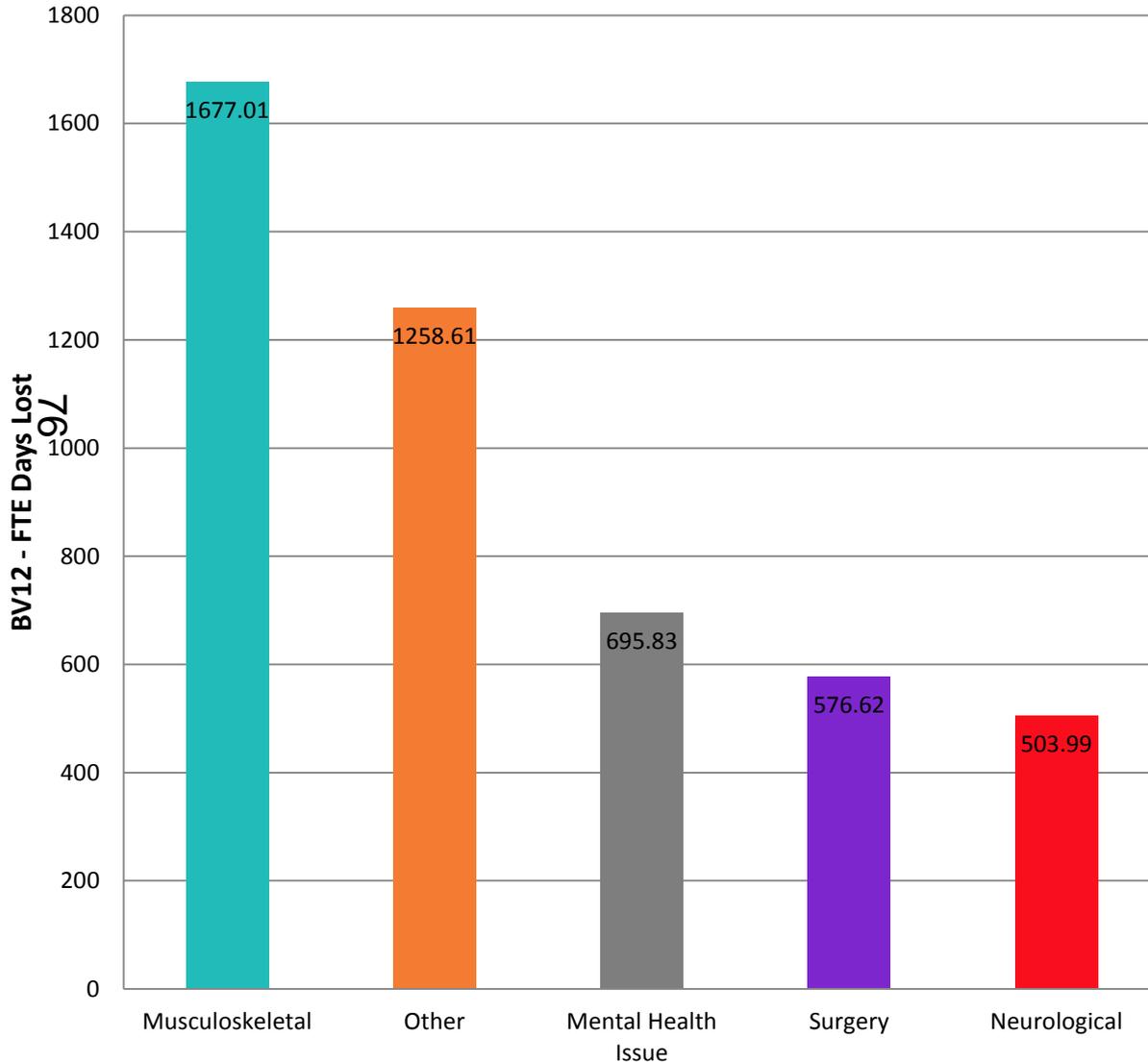


# Absence Reasons - Top 5 Reasons Analysis (Grouped)

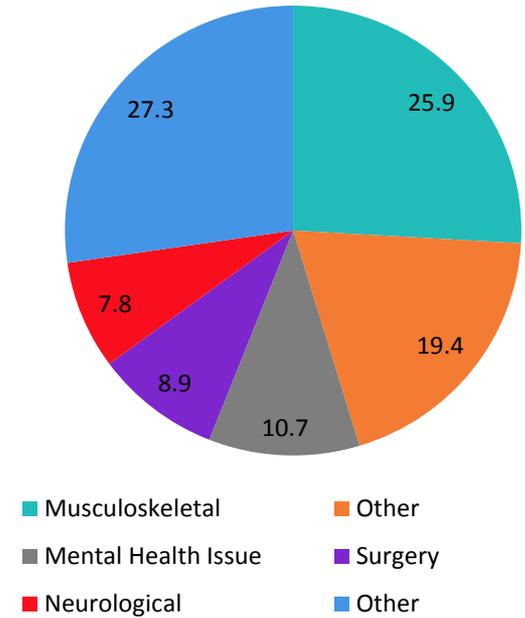
October 2017 – September 2018



### Rolling Total FTE Days Lost by Category Group



### Percentage Split

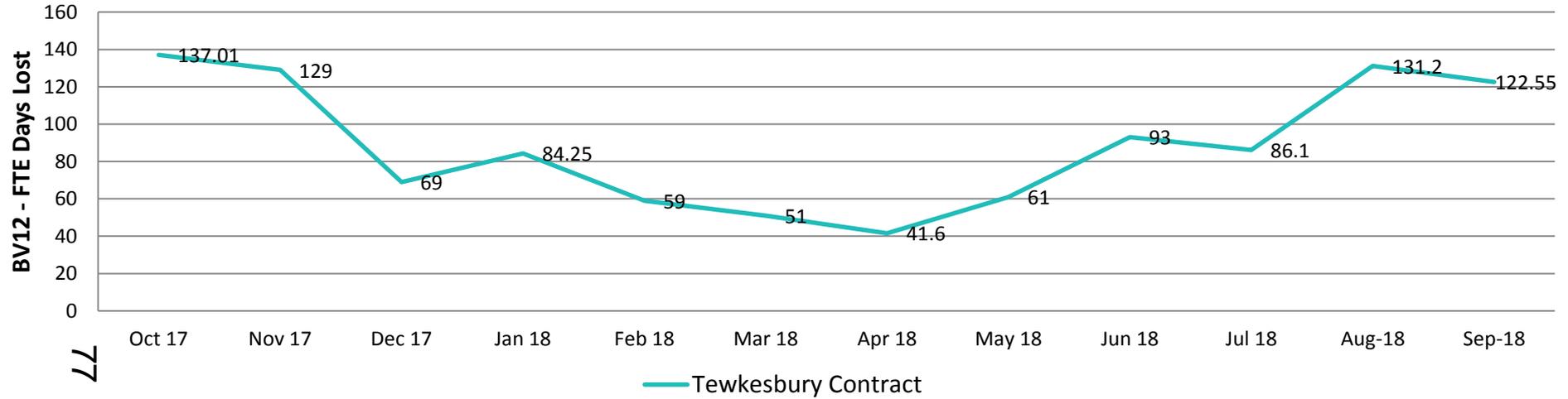


Other Group Reasons	12 Month total
Unclassified	391.21
Gastrointestinal	363.61
Cough/Cold/Flu	278.21
Cardiovascular	154.00
ENT/Eye/Oral	132.10
Respiratory	100.40
Genitourinary	35.00
Medical Infection	32.25
Tumour/Cancer	24.00

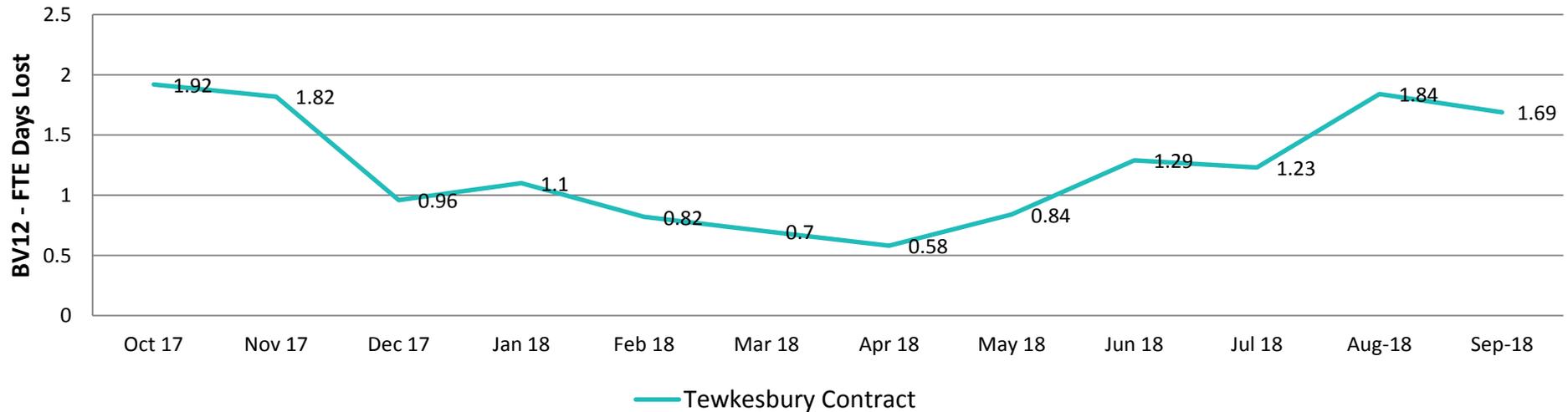
# FTE Days Lost Rolling Year – (Tewkesbury Contract)



## BV12 - FTE Days Lost Rolling Year

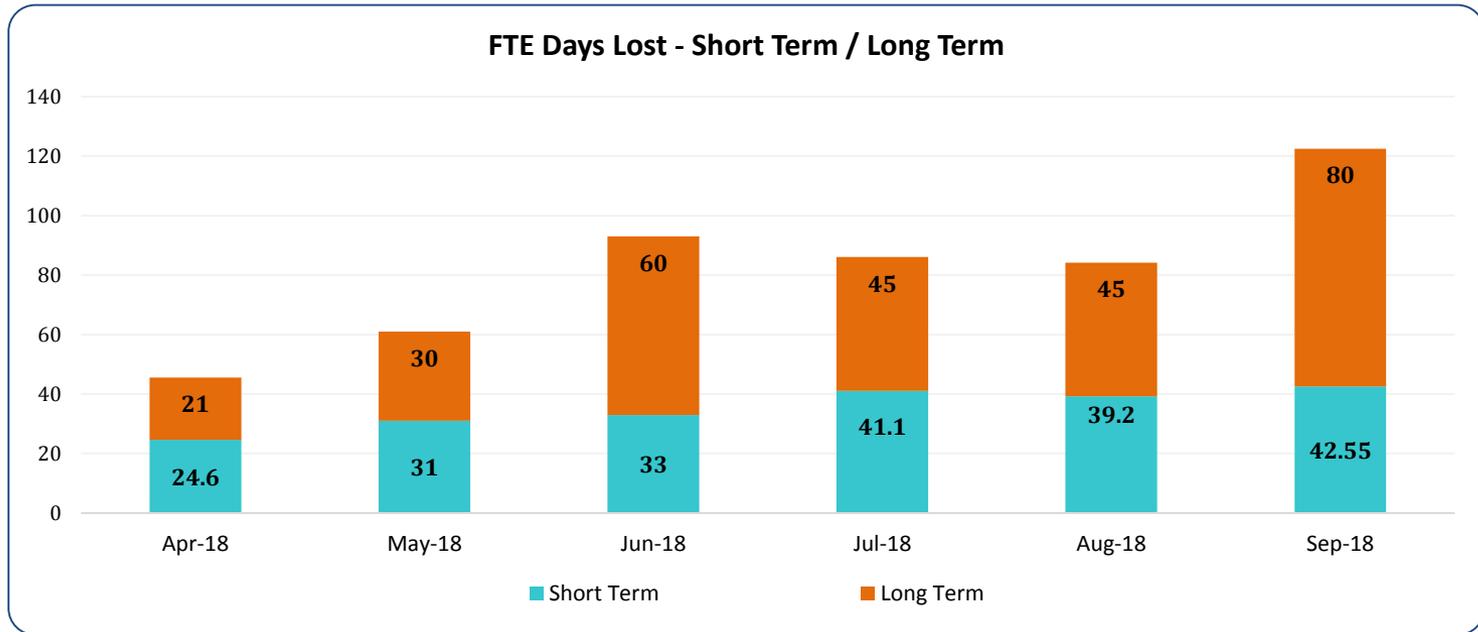


## BV12 - FTE Days Per FTE Rolling Year



# Work together: FTE Sickness

78



There has been a large increase in long term sickness absence this year (over 10 days). This is dealt with by home visits and referring to occupational health with the aim of returning the staff to work as soon as possible. Short term absence, although within anticipated parameters is higher than wanted so the sickness absence policy and procedures are being strictly followed in an attempt to bring the levels down



# Work together: Vacancies – September

Total – 8 Vacant posts

Refuse: 1 Vacancy (1 Driver)

<sup>7</sup>9 Recycling: None

Garden: None

Food: 6 Vacancies ( 4 Loaders, 2 Drivers)

Street Cleansing: 1 Vacancy (1 Sweeper Driver)

Business & Office Support: None

Recruitment is ongoing with a target of having at least 4 pool staff to provide resilience to sickness absence.



# Deliver Quality: Traffic Commissioner / DVSA Rating

08

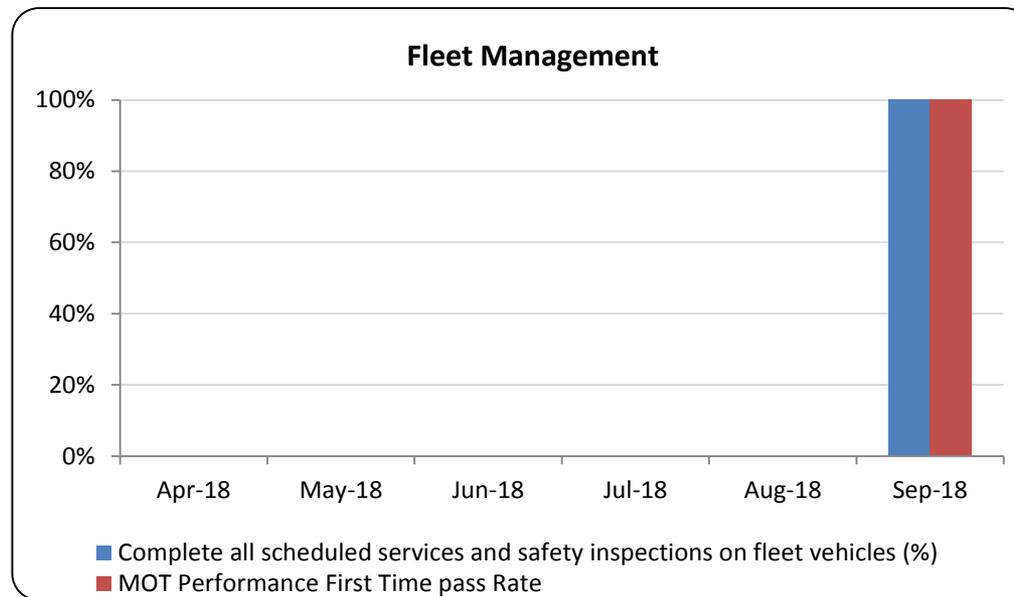
Rating from Traffic Commissioner / DVSA					
Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18
Green	Green	Green	Green	Green	Green

Keeping a green rating decreases the chance of service disruption of roadside checks and site visits. It is measured by positive events (e.g. passing the MOT first time) and negative events (e.g. presenting a dirty vehicle for MOT). Ubico are currently in the middle of the green band.



# Deliver Quality: Tewkesbury MOT Pass Rate and Fleet Compliance Score

## Fleet Compliance



81

100% MOT pass rate and 100% inspections completed since this has started to be recorded.



# Deliver Quality: Fleet Compliance Score

The audit was undertaken on 23<sup>rd</sup> August 2018 and will be conducted on a 12 weekly programme.

The Score comprises of seven sections made up of the following headings;

Section 1 – Transport Manager – Certified and active

Section 2 – Driver First use check – Checking completion

Section 3 – Driver Defect Control – Are defects being rectified?

Section 4 – Maintenance planning – 6 month plan required

Section 5 – Scheduled Maintenance Documentation – All records kept

Section 6 – Driver Hours Records – Compliance with regulations

Section 7 – Auditors observations/ operators licence – general notes.

Total Score	100	89.8
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This is an internal audit comprising of checking that all processes are being followed to satisfy DVSA that the vehicles are being maintained and that drivers are compliant with the Operators licence undertakings.



# Deliver Quality: Tewkesbury Financial Summary September 2018

83

Activity	Full Year Contract Sum	Forecast Variance
<b>Refuse Collection</b>	886,230	16,167
<b>Trade Refuse</b>	308,510	5,155
<b>Recycling</b>	757,840	23,721
<b>Organics</b>	405,670	42,228
<b>Food Waste</b>	472,660	-4,187
<b>Grounds Maintenance</b>	367,780	72,038
<b>Street Cleansing</b>	478,440	-13,500
<b>TOTAL</b>	<b>3,677,130</b>	<b>141,622</b>

Grounds Maintenance required extra resources in the early part of the year and are currently working on the winter works programme across the district. A higher than expected increase in agency use due to long term sickness is another factor in the forecasted variance.



## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	8 January 2019
<b>Subject:</b>	Environmental Crime Interim Update
<b>Report of:</b>	Head of Community Services
<b>Corporate Lead:</b>	Deputy Chief Executive
<b>Lead Member:</b>	Lead Member for Clean and Green Environment
<b>Number of Appendices:</b>	None

**Executive Summary:**

In June 2018 the Overview and Scrutiny Committee considered a report regarding the Council's approach to tackling enviro-crime within the borough. It was agreed that a report be provided to the Committee on a six monthly basis with an update on the progress being made in tackling enviro-crime.

This is an interim report and details the actions taken from April 2018 until end of September 2018. As agreed at the June Committee, a more detailed annual report will be reported to the Committee in June 2019.

**Recommendation:**

**To CONSIDER progress being made in tackling enviro-crime across the borough**

**Reasons for Recommendation:**

The Council's performance in respect of enviro-crimes is monitored by the Overview and Scrutiny Committee. The Environmental Health Team has built on the previous year's good progress by continuing to develop procedures for investigating enviro-crimes and pursuing those responsible.

**Resource Implications:**

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

There are no additional resource implications as a result of this report.

**Legal Implications:**

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

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

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

**Risk Management Implications:**

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

**Performance Management Follow-up:**

The number of enviro-crimes is a Key Performance Indicator (KPI) for the Council and is monitored by the Overview and Scrutiny Committee's performance tracker on a quarterly basis. Progress on tackling enviro-crime is reported back to Overview and Scrutiny Committee on a six monthly basis, with a detailed annual report due to be presented to Committee in June 2019.

**Environmental Implications:**

Enviro-crimes have a direct affect on both visual and physical environmental quality; therefore, a reduction in enviro-crimes will have a positive effect on protecting the environment.

**1.0 INTRODUCTION/BACKGROUND**

- 1.1 It was agreed at the Overview and Scrutiny Committee in June 2018 that, given the enviro-crime action plan was complete, the Committee would be kept up-to-date on ongoing progress through an interim six monthly report (to be presented to Committee in January 2019) and a more detailed annual report to be presented to Committee in June 2019. The following is a summary of progress, achievements and challenges in the first six months of this financial year.

## 2.0 STATISTICS

2.1 A summary of the metrics that are currently recorded are included in the table below:

	Quarter 1	Quarter 2	Total
Fly Tipping Incidents	128	177	305
Fly Tipping Investigations	30	14	44
Littering	3	1	4
Dog Fouling	13	7	20
Abandoned Vehicles	64	43	107
Noise	85	56	141
Deployment of Noise Recording Equipment	17 weeks	17 weeks	34
Fixed Penalty Notices	1	1	2
Warning Letters	1	1	1
Notices Served	1	1	2
Referred For Prosecution	1	1	2
Interviews Under Caution	2	1	3
Cautions	0	0	0

## 2.2 Fly Tipping

2.2.1 There has been a notable increase in fly-tipping from quarter 1 to quarter 2. Analysis of the waste indicates that there is a significant increase in the amount of construction and demolition waste that is being fly-tipped in quarter 2. This represents a typical seasonal variation as more construction/demolition projects tend to occur in the summer months. The difficulty with construction/demolition waste is that it generally does not contain any personal information so, without a witness to the actual offence taking place, it is difficult to identify the offender. This is reflected in the reduction in the number of investigations that took place in quarter 2 (14) compared with quarter 1 (30).

## **2.3 Littering**

**2.3.1** The number of littering complaints remains relatively constant and is generally at a low level. This in part reflects the rural nature of the borough. City centres and densely populated urban areas tend to report higher littering figures. As advised in the previous briefing however, new powers that came in this year now hold the registered keeper of the vehicle responsible for any littering coming from that vehicle, whether the registered keeper of the vehicle is present within the vehicle or not. In order to maximise the chances of catching those throwing litter from their vehicles across the borough, it is the intention to seek the assistance of other officers and Members when they are out and about. A procedure is currently being formulated, once this is complete in Q3/Q4 a series of messages will be circulated across the Council via News 4 U and the intranet advising officers and Members of how to report anyone they see littering from a vehicle.

## **2.4 Dog Fouling**

**2.4.1** There is a slight drop in the number of dog fouling incidents in Q2 compared with Q1. This reflects a typical seasonal trend with more dog fouling issues generally reported during the darker winter months. Now that the Public Space Protection Order (PSPO) is in place it is the intention to carry out a publicity campaign in Q3/Q4 making the public aware of the requirements of the order.

## **2.5 Abandoned Vehicles**

**2.5.1** There has been a slight drop in the number of abandoned vehicles that were reported in Q2 (43) compared with Q1 (64). Discussions with the Police have confirmed that they have been running an initiative which specifically targets abandoned vehicles. As a result, a number of vehicles that would normally be referred through to Environmental Health have been identified and removed by the Police.

## **2.6 Noise**

**2.6.1** The number of noise complaints received by the Council has dropped significantly in Q2 (56) compared with Q1 (85). This follows expected seasonal trends. July through to September generally tends to be when people go away on holiday and less complaints are received.

**2.6.2** Investigation of noise complaints often involves deploying noise recording equipment. This allows complainants to record the noise they are being exposed to when it occurs and negates the need for an officer to actually experience the level of disturbance in real time. This saves a significant amount of officer time, although an investigation still requires a significant input of officer time to listen back and analyse the noise that has been recorded. The noise equipment that was being used was over 10 years old and cost of repairing and maintaining it was approaching the cost of replacing the equipment.

**2.6.3** At the start of this financial year, new equipment was purchased. This new equipment has a number of advantages over the older equipment. The new equipment, whilst having greater analytical capabilities, is significantly simpler to deploy. This allows Environmental Health officers who are not as technically competent in acoustics to deploy the equipment, allowing the more acoustically competent officers to concentrate on analysis of the recordings. The new equipment now comes with a remote control so that recordings can be initiated remotely from the recording device. This has proved particularly useful for customers who have mobility issues. There are two sets of recording equipment and, as can be seen from the deployment frequency above, both sets of equipment spend a lot of time in complainants' properties.

### **3.0 ENFORCEMENT ACTION**

- 3.1** In July 2018, an individual was charged with carrying waste without a waste carriers licence and was summoned to appear before Cheltenham Magistrates Court. This was in connection with a fly-tip on the Brookfield Road. The gentleman did not attend court and a warrant has been issued for his arrest.
- 3.2** In September 2018, a gentleman appeared at Cheltenham Magistrates Court in connection with a fly-tipping incident in Maisemore. The gentleman pleaded not guilty. Unfortunately, the Council was unable to take this to trial as the key witness was no longer available.
- 3.3** 26 November 2018 has been set for an individual to appear at Cheltenham Magistrates Court in relation to a case that involved a number of waste offences, including failure to provide waste transfer notes and transporting controlled waste in the absence of a waste carriers licence.
- 3.4** There are currently five ongoing waste and littering investigations which are likely to result in enforcement action.
- 3.5** In the first six months of 2017/18 the Council issued 14 fixed penalty notices, this compares with two that were served in the first six months of this year. A large number of the fixed penalties served last year related to incidents that occurred in and around the recycling centres at Morrison's in Tewkesbury and Tesco's in Bishop's Cleeve. Due to ongoing problems at Morrison's, the Store Manager has decided to close the bulk of the recycling centre, leaving only a few textile banks which block the entrance to the centre. This has removed the fly-tipping issue around this site and negated the need to issue fixed penalty notices for this area. Signage was erected at the Bishop's Cleeve site and an increased emptying regime has been put in place. This appears to have significantly reduced the number of issues surrounding this site.
- 3.6** Analysis of the nature of fly-tipping complaints received in Q1 and Q2 indicates that there has been a notable drop-off in fly-tipping evidence being provided by Ubico. It is not clear at this stage whether this is due to the nature of the fly-tips, and there being less personal information amongst the waste, or whether the evidence is simply not being collected and forwarded. Discussions are currently being held with Ubico to try to identify the reason for a reduction in the evidence being forwarded. It is also planned to introduce in Q4 of this year, refresher training for Council and operational staff relating to evidence identification, retrieval and handling.
- 3.7** On 1 June 2018, a complaint was received relating to shouting and loud music from a neighbouring domestic property. After sending out diary sheets and installing noise monitoring equipment, a statutory nuisance was established, and a letter sent out on 20 July 2018 to the person causing the problem advising them they had seven days to abate the nuisance. The loud music stopped; however, the shouting continued and a Noise Abatement Notice was served on the subject of the complaint on the 1 August 2018. Further complaints have continued and a breach of Notice was established on 28 September 2018. Discussions are currently ongoing with the housing association to determine what further action will be taken
- 3.8** A complaint was received on 5 December 2017 relating to construction noise. Log sheets were left with the complainant and subsequently returned. Noise monitoring equipment was installed in February 2018 but no nuisance was established. Subsequent complaints were received in April 2018 where the noise monitoring equipment was reinstalled. On this occasion there was a nuisance and a Control of Pollution Notice was served on 4 May 2018. There were no further complaints until recently - these are currently being investigated

## **4.0 COMMUNITY ENGAGEMENT**

**4.1** Uckington Parish Council approached the Environmental Health Team to request a talk be given to their local community on fly-tipping and enviro-crime in general. The Environmental Health Manager attended a Parish Council Meeting and spoke with the local community through the Parish Council. This proved to be very successful and popular with the local community.

**4.2** The Environmental Health Manager gave a presentation at the Town and Parish Council Seminar. Through this presentation, the Environmental Health Manager was able to update Town and Parish Councils on the introduction of the Public Space Protection Order, controlling dog fouling across the borough, and changes to littering from vehicles legislation. The Town and Parish Councils also agreed to assist with replacing the old dog fouling signs with new signs, which reflect the requirements of the Public Space Protection Order. It is intended to cover the old signs with new signs.

**4.3** Following a range of complaints to a number of different partner agencies regarding issues in and around Coriander Drive, Churchdown, a multi-agency meeting was convened in May 2018. The aim of this meeting was to develop a strategy for engaging with the local community and working with them to tackle a number of anti-social issues such as fly-tipping, littering, overgrown gardens, illegal parking, vehicle repairs on the highway, and lack of activities and events for young people. An initial walk around the area was carried out with a view to speaking to the local community about their concerns and to solicit their ideas and cooperation regarding resolving the issues. Over 40 residents engaged, with 12 expressing a strong willingness to get involved. A drop-in event was subsequently held at the Community Hub and this was attended by 15 residents who provided further feedback and support for the project. An action plan is now being developed for the area with a view to putting in place sustainable community-based measures that will result in an overall improvement to that area.

## **5.0 COMMUNITY SERVICES SERVICE REVIEW**

**5.1** Following the internal Community Services review, a new structure for Environmental Health has been agreed and will be introduced in November 2018. The new Environmental Health structure is based on three geographically based teams. It is the intention that, by associating the teams with specific geographical areas, officers will become more familiar and invested in the particular issues that exist in their areas, and therefore be better placed to link into local communities. There are currently a number of vacancies in the new structure and these will be recruited to in Q3 & Q4.

## **6.0 OTHER OPTIONS CONSIDERED**

**6.1** None

## **7.0 CONSULTATION**

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

## **8.0 RELEVANT COUNCIL POLICIES/STRATEGIES**

**8.1** Overview and Scrutiny Environmental Crime Report 2014.

**8.2** Environmental Health Enforcement Policy

**9.0 RELEVANT GOVERNMENT POLICIES**

9.1 N/A

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

10.1 Within existing.

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

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

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

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

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

13.1 None

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**Background Papers:** Overview and Scrutiny Report – October 2017

**Contact Officer:** Environmental Health Manager  
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**Appendices:** None