

1 April 2019

Committee	Overview and Scrutiny
Date	Tuesday, 9 April 2019
Time of Meeting	4:30 pm
Venue	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.

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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.



	Item	Page(s)
4.	MINUTES To approve the Minutes of the meeting held on 12 March 2019.	1 - 15
5.	EXECUTIVE COMMITTEE FORWARD PLAN 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.	16 - 22
6.	OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2019/20 To approve the Overview and Scrutiny Committee Work Programme for the forthcoming year.	23 - 36
7.	GLOUCESTERSHIRE POLICE AND CRIME PANEL UPDATE To receive an update from the Council's representative on matters considered at the last meeting.	
8.	GLOUCESTERSHIRE ECONOMIC GROWTH SCRUTINY COMMITTEE UPDATE To receive an update from the Council's representative on matters considered at the last meeting.	
9.	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.	37 - 74
10.	HOUSING STRATEGY MONITORING REPORT To consider the progress made in respect of the outcomes identified in the Housing Strategy Action Plan.	75 - 104
11.	DEVELOPMENT SERVICES REVIEW ACTION PLAN To consider the progress made against the Development Services Review Action Plan.	105 - 138
12.	COMMUNITY SAFETY PARTNERSHIP UPDATE To consider the update on the Community Safety Partnership.	139 - 145
13.	CUSTOMER CARE STRATEGY ACTION PLAN To consider the progress made in relation to the actions contained within the Customer Care Strategy Action Plan 2018/19.	146 - 156

14. ANNUAL OVERVIEW AND SCRUTINY REPORT 2018/19

157 - 187

To approve the annual report as required by the Council's Constitution to ensure that the activities of the Overview and Scrutiny Committee are promoted both internally and publicly to reinforce transparency and accountability in the democratic process.

DATE OF NEXT MEETING**TUESDAY, 18 JUNE 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, 12 March 2019 commencing at 4:30 pm

Present:

Chair
Vice Chair

Councillor P W Awford
Councillor R E Allen

and Councillors:

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

also present:

Councillors G F Blackwell and E J MacTiernan

OS.85 ANNOUNCEMENTS

- 85.1 The evacuation procedure, as noted on the Agenda, was advised to those present.
- 85.2 The Chair welcomed the representatives from Severn Trent Water to the meeting and indicated that they were in attendance for Agenda Item 9 – Review of Water Supply Outage Monitoring Report. He also welcomed Councillor MacTiernan, Chair of the Flood Risk Management Group, who was in attendance for Agenda Item 11 – Flood Risk Management Group Annual Report. In addition, it was noted that the Lead Member for Organisational Development was present as an observer.

OS.86 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

- 86.1 Apologies for absence were received from Councillors J E Day, D T Foyle and P E Stokes. There were no substitutions for the meeting.

OS.87 DECLARATIONS OF INTEREST

- 87.1 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.

87.2 The following declaration was made:

Councillor	Application No./Item	Nature of Interest (where disclosed)	Declared Action in respect of Disclosure
M G Sztymiak	Item 7 – Review of Water Supply Outage Monitoring Report.	Is a Member of Tewkesbury Town Council which owned the Ham.	Would speak and vote.

87.3 There were no further declarations made on this occasion.

OS.88 MINUTES

88.1 The Minutes of the meeting held on 12 February 2019, copies of which had been circulated, were approved as a correct record and signed by the Chair.

OS.89 EXECUTIVE COMMITTEE FORWARD PLAN

89.1 Attention was drawn to the Executive Committee Forward Plan, circulated at Pages No. 12-19. Members were asked to determine whether there were any questions for the relevant Lead Members and what support the Overview and Scrutiny Committee could give to the work contained within the plan.

89.2 It was

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

OS.90 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2018/19

90.1 Attention was drawn to the Overview and Scrutiny Committee Work Programme 2018/19, circulated at Pages No. 20-23, which Members were asked to consider.

90.2 A Member sought an update on the progress of the Single Use Plastic Policy which was in the pending items section of the Work Programme. The Head of Finance and Asset Management advised that workloads had meant it had not been possible to bring a report to the Committee as yet but he provided assurance that Officers were working to eliminate single use plastic within the organisation - some had already been removed e.g. cups, stirrers, and consideration was being given to additional elements such as the use of plastic bags for trade waste. With regard to the other pending items, the Head of Corporate Services advised that the Corporate Enforcement Policy was being considered by the Corporate Management Team and his team was working on the Review of Complaints Policy which was gaining traction.

90.3 It was

RESOLVED That the Overview and Scrutiny Committee Work Programme 2018/19 be **NOTED**.

OS.91 REVIEW OF WATER SUPPLY OUTAGE MONITORING REPORT

- 91.1 Attention was drawn to the report of the Head of Community Services, circulated at Pages No. 24-34, which provided an update on progress against the action plan arising from the Scrutiny Review of Water Supply Outage. Members were asked to consider the progress made and to determine what, if any, further monitoring arrangements were required, including timescales, or whether they were content to sign-off the plan.
- 91.2 The Head of Community Services indicated that it was now 15 months on from the water outage event in December 2017 which had affected over 10,000 residential properties, a significant number of businesses, schools, agricultural farmers, the community hospital and nursing homes. Given the significance of the event, the Overview and Scrutiny Committee had agreed to undertake a review of the outage which had resulted in an action plan comprising 20 recommendations, attached at Appendix 1 to the report. The Severn Trent Water Head of Water Quality and Environment was pleased to report that good progress had been made on all the actions assigned to Severn Trent Water. He had brought with him two colleagues who were responsible for running the alternative supplies team and co-ordinating asset surveys and projects on the Ham who would be pleased to answer any specific questions. A number of recommendations related to better joint working prior to incidents and he confirmed that Severn Trent Water had been working closely with the Gloucestershire Local Resilience Forum and the teams across the county and had been asked to share this with Thames Water and other groups as best practice.
- 91.3 Members were advised that some of the key actions were around understanding the network and ensuring that records were accurate. He confirmed that the network from Mythe Water Treatment Works, up to the reservoirs at Churchdown, had been walked and inspected with assets reconfirmed and records updated. Whilst traditional techniques were able to detect leaks but not necessarily identify where they were, new technology had been used which allowed leaks to be pinpointed. The structure and condition of the pipes had been checked and any leaks that had been discovered had been repaired giving the team confidence in the network on the Ham and the wider area. These techniques gave valuable intelligence but they were not straightforward or without risk so a lot of planning and preparation was required. Checks would now be undertaken on a rolling basis until the pipes were replaced to ensure that leaks could be identified at an early stage. If there was any evidence of pooling, a chlorine sample would be taken to determine whether it was from rainfall or the pipe. Severn Trent Water had previously indicated that it intended to either replace or re-line the mid-level pipes across the Ham. Re-lining could be cheaper and less disruptive, it would be challenging on this particular site due to the number of assets to navigate, access pits required and reduction in the capacity of the pipes, as well as the increased operational risk as one of the two pipes would be out of supply at any one time. Severn Trent Water had been liaising closely with the Severn Ham Committee and Natural England and both had been helpful and supportive in terms of the work and how best to minimise the impact. Conversations had also taken place around how to use the disruption to better the site when the work was completed, for example, by inverting the soil and making it more suitable for habitats, seed mix etc. The preferred option was to replace both mid-level pipes across the Ham as it offered the best balance in terms of a secure long-term solution, disturbance to the site/environment and operational risk, both short and long-term. The action plan contained a target date of August 2020 and he had been pushing the team to start the project during the current year; however, it was a challenging site in terms of flooding, environmental constraints and the nesting season and there was a lot of planning to do before work commenced, for example, pre-agreed driving routes, to mitigate disruption to the site. The Head of Community Services indicated that, whilst it was a very inconvenient event for the

community, the review had been a good learning experience, which was not just restricted to Tewkesbury Borough, and good progress had been made against the action plan.

- 91.4 A Member questioned whether there would be additional pressure on any other pipes in the network when the pipes on the Ham were replaced. One of the Severn Trent Water representatives advised that replacing the pipes gave the ability to increase the capacity to feed into the area as a way of futureproofing. The risk was in making the connections as the pipe would need to be removed but this would be carefully managed and a contingency would be in place if required. The Member queried whether there would be a negative impact on the network once the renewed pipes came back online and it was reiterated that the entire system had been checked from the Mythe Water Treatment Works to the Churchdown reservoirs. Although the pressure changed as the water left the Ham, with good connections that pipe did not need to be in the same condition as the one across the Ham. A Member thanked the representatives from Severn Trent Water for attending the Committee and for its commitment to delivering the actions arising from the review. He was pleased to hear that work was likely to commence on replacing the pipes later in the year and sought confirmation that the target date of August 2020 would be achieved. The Severn Trent Water Head of Water Quality and Environment advised that investment for the project had been allocated and the necessary surveys were being undertaken. It was important to balance carrying out the work as quickly as possible with being sensitive to other users of the site and the environmental constraints etc. He indicated that he would do his very best to get the work done by the target date and, at this point in time, he felt it was achievable.
- 91.5 With regard to Recommendation 15 – encourage and assist businesses to put contingency plans in place for emergencies, a Member questioned whether businesses would be actively encouraged to put plans in place and the Head of Community Services confirmed that was the case. Tewkesbury Borough Council was keen to support businesses as much as possible and Officers were looking at opportunities to share learning through the Growth Hub. Another Member queried what was being done in terms of assisting farmers who received their water supply through a third party and was advised that a meeting had taken place between Severn Trent Water and the National Farmers' Union. It was important to help farmers to help themselves by ensuring that there were plans in place to connect to an alternative water supply or to store water on site. Severn Trent Water had also been working with retailers about how to communicate better with farmers, for instance, putting out information in Farmers Weekly etc. A Member noted that the outstanding recommendations all related to businesses with the exception of Recommendation 11 – Explore the potential for the Gloucestershire Fire and Rescue Service to supply water to farms in an emergency. The Head of Community Services explained that, unfortunately, a lack of resources had meant it had not been possible to proactively advise businesses in terms of the water supply outage actions, although Officers had been supporting them in other areas - notably around Brexit. He confirmed that compiling promotional material would be a priority once the Community Services team was at full capacity; he would need to give some thought to what else needed to be done and how best to engage businesses but, in terms of a timeframe, he confirmed that the team would certainly be in a position to take positive action by the summer.

- 91.6 The Chair thanked the representatives from Severn Trent Water for their attendance and it was

RESOLVED

1. That the progress against the action plan arising from the Scrutiny Review of Water Supply Outage be **NOTED**.
2. That the actions attributed to Severn Trent Water be signed-off as complete and a further report on the outstanding actions be brought back to the Overview and Scrutiny Committee in six months' time.

OS.92 PERFORMANCE REPORT - QUARTER 3 2018/19

- 92.1 The report of the Head of Corporate Services, circulated at Pages No. 35-79, attached performance management information for the third 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.
- 92.2 Members were advised that this was the third 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: approval of the Medium Term Financial Strategy at Council in January; approval of the Commercial Strategy by the Executive Committee in November; official launch of the Growth Hub which had received national recognition with features in publications such as the Municipal Journal; refurbishment of the Lower Lode Depot car park; progression of the pool car project with a 'go live' date of 26 March 2019; income from garden waste renewals reaching £250,000 in its first week and rising to £500,000 currently; delivery of 262 affordable homes in 2018/19 against a target of 200; and, consultation on the Ashchurch Masterplan, the draft Supplementary Planning Document for Tewkesbury Town and the Tewkesbury Borough Plan. As was often the case, due to the complex nature of the actions being delivered, it was inevitable that some would not progress as smoothly or quickly as envisaged and details of these were set out at Paragraph 2.4 of the report. It was particularly noted that the action around exploring options for the regeneration of Spring Gardens had only been delayed by one month due to reporting timeframes and although the action to explore the potential to increase the heritage offer at the Battlefield site had slipped on four occasions, it was hoped that it now had feasible implementation dates and would not need to be flagged to the Committee again.
- 92.3 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 17 indicators with targets, three had not been achieved as at the end of the third quarter. It was particularly noted that the number of visitors to the Growth Hub (KPI 7) was 369 during the first quarter of opening and, in terms of planning performance (KPIs 12 and 13), the targets for the 2017/18 outturns had been exceeded. The Head of Corporate Services also pointed out that a further 36 community groups had been assisted with funding advice (KPI 19) resulting in over £587,000 of external grants being raised.

92.4

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

Priority: Finance and Resources

P44 – Objective 1 – Action a)
Deliver the Council's transformation programme to deliver a balanced budget – A Member welcomed the roll-out of the car pool pilot but questioned what the Council was doing in terms of the provision of charging points, given that the majority of the vehicles would be electric – he had been informed that the closest points were currently in Gloucester and Strensham.

The Head of Finance and Asset Management advised that it was intended to install charging points at the Public Services Centre which would be available for public use, as well as by staff. A communication plan for this would be produced in the new financial year once it had been properly scoped. In response to a query as to when the charging points might be available, he advised that this was likely to be during the second quarter of 2019/20.

Priority: Promoting and Supporting Economic Growth

P51 – Objective 5 – Action a)
Explore with partners – including the Battlefield Society – the potential to increase the heritage offer at the Battlefield site – A Member questioned whether this should be removed from the performance tracker, given that it was reliant on third parties, and if it would be more appropriate for the Committee to receive separate update reports as it progressed.

The Head of Development Services confirmed that a meeting had been held with the Battlefield Society the previous day to discuss the project. The Council had a more facilitative role as many of the issues affecting the site, and the timeframe for delivery, were outside of its control. Notwithstanding this, it was beneficial for the project to be included within the performance tracker in order to demonstrate the Council's commitment to the other parties and, whilst progress could not be guaranteed, it was important to have a project plan.

P52 – Objective 5 – Action b)
Develop a programme to work with existing tourism attractions within the borough to promote historic heritage – A Member was disappointed that little was being done to promote Gwinnett's Tomb as an important heritage and tourist attraction.

The Head of Development Services advised that Officers were working with Cotswold Tourism and other key agencies on how best to promote the tourism offering within the borough and she assured Members that all attractions were being discussed in that context, including Gwinnett's Tomb. She undertook to ensure Members were updated on the details as this progressed.

P52 – Objective 5 – Action c)
Review the tourism resources to maximise the tourist provisions in the borough – A Member sought an update on the delivery of the Tewkesbury Tourist Information Centre (TIC).

The Head of Development Services explained that this was part of the overall strategy for tourism which would be presented to Members shortly. There had been various conversations in relation to the TIC and the opportunity for a service agreement with Tewkesbury Abbey; however, there were issues around the use of the Hat Shop building, where the TIC was currently situated, and how this fitted with the conditions of the grant, so Officers had been working to ensure compliance.

Priority: Growing and Supporting Communities

P56 – Objective 1 – Action e)
With partners, explore options for the provision of modular and innovative housing to meet housing needs – A Member considered it unfair to give this action a sad face given that two to three modular housing projects were being progressed.

The Head of Community Services thanked the Member for this comment and agreed that a straight face would be a more accurate assessment.

P58 – Objective 3 - Action c)
Produce a business case for improvements to the A40 at Longford, including improvements to Longford roundabout – A Member queried how the plans for Longford roundabout were progressing.

The Head of Development Services confirmed that this was progressing well; consultation had taken place at the end of 2018 and a business case was being worked up, so it was anticipated the target date would be achieved.

Key Performance Indicators for Customer Focused Services

P70 – KPI 18 – Number of reported enviro-crimes – A Member indicated that Radio Gloucestershire had recently reported on the amount of enviro-crime, particularly fly-tipping, around the county and he had been pleased to note that Tewkesbury Borough Council was the only authority which had not been mentioned.

The Head of Community Services advised that the Environmental Health team had been working hard to address fly-tipping and to publicise any prosecutions; however, these reports were not always picked up by the press so he welcomed this comment.

P71 – KPI 20 – Benefits Caseload and KPI 21 - Average number of days to process new benefit claims – A Member noted that the housing benefit caseload continued to fall following the roll-out of Universal Credit with large scale movement unlikely to begin until November 2020; however, in terms of processing new benefits claims, the comments stated that the team continued to face an increasing workload. He expected the workload to continue to increase given the amount of additional affordable housing and new development that would be coming forward in the borough via the Joint Core Strategy and questioned whether the team could be supported.

The Head of Corporate Services explained that, whilst caseloads had fallen, this was not to the extent that had been predicted and the council tax reduction scheme element meant that change of circumstances still had to be processed. He reassured Members that he was monitoring performance and would raise any potential resourcing issues with Management Team.

P73 – KPI 25 – Number of anti-social behaviour incidents – A Member was shocked that the number of incidents had reduced by 14.78% given that anti-social behaviour was generally increasing across the county. He questioned whether this was because incidents were not being reported and if there was anything that could be done to encourage reporting.

The Head of Community Services explained that it was not unusual to see a dip in the number of anti-social behaviour incidents during the winter but he undertook to investigate this following the meeting. He confirmed that the Tewkesbury Borough Community Safety Partnership had been reconvened and Safer Gloucestershire had set its priorities which would be launched in the summer and would include considering how anti-social behaviour could be better recorded.

P73 – KPI 27 – Average number of sick days per full time equivalent – A Member noted from the figures that there had been a slight decrease in quarter three but that the target was unlikely to be achieved for the year and questioned if she had understood this correctly.

The Head of Corporate Services confirmed that was the case – although several members of staff who had been on long-term sick leave had returned to work during the quarter, and more positive figures were expected for quarter four, it would still be above target.

P74 – KPI 30 – Food establishment hygiene ratings – A Member questioned whether food establishments with a hygiene rating of three or below were re-visited and whether there was any correlation between the size of the establishment and the score.

The Head of Community Services clarified that there was a set period within which establishments were re-checked depending on the level of risk. He confirmed that the programme of food inspections was being achieved each year and the number of lower scores were reducing. Whilst some larger companies had better strategies in place for food hygiene, there was generally no correlation between the size of establishment and the score.

92.5 Turning to the financial information, the Head of Finance and Asset Management was pleased to report a £664,478 surplus against the budgeted profile as at the end of quarter three. The table at Page No. 40, Paragraph 4.2 of the report showed how that surplus had been generated. It was noted that the majority of savings - £337,960 - related to employee costs which were mainly through staff vacancies and time lags between replacing individuals etc. Income was also doing well with a surplus of £127,444 from Community Services in relation to the garden waste scheme. Treasury activities too had been positive and investment properties had generated a healthy surplus as a result of securing additional properties sooner than anticipated. In addition, the retained business rates scheme was also progressing very well this year resulting in a net surplus of almost £300,000 in relation to the Council's position within the 50% standalone scheme. It was noted that the Council was also involved in the countywide 100% pilot and reports at quarter three suggested that, as an individual authority, Tewkesbury Borough Council could be in line for a windfall of approximately £800,000.

92.6 In terms of deficits, the most significant overspend was in relation to the Ubico contract; Ubico had reported a projected overspend of £230,887 as at the end of quarter three which was an increase of £89,265 from quarter two. There were a number of reasons for the overspend with the two main ones being: employee costs – mostly in relation to using agency staff to cover an increased number of long-term sickness absences; and transport costs – the majority of which related to the maintenance of the recycling and grounds maintenance equipment and vehicles, increased fuel costs and hire charges, and an overspend on tyres and other supplies. The overspend was significant and Officers had been working closely with colleagues at Ubico to understand the reasons for the deficit, and to make improvements to financial reporting and management to ensure the Council was aware of the issues at the time, rather than at the end of the quarterly reporting. Planning meetings were taking place every three weeks which were attended by the Deputy Chief Executive, the Head of Community Services, the Head of Finance and Asset Management and the Managing Director of Ubico. Members were advised that Ubico had recently appointed a new Financial Controller and, having met with them on several occasions, the Finance Team was impressed with what they were doing and their vision for the future. Whilst there were a number of practical issues to be resolved, the Head of Finance and Asset Management was confident they could be addressed and that the accounting practices would be checked to ensure they were correct. More detail about the surplus and the overspend 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 and the usage of available reserves was set out at Appendix 4.

92.7 During the debate which ensued regarding the Ubico overspend, a Member raised particular concern about the overspend of £59,000 in relation to tyres and questioned whether this was due to operator error and, if so, what was being done to address it. The Head of Community Services recognised this was a significant amount and advised that a detailed analysis was being undertaken to establish how

that figure had been arrived at. Members were right to be concerned but it was important for Officers to understand the reasons for the overspend – it could be that the tyres had not been budgeted for correctly – and he provided assurance that robust questions were being asked of Ubico. A Member felt that budgeting seemed to be a particular problem and she found the increase in the deficit between quarter two and three to be completely unacceptable. The Head of Finance and Asset Management shared this view and confirmed that it had been raised with Ubico. The financial forecasting had not been to an acceptable standard, but this was something he hoped would be resolved with the introduction of the new Financial Controller. He recognised there was a lot of work to be done but he hoped this would give Members some assurance. A Member queried whether the Council was liable for the whole deficit and was advised that it paid the costs incurred for the year so it would be required to pay the whole amount, provided that the costs had been correctly allocated which was being thoroughly checked. A Member indicated that, when Members of the Committee had visited the depot in 2018 they had witnessed a refuse vehicle getting a puncture when it had driven across the yard to exit the depot. The Head of Community Services indicated that the condition of the depot and operator error may both be contributing factors but reiterated the need to wait for the detailed analysis rather than jumping to conclusions.

- 92.8 A Member questioned whether any justification was provided for overspends. The Head of Community Services advised that Ubico did give an assumption of overspends and underspends but it was inadequate and the Finance team was not getting the answers needed so this would be taken up with the Managing Director of Ubico. The Head of Finance and Asset Management explained that this type of service always attracted overspends, for example, through use of agency staff to cover sickness absence, but these were generally offset through surpluses in other parts of the contract. In this instance, there were question marks over a number of areas which Officers were working to get to the bottom of and that information would be brought back to Members in due course. In response to a Member comment regarding the amount of Officer time being invested in Ubico by the Council, the Head of Finance and Asset Management confirmed that the Council was responsible for managing the Ubico contract; he did not want to be in a position where he had to report such a significant deficit to Members, therefore, it was necessary to put in time and effort to make improvements and he was happy to do so provided that this was reflected by Ubico. A Member questioned whether it would be appropriate to carry out an audit of Ubico and was advised that Ubico had its own audit team which worked closely with the Council's audit teams. The Council had access to the Ubico audit plan for the current and forthcoming year so if there were any gaps, or if further assistance was needed, it was possible to use the Council's audit teams. In response to a query as to whether it was possible to compare the figures with partner authorities, the Head of Finance and Asset Management confirmed that he had access to the high-level figures and a number of other authorities were also in deficit with Ubico for various reasons. The Chief Executive assured Members that Officers were taking a robust approach with Ubico. Whilst there had been concerns about service issues previously, this was the first time there had been a problem of this level with the Ubico contract framework and, although some of the overspend was understandable, the deficit for the quarter was significant and the information being provided had been very limited. It was in the Council's interest to understand the reasons for the deficit and to work with Ubico to ensure it had proper controls in place.

- 92.9 With regard to the revenue budget at Appendix 2 to the report, a Member drew attention to note seven which stated that the quarter one report had shown that the Housing Benefit team had processed a higher than predicted level of overpayments but this had not continued over quarters two and three and therefore the impact on the budget had been reduced by £32,000. He felt a reduction of that level – from £59,000 to £32,000 – was superb and should be celebrated. With regard to the

Finance and Asset Management service budget, a Member noted that income from car parking and permits was higher than budgeted and he indicated that there was an expectation from the public that some money would be re-invested in maintaining the car parks and ensuring they were safe and secure. The Head of Finance and Asset Management confirmed that the car parking policy was due for review in 2019/20 so that could be picked up at that time.

92.10 It was

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

OS.93 REVIEW OF WORKFORCE DEVELOPMENT STRATEGY

93.1 The report of the Head of Corporate Services, circulated at Pages No. 80-96, introduced the Workforce Development Strategy for the Council covering the period 2019-24. Members were asked to endorse the strategy and recommend to the Executive Committee that it be approved.

93.2 The Interim HR Manager explained that the Council's previous peer review had recommended that a Workforce Development Strategy be put in place to support the delivery of the Council's priorities. This had coincided with the new Local Government Workforce Strategy being promoted nationally by the Local Government Association. He explained that UK employers faced unprecedented challenges in recruiting and retaining staff and this had been explored at the Overview and Scrutiny workshop held on 26 February where Members had discussed employment demographics in the context of the Council's future requirements. The purpose of the strategy, attached at Appendix 1, was to position the Council to respond effectively to the challenges posed by continuing economic growth and competition for skills and to be at the forefront of a candidate-driven market. The strategy was a response to the Council's own plans and priorities with an outlook on local government and used local and national demographic data, as well as internal data, to identify work and recruitment patterns. The strategy had been considered by the Corporate Management Team and other managers and discussions had taken place with trade unions and staff as well as Lead Members and Members of the Overview and Scrutiny Committee. There were five core strategic themes in the strategy: releasing productivity; digital transformation; commercialisation; workforce resilience; and, being a great place to work. Each theme was supported by action areas which described what needed to be done - detailed actions would be included as part of the annual service plans and the strategy set the overall direction and context for those plans.

93.3 A Member indicated that he had found the workshop to be very informative and he questioned how the issues that had been raised would be dealt with. In response, the Interim HR Manager advised that two of the issues had been included in the strategy in relation to younger workers leaving the area, thus intensifying competition for the Council, and making the Council more attractive as an employer to candidates of all ages. The Member queried how Members fitted with the strategy and the Chief Executive explained that this strategy was particularly about staff; Members would be addressed via the Member development programme which would re-commence with the induction programme and subsequent training for the new Council in May. He provided assurance that Member development would be looked at carefully and there would be engagement with Members over the coming months to establish what they might find useful. It was subsequently

RESOLVED That the Workforce Development Strategy be **ENDORSED** and that it be **RECOMMENDED TO THE EXECUTIVE COMMITTEE** for **APPROVAL**.

OS.94 HEALINGS MILL

- 94.1 The report of the Head of Development Services, circulated at Pages No. 97-100, provided an update on the progress being made to secure a suitable development scheme for Healings Mill. Members were asked to consider the report and to agree to receive updates as any significant changes arose.
- 94.2 Members were informed that Healings Mill was an important piece of the fabric of Tewkesbury Town Centre and was recognised as such in the emerging Tewkesbury Borough Plan and the draft Supplementary Planning Document (SPD) for Tewkesbury Town Centre. The report focussed on progress in three areas: planning strategy; discussions with external agencies; and funding. The Head of Development Services advised that Officers had met with agents working on behalf of the owners of Healings Mill and, whilst these discussions remained confidential at the current time, they were confident that a strategy for the planning framework and delivery of a scheme to regenerate the Mill in accordance with the Council's aspirations would be forthcoming. Officers would continue to work with the agents to find a viable solution which brought it in line with the strategic objectives. Several conversations had also taken place with Historic England and the Environment Agency in relation to the very specific requirements of the site and the significant impact of development. The Head of Development Services advised that the government had recently announced a fund to revitalise high streets and the Council would shortly be submitting a bid focusing on Tewkesbury Town Centre which would include the Healings Mill site, Spring Gardens and the wider High Street. This would present an opportunity to set out the vision for the area and, whilst there would not necessarily be specific funding for Healings Mill, it would highlight the opportunities for that part of the town. It was important to recognise that the Council had no direct control over the timeframe for the project and its role was an enabler and facilitator.
- 94.3 In response to a query, the Head of Development Services clarified that Healings Mill had been vacant since 2006. A Member indicated that there was obvious frustration from people in the town about what was happening with the building. He felt it was unfortunate that the Council had no direct control and questioned whether the possibility of the Council purchasing the building had been considered. The Head of Development Services advised that Officers shared the frustrations about the progression of the site; however, there was an opportunity to work with the current developer and owner and they were confident that discussions would result in a viable scheme for the site. If that proved not to be the case, it would be necessary to reassess the options - the Council becoming a more active partner may be one of those conversations but that was not what was intended currently. The Member was not aware of a business case for the site and questioned whether this had received Committee approval. He also asked whether the High Street fund bid would influence the business case and if the Healings Mill site would be eligible for that funding. In response, the Head of Development Services clarified that a business case had not been presented to Officers, and therefore had not been approved by a Committee, and she stressed that no detailed work had been done in relation to the Council purchasing the site. In terms of the High Street fund, there was no definite proposal and consideration was being given to the overall uses for the area in order to work up a bid. A Member queried whether the developer and owner were keen for the Council to play a part in developing the site and clarification was provided that they had not expressed an interest in the Council being part of the development company; conversations to date had involved the Council as the local planning authority in terms of acceptable uses for the site. In response to a query, the Head of Development Services confirmed that the Council had not incurred any costs in relation to the project.

94.4 A Member noted that there was an empty garage at the rear of the site and he questioned whether it was worth exploring a temporary use, for example, as a boxing gym or indoor skate park, as it would be a good opportunity for a new club to get up and running. The Head of Development Services explained that security was a concern in terms of allowing a “meanwhile” use and there were other health and safety issues which would need to be addressed. In her view, the best approach was to look for a long-term solution for the site - there may well be opportunities for short-term uses as the site was developed over that time.

94.5 The Chair indicated that the recommendation was for the Committee to receive updates as and when any significant changes arose. A Member expressed the view that the Council needed to be more proactive where it could be. He did not share the Officers’ confidence that a scheme would be delivered given that no private enterprise had been prepared to develop the site to date. The Chair acknowledged this sentiment and it was subsequently

RESOLVED That an update on the progress being made to secure a suitable development scheme for Healings Mill be brought to the Committee in six months’ time.

OS.95 FLOOD RISK MANAGEMENT GROUP ANNUAL REPORT

95.1 Attention was drawn to the report of the Flood Risk Management Group, circulated at Pages No. 101-106, which provided an annual summary of the work of the Group. Members were asked to consider the report.

95.2 The Chair of the Flood Risk Management Group explained that the Flood Risk Management Group met quarterly with the last meeting taking place on 18 February 2019. The Group monitored land drainage and flood risk projects by way of reference to the Flood Risk Management Action Plan which was a ‘living’ document to which funding and partnership opportunities could be added as and when they arose. In terms of the live capital projects, the most significant related to the Grange Field in Bishop’s Cleeve. There was an approved allocation of £180,000 for the project which was being match funded against the European Regional Development Fund. It had been a very successful project and the feedback from residents and users of the land had been overwhelmingly positive. The majority of work had been completed but it would take time for the plants to develop over the next few seasons. She went on to explain that the Council owned various parcels of land across the borough with watercourses running through, or adjacent to, them meaning it was a riparian owner with responsibilities to maintain those watercourses in good condition. The Group monitored the Tewkesbury Borough Council Programme of Watercourse Maintenance and 95 projects had been completed during 2018/19 to date incorporating desilting, blockage clearance, flail cutting and hedge cutting as well as reactionary work such as felling and removing trees. This amounted to a spend of £41,465 out of an allocation of £45,000 at the time of writing the report. The Group had expressed concern at the size of the budget which had not been increased for many years; this was something which the Group would be considering over the coming months. Members were advised that a tender for a call-off contract to cover the Council’s maintenance liabilities had been offered in 2017 for a period of three years with an option for a two year extension and two contractors had been successfully procured; this had resulted in a saving from the previous arrangements. Furthermore, the Council had received compliments regarding the contractors’ workmanship and interaction with the public. It was noted that Tewkesbury Borough Council worked in partnership with Gloucestershire Rural Community Council (GRCC) to help communities increase their knowledge and resilience against flooding and the Group received regular reports from the representative from GRCC who delivered flood warden training events throughout the year.

- 95.3 The Chair of the Committee thanked the Chair of the Flood Risk Management Group for her report and it was

RESOLVED That the annual summary report of the Flood Risk Management Group be **NOTED**.

OS.96 GLOUCESTERSHIRE HEALTH AND CARE OVERVIEW AND SCRUTINY COMMITTEE UPDATE

- 96.1 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 20 February 2019.

- 96.2 Members were advised that this additional meeting had been called to examine evidence from the Gloucestershire Hospitals NHS Foundation Trust about its General Surgery Reconfiguration Pilot, and to hear the Clinical Commissioning Group's response to Motion 825, passed by Cheltenham Borough Council on 21 January 2019. 58 senior doctors had signed a letter to the Hospitals Trust expressing fears about the pilot. Many of those fears concerned patient safety – not only in Gloucestershire but in Worcestershire, Herefordshire and Wiltshire, because patients from those areas were also treated in Cheltenham General Hospital and may well be adversely affected by the changes envisaged.

- 96.3 The Trust's proposals were described as a 'pilot', but this designation introduced its own complications. Firstly, because the Gloucestershire Health and Care Overview and Scrutiny Committee could not stop a pilot from being brought into being and could only act as a 'critical friend'. Secondly, because putting the pilot into effect would entail breaking-up the current service arrangements, with the clear risk that a reversal would not be possible. The view taken by those opposing the Gloucestershire Hospitals NHS Foundation Trust's proposals was that alternatives should have been fully explored in advance; assurances had supposedly been given to Gloucestershire Members of Parliament in September 2018 that other options would be worked on before the 'pilot' went live, but this had not happened

- 96.4 The Council's reserve representative explained that the Gloucestershire Health and Care Overview and Scrutiny Committee's strongest allowable action, as advised by the Gloucestershire County Council Officer, was to write to the Secretary of State for Health expressing the Committee's concerns about the Trust's proposals and Committee Members had voted unanimously for the Chair to do so.

- 96.5 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.97 GLOUCESTERSHIRE ECONOMIC GROWTH SCRUTINY COMMITTEE UPDATE

- 97.1 The Chair indicated that he was the Council's representative on the Gloucestershire Economic Growth Scrutiny Committee but, as he had been unable to attend the last meeting held on 20 February 2019, the Chair of that Committee would give a brief update.

- 97.2 Members were advised that the Committee had considered views from the Forest of Dean District Council in terms of its aspirations for economic growth. It was noted that the main priority was building on the industrial offering but it was recognised that there were challenges to overcome, not least connectivity.

97.3

It was

RESOLVED

That the Gloucestershire Economic Growth Overview and Scrutiny Committee update be **NOTED**.

The meeting closed at 6:35 pm

EXECUTIVE COMMITTEE FORWARD PLAN 2019/20

REGULAR ITEM:

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

Addition to 3 April 2019

- **ICT Policy.**

Committee Date: 12 June 2019

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Financial Outturn Report (including Capital Financing and Earmarked Reserves) (Annual).	To consider the Council's financial outturn.	Head of Finance and Asset Management.	No.
Community Infrastructure Levy (CIL) Governance and Policy.	To approve the CIL Governance.	Head of Development Services.	Yes, moved from 6 March 2019 for further work.
ICT Strategy.	To approve the ICT Strategy.	Head of Corporate Services.	Yes – from 3 April 2019 to align with the action within the Corporate Services action plan.

Committee Date: 17 July 2019			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Management Report – Quarter Four 2018/19.	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter four performance management information.	Head of Corporate Services.	No.
Review of Council Tax Reduction Scheme and Council Tax Discounts.	To consider for the purposes of consultation.	Head of Corporate Services.	No.
Confidential Item: Spring Gardens/Oldbury Road Regeneration.	To consider the information provided and agree a way forward.	Head of Finance and Asset Management.	No.
(To be considered in private because of the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)).			

Committee Date: 4 September 2019			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Financial Update – Quarter One 2019/20.	To consider the quarterly budget position.	Head of Finance and Asset Management.	No.
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)).			

Committee Date: 16 October 2019			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Management Report – Quarter One 2019/20.	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter one performance management information.	Head of Corporate Services.	No.
Review of Council Tax Reduction Scheme and Council Tax Discounts.	To consider following consultation.	Head of Corporate Services.	No.

Committee Date: 27 November 2019			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Financial Update – Quarter Two 2019/20.	To consider the quarterly budget position.	Head of Finance and Asset Management.	No.
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)).			

Committee Date: 8 January 2020			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Management Report – Quarter Two 2019/20.	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.
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.	No.
Housing Strategy Monitoring Report (Year 4) (Annual).	To approve the Housing Strategy Monitoring Report for Year Four.	Housing Services Manager.	No.
Treasury and Capital Management (Annual)	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.

Committee Date: 5 February 2020			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Budget 2020/21 (Annual).	To recommend a budget for 2020/21 to the Council.	Head of Finance and Asset Management.	No.
Financial Update - Quarter Three 2019/20.	To consider the quarterly budget position.	Head of Finance and Asset Management.	No.
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)).			

Committee Date: 4 March 2020			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required

Committee Date: 8 April 2020			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Management Report – Quarter Three 2019/20.	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 2018/19.	Head of Corporate Services.	No.

PENDING ITEMS

Agenda Item	Overview of Agenda Item

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	9 April 2019
Subject:	Overview and Scrutiny Committee Work Programme 2019/20
Report of:	Head of Corporate Services
Corporate Lead:	Chief Executive
Lead Member:	Lead Member for Organisational Development
Number of Appendices:	One

Executive Summary:

The work programme detailed in Appendix 1 provides the core work activities of the Committee. The programme as it stands is a combination of standing agenda items such as performance management information, complaints, policy and strategy updates and new areas of review that have emerged and have been built into the programme. The programme remains flexible, allowing new areas of activity that will emerge during 2019/20.

Recommendation:

To APPROVE the Overview and Scrutiny Work Programme 2019/20.

Reasons for Recommendation:

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

Resource Implications:

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

Legal Implications:

None directly arising from this report.

Risk Management Implications:

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

Performance Management Follow-up:

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

Environmental Implications:

None.

1.0 INTRODUCTION/BACKGROUND

- 1.1** The work programme detailed in Appendix 1 provides the core work activities of the Committee for 2019/20. The programme as it stands is a combination of standing agenda items such as performance management information, complaints, six monthly policy and strategy updates and new areas of review that have emerged and have been built into the programme.

2.0 2019/20 WORK PROGRAMME

- 2.1** Some of the Committee's work cannot be planned, for example, any new areas of review that may emerge during the year; referral of issues from Council; call-in of decisions etc. The programme is therefore based upon what is known at this point in time but remains flexible, to allow changes to be made where appropriate.
- 2.2** Attention should be drawn to the Committee's Agenda for 18 June 2019 – 'Corporate Policies and Strategies'. On an annual basis, a list of policies and strategies is brought before the Committee. This will further help inform the Committee's work programme.
- 2.3** Another area that traditionally generates additional work activity for the Committee is presentational reviews. The most common source for these types of presentations is when the Committee reviews the performance management information and asks for further, specific information on a Council Plan activity. Presentations are also made by the Council's key partners, as they contribute to the delivery of the Council's priorities. There are also a small number of pending items in the programme which will be brought to fruition during the year.

3.0 OTHER OPTIONS CONSIDERED

- 3.1** None.

4.0 CONSULTATION

- 4.1** None.

5.0 RELEVANT COUNCIL POLICIES/STRATEGIES

- 5.1** Council Plan 2016-20.
Economic Development and Tourism Strategy.
Communications Strategy.
Housing Strategy.
Safeguarding Policy.
Customer Care Strategy.
Complaints Policy.

6.0 RELEVANT GOVERNMENT POLICIES

- 6.1** None.

- 7.0 RESOURCE IMPLICATIONS (Human/Property)**
- 7.1** Possible use of the £1,000 budget to support any scrutiny reviews that may arise.
- 8.0 SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)**
- 8.1** The Committee will consider these implications when undertaking reviews and in making its recommendations.
- 9.0 IMPACT UPON (Value For Money/Equalities/E-Government/Human Rights/Health And Safety)**
- 9.1** The Committee will consider these implications when undertaking reviews and in making its recommendations.
- 10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS**
- 10.1** None.

Background Papers: None

Contact Officer: Head of Corporate Services
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Appendices: Appendix 1 – Overview and Scrutiny Work Programme 2019/20

OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2019/20

REGULAR ITEMS:

- Executive Committee Forward Plan
- Overview and Scrutiny Committee Work Programme 2019/20

Committee Date: 18 June 2019			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Citizens' Advice Bureau Presentation	To consider the annual update on Citizens' Advice Bureau activity in the borough.	Economic and Community Development Manager	No.
Economic Development and Tourism Strategy 2017-21	To consider the progress made against the delivery of the Economic Development and Tourism Strategy during year two and the actions identified for 2019/20.	Economic and Community Development Manager	No.
Performance Management – Quarter 4 and Full Year 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.
Single Use Plastic Policy	To consider the actions undertaken to implement the Council motion on single use plastic.	Deputy Chief Executive	No.
Enviro-Crimes Annual Report	To consider the annual Enviro-Crime report and action plan.	Head of Community Services	No.

Committee Date: 18 June 2019			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Disabled Facilities Grants Review Monitoring Report	To consider progress against the actions arising from the Disabled Facilities Grants Review and to determine what, if any further monitoring arrangements are required, including timescales, or whether Members are content to sign off the action plan.	Head of Community Services	No.
Review of Communications Strategy	To consider the progress made against the actions within the Communications Strategy during 2018/19 and to endorse the action plan for 2019/20.	Head of Corporate Services	No.
Corporate Policies and Strategies	To consider the corporate policies and strategies and identify which will be reviewed by the Overview and Scrutiny Committee during 2019/20.	Head of Corporate Services	No.
Gloucestershire Economic Growth Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (5 June 2019).	N/A	No.

Committee Date: 23 July 2019			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Ubico Report 2018/19	To consider the Ubico performance report for 2018/19.	Head of Community Services	No.
Community Services Improvement Plan	To consider the progress made against the Community Services Improvement Plan.	Head of Community Services	No.
Review of Planning Enforcement Plan	To review the effectiveness of the Planning Enforcement Plan.	Head of Development Services	No.
Gloucestershire Police and Crime Panel Update	To receive an update from the Council's representative on matters considered at the last meeting (19 July 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 (16 July 2019).	N/A	No.

Committee Date: 10 September 2019			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Report – Quarter 1 2019/20	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.
Complaints Report	To consider the annual update to provide assurance that complaints are managed effectively.	Head of Corporate Services	No.
Review of Water Supply Outage Monitoring Report	To consider the progress made against the remaining actions arising from the review.	Head of Community Services	No.
Healings Mill	To receive an update on progress made in respect of the redevelopment of the Healings Mill site.	Head of Development Services	No.

Committee Date: 22 October 2019			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Gloucestershire Joint Waste Committee Update	To consider the progress made to date in relation to the 2019/20 Gloucestershire Joint Waste Committee Action Plan.	Head of Community Services	No.
Development Services Improvement Plan	To consider the progress made against the actions within the plan.	Head of Development Services	No.
Housing Strategy Monitoring Report	To consider the progress made in respect of the outcomes identified in the Housing Strategy Action Plan.	Head of Community Services	No.
Warm and Well Update	To consider the update in respect of the Warm and Well Scheme.	Head of Community Services	No.
Gloucestershire Police and Crime Panel Update.	To receive an update from the Council's representative on matters considered at the last meeting (13 September 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 (10 September 2019).	N/A	No.

Committee Date: 3 December 2019			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Report – Quarter 2 2019/20	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.
Gloucestershire Police and Crime Panel Update	To receive an update from the Council's representative on matters considered at the last meeting (12 November 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 (19 November 2019).	N/A	No.
Gloucestershire Economic Growth Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (30 October 2019 PROVISIONAL and 20 November 2019)	N/A	No.

Committee Date: 14 January 2020			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Trade Waste Report	To review progress against the action plan and make a recommendation on the long-term sustainability of a trade waste service going forward.	Head of Community Services.	No.
Enviro-Crimes Interim Report	To consider the six month interim report Enviro-Crimes and progress made against the action plan.	Head of Community Services	No.

Committee Date: 11 February 2020			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Tewkesbury Borough News Review	To consider the progress made against the recommendations arising from the Tewkesbury Borough News Review.	Corporate Services Manager	No.
Annual review of the effectiveness of the Council's involvement in the Gloucestershire Health, Community and Care Overview and Scrutiny Committee	To conduct the annual review of the effectiveness of the Council's involvement in the Gloucestershire Health 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: 10 March 2020			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Report – Quarter 3 2019/20.	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 consider the annual summary report of the Flood Risk Management Group and to make a recommendation to the Executive Committee as to whether there is a continuing role for the Group.	Head of Community Services	No

Committee Date: 14 April 2020			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Overview and Scrutiny Committee Work Programme 2020/21	To approve the Overview and Scrutiny Committee Work Programme for the forthcoming year.	Head of Corporate Services	No.
Overview and Scrutiny Committee Annual Report 2019/20	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.
Community Safety Partnership Update	To consider the report on local arrangements for community safety.	Head of Community Services	No.
Housing Strategy Monitoring Report	To consider the progress made in respect of the outcomes identified in the Housing Strategy Action Plan.	Head of Community Services	No.
Customer Care Strategy	To consider the progress made in relation to the actions contained within the Customer Care Strategy Action Plan 2019/20 and to endorse the action plan for 2020/19.	Corporate Services Manager	No.

PENDING ITEMS

Agenda Item	Overview of Agenda Item
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. A report to Overview and Scrutiny Committee on 18 June 2019 will mitigate the need for a workshop.
Planning Key Performance Indicators – Annual Review of Committee Overturns	To approve the template for the annual review of Committee overturns – agreed by Overview and Scrutiny Committee at its meeting on 8 January 2019.
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.

ITEMS FOR INCLUSION IN 2020/21 WORK PROGRAMME

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TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	9 April 2019
Subject:	Gloucestershire Joint Waste Committee – Six Month Update
Report of:	Head of Community Services
Corporate Lead:	Deputy Chief Executive
Lead Member:	Lead Member for Clean and Green Environment
Number of Appendices:	Two

Executive Summary:

Tewkesbury Borough Council joined the Gloucestershire Joint Waste Committee in December 2014. The Gloucestershire Joint Waste Committee produces a three-year rolling business plan and an annual action plan.

This report details the Business Plan and provides an update on the progress to date on the Joint Waste Action Plan for 2018/19 as adopted by the Gloucestershire Joint Waste Committee with a specific focus on Tewkesbury Borough.

Recommendation:

To CONSIDER the progress made in relation to the 2018/19 Gloucestershire Joint Waste Committee Action Plan.

Reasons for Recommendation:

To inform Members of the progress being made against the Gloucestershire Joint Waste Committee Action Plan with specific focus on Tewkesbury Borough.

Resource Implications:

None for this report.

Legal Implications:

The Councils referred to in Paragraph 1.1 of the report established the current Gloucestershire Joint Waste Committee on 1 December 2014 by entering into an Inter-Authority Agreement. The statutory authority for the Agreement is contained in sections w101(5) and 102 of the Local Government Act 1972, and the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012 made under Part 1A Chapter 2 Section 9E of the Local Government Act 2000.

The Agreement sets out the role of the Joint Waste Team and the process for agreeing the Business Plan.

The Agreement also establishes a Senior Management Group which has responsibility for reviewing each Business Plan and Annual Action Plan. The Senior Management Group comprises the Head of the Gloucestershire Joint Waste Team and a Head of Service from each of the partner Councils within the Gloucestershire Joint Waste Committee.

Risk Management Implications:

None for this report.

Performance Management Follow-up:

Progress in delivering the Gloucestershire Joint Waste Committee Action Plan will be reported to Overview and Scrutiny Committee on an annual basis.

Environmental Implications:

None for this report.

1.0 INTRODUCTION/ BACKGROUND

- 1.1** Five of Gloucestershire's local authorities are now members of the Gloucestershire Joint Waste Committee: Cheltenham Borough Council, Cotswold District Council, Forest of Dean District Council, Gloucestershire County Council and Tewkesbury Borough Council.
- 1.2** The Gloucestershire Joint Waste Committee is supported by officers from the Joint Waste Team. As the Gloucestershire Joint Waste Committee is not an organisation in its own right, the Joint Waste Team officers are employed by Gloucestershire County Council (as the administrating authority) on behalf of the Gloucestershire Joint Waste Committee.
- 1.3** The Joint Waste Team's principal role is to specify, plan, procure (where authorised by the Gloucestershire Joint Waste Committee and budget holding authority/authorities), monitor, coordinate and improve the delivery of waste and street cleaning services to households, delivered by a number of service providers and in-house teams. Across the partnership the aim is to divert waste from landfill through waste avoidance and reduction, material recovery (recycling), composting and anaerobic digestion.
- 1.4** Tewkesbury Borough Council is represented on the Gloucestershire Joint Waste Committee by the Lead and Support Members for Clean and Green Environment. The Head of Community Services is the Senior Management representative.

2.0 GLOUCESTERSHIRE JOINT WASTE COMMITTEE BUSINESS AND ACTION PLAN

- 2.1** The Gloucestershire Joint Waste Committee Business and Action Plan cover a three year horizon and are updated on an annual basis. The Business and Action Plan is the Council's opportunity to set out clearly what it requires from the Gloucestershire Joint Waste Committee in the delivery of the services delegated to it. The delivery of the services by the Gloucestershire Joint Waste Committee, via the Joint Waste Team, must be within the agreed budget.
- 2.2** The process for agreeing the business plan is set out in the Inter Authority Agreement. An outline business plan is presented to the Gloucestershire Joint Waste Committee in October each year with a draft plan being produced and considered at the Gloucestershire Joint Waste Committee December meeting. Members of the Gloucestershire Joint Waste Committee are asked to provide feedback and input to the outline plan from their respective authorities. The final plan is approved at the Gloucestershire Joint Waste Committee meeting in February each year.
- 2.3** Appendix 1 contains the current Business Plan and Action Plan.

3.0 ACTION PLAN PROGRESS 2018/19 - TEWKESBURY BOROUGH FOCUS

3.1 Progress on the Gloucestershire Joint Waste Committee Action Plan with specific focus on Tewkesbury Borough activity for 2018/19 is set out in full at Appendix 2.

3.2 This details the work in the action plan which has been undertaken, as well as unplanned work added in through the year.

4.0 FUTURE OF THE GLOUCESTERSHIRE JOINT WASTE COMMITTEE / JOINT WASTE TEAM

4.1 Cheltenham Borough Council, Cotswold District Council, Forest of Dean District Council, and Gloucestershire County Council formed the Gloucestershire Joint Waste Committee in 2012, with Tewkesbury Borough Council joining in 2014. The Gloucestershire Joint Waste Committee is governed by an Inter-Authority Agreement (IAA).

4.2 Gloucester City Council and Stroud District Council are not part of this agreement but attend meetings in a non-voting/observer capacity.

4.3 All Councils are signatories to the Gloucestershire Joint Municipal Waste Management Strategy.

4.4 Cheltenham Borough Council wrote to its partners within the Gloucestershire Joint Waste Committee in December 2018 giving 12 months' notice of its intention to leave. This means that it will leave on 13 December 2019.

4.5 The Exiting Notice issued by Cheltenham Borough Council triggers the Termination provisions within the IAA. If no further action is taken by the remaining partners, the Gloucestershire Joint Waste Committee will also come to an end on 13 December 2019.

4.6 There are a number of options open to the Council including allowing the partnership to dissolve and all partner Councils work alone, remaining in the formal joint waste partnership with limited county partners or forming a new partnership with the aim of including all of the current Gloucestershire Joint Waste Committee partners and non-partners.

4.7 Work is currently underway to explore the best way forward to ensure that the Gloucestershire Waste Strategy is delivered in a coordinated way across the County.

4.8 The outcome of the decision on the way forward may also have an impact on the Joint Waste Team and the staff therein.

5.0 OTHER OPTIONS CONSIDERED

5.1 None

6.0 CONSULTATION

6.1 None

7.0 RELEVANT COUNCIL POLICIES/STRATEGIES

7.1 Gloucestershire Joint Municipal Waste Management Strategy 2007-20

8.0 RELEVANT GOVERNMENT POLICIES

8.1 None

- 9.0 RESOURCE IMPLICATIONS (Human/Property)**
- 9.1** None
- 10.0 SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)**
- 10.1** Actions within the report will have the effect of reducing waste to landfill mitigating climate change and natural resource consumption.
- 11.0 IMPACT UPON (Value For Money/Equalities/E-Government/Human Rights/Health And Safety)**
- 11.1** The Health and Safety Executive (HSE) states that waste management remains among the most dangerous industries in which to work with the highest fatality at work rate of any industrial sector. It is imperative that waste management services and contracts are monitored with a strong safety focus to protect the work force and members of the public.
- 12.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS**
- 12.1** None

Background Papers: None

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Appendices: Appendix 1 - Gloucestershire Joint Waste Committee Business Plan 2018-21
Appendix 2 – Joint Waste Team Update – Tewkesbury Borough Council focus

Gloucestershire Joint Waste Committee

**Business Plan
Covering the period
2018-21**

1. Introduction

This is the sixth business plan of the Gloucestershire Joint Waste Committee (GJWC) constituted between: Cheltenham Borough Council, Cotswold District Council, Forest of Dean District Council, Gloucestershire County Council and Tewkesbury Borough Council.

The GJWC is a body with delegated powers to oversee and make decisions concerning the recycling, waste collection and street cleansing services for four district and borough councils and to deliver waste treatment and disposal for the county council. The agreed framework for the GJWC is an Inter Authority Agreement (IAA) signed in December 2014. Further information on the GJWC is provided in appendix 1.

2. Purpose

The business plan is a requirement under the IAA. It outlines the key priorities and actions for the next three years.

The purpose of this plan is to:

- set out a clear action plan for the 2018/21 period;
- provide a draft budget to support the work of the GJWC; and,
- support decision making by the GJWC, in accordance with the governance and budgetary principles within the IAA.

3. Rationale for Joint Working

Over the last two decades, the roles of district councils as Waste Collection Authorities and the county council as Waste Disposal Authority have become more complex and interdependent. The traditional linear economy of “take, make and dispose” is progressively being replaced by a more circular model, where resources are conserved and waste is prevented. Local authorities can no longer simply collect and dispose of waste, but have a broader role that encompasses each level of the waste management hierarchy.

Figure 1: Waste Management Hierarchy



Local authorities are experiencing a period of unprecedented budgetary pressure. Councils have smaller budgets and fewer staff resources. Partnerships and shared service arrangements have been developed to continue delivery of vital public services.

The GJWC has been established to make best use of available resources in a coordinated and collaborative way.

Further information on the operating environment in which the GJWC functions is given in appendix 2. This sets out some of the key policy and economic drivers affecting the work of the GJWC.

4. Goal

In approving this business plan, the partners agree that the GJWC's principal goal is:

To align and integrate waste and recycling services across the whole county, incrementally as fast as possible, reaching the goal before the end of 2024.

In pursuit of this goal, the partners commit to:

- approaching service design with an open mind;
- contributing constructively to the debate;
- striving to reach consensus in the interest of the driving principles; and
- fairly sharing the reasonable costs of the journey.

5. Principles

In determining the methodology and route to service integration, the driving principles will be:

- minimising the amount of waste for disposal through prevention, reuse and recycling;
- optimising the whole cost of services to residents; and
- apportionment of service costs and incentives in a fair and equitable manner.

6. Success Criteria

The partnership shall be deemed successful when:

- a greater proportion of household waste is diverted from landfill through waste prevention, reuse, recycling, anaerobic digestion, composting and energy recovery;
- residents can easily recycle a broad range of materials;
- residents have a positive view of recycling and the services provided;
- the unit costs of providing waste services represent good value for money and are further reduced where opportunities arise;
- the recycled materials collected are of high quality and meet the specification of end users;
- costs and savings through joint working are fairly distributed between partners and their residents;
- staff, assets and other resources are shared between partners, especially at times of change;
- changes in policy, legislation, technology and social trends are reflected in the work of the partnership so that our waste services remain relevant, compliant and effective.

7. Relationship with the Joint Municipal Waste Management Strategy (JMWMS) and other Gloucestershire collection authorities.

The formation of the GJWC is in line with the JMWMS (albeit that Gloucester City Council and Stroud District Council are not voting members of the GJWC at this time). This business plan will, however, contribute to the delivery of JMWMS objectives by the

five GJWC authorities. Under the JMWMS, each Gloucestershire local authority is required to produce an annual action plan that sets out the key waste management actions the authority will undertake to implement this strategy. The action plan included within this business plan at Appendix 3 will replace the individual action plans for the GJWC Partner Authorities and will sit under the JMWMS alongside the action plans for Gloucester City Council and Stroud District Council.

The JMWMS runs to March 2020. Whilst a JMWMS is no longer a legal requirement, the future ambitions and plans for waste management beyond 2020 in Gloucestershire should be reviewed, agreed and clearly stated by the GJWC. A project to complete this work has been included within the action plan for 2018-21.

8. Joint Waste Team

The GJWC is served by a Joint Waste Team (JWT) whose principal role is to specify, plan, procure (where authorised by the GJWC and budget holding authority(s)), monitor, co-ordinate and improve the delivery of services to householders, delivered by a number of service providers. The JWT is responsible for marketing the recyclable materials collected by partner councils, and conducts communications and community engagement work on behalf of the GJWC.

9. Achievements in 2017/18 (to date)

The performance improvements reported in 2016/17 continued in 2017/18 with the amount of waste sent to landfill reducing by a forecast 6.9% and the proportion of waste reused and recycled increasing by a forecast 3.5%. Gloucestershire's estimated recycling rate for 2017/18 is 54.7%

Despite a challenging year for the JWT, which has carried a number of vacancies (including the Head of Service position between April and October), good progress has been made. Notable achievements include:

- The award of new contracts for the sale of recyclable materials by Cheltenham B.C and by Gloucestershire C.C achieving improved value for money;
- Improved recycling performance resulting from the introduction of a new kerbside recycling collection service in Cheltenham B.C;
- The development of comprehensive waste and recycling collection service policies and procedures for Tewkesbury B.C;
- The on-going construction of the new Javelin Park Energy from Waste facility; and,
- The delivery of a successful, multi-agency anti-litter campaign within the Forest of Dean.

10. Actions

An action plan setting out key projects and work streams for the 2018/21 period is set out in appendix 3. The actions reflect priorities identified by members of the GJWC at a workshop in December 2017. Here the GJWC reaffirmed its priorities as:

- reducing waste and environmental harm;
- developing a business case for the alignment of services;
- working in partnership to deliver a wide range of recycling opportunities for residents whenever affordable; and
- communicating waste reduction and recycling messages as widely as possible.

A number of projects within the action plan will inform the strategic direction of the GJWC and help it meet its principal goal of seeking to align and integrate waste and recycling services across the county by the end of 2024 (where a business case exists). These projects include work to benchmark and understand the baseline costs of waste and recycling collection services across Gloucestershire. To develop options that would better align our services in future, whilst seeking to optimise cost and environmental performance. This work will commence with a review of Cotswold D.C's waste and recycling collection services next year, ahead of a fleet renewal in 2019.

Other projects are designed to review the organisational and financial structure of the partnership, so that it is able to meet its objectives. The way that the GJWC is funded and structured at present is largely historic and might not always facilitate the seamless working arrangements to which the partnership aspires.

There are a number of procurements and contract mobilisation projects to be delivered that are needed to ensure continued, high quality service delivery. The single biggest contract to be mobilised within the period of this business plan is the new energy from waste facility at Javelin Park. This is due to open in July 2019. It will bring to an end the local reliance on landfill for the disposal of residual household waste and has the potential to generate enough electricity to power 25,000 households.

Many projects focus on improved efficiency and performance by reviewing current service provision. There is also a strong communications and aware raising section to the plan, which is supported by a communications plan. Key themes for 2018/19 will be:

- encouraging people to reduce and recycle plastics;
- encouraging people to reduce and recycle food waste; and
- a focus on generating high quality, clean recyclable materials in light of tightening restrictions on the export of these materials.

A summary of all planned communications activity is given in Appendix 4.

11. Draft Budget 2018/19

The draft 2018/19 revenue budgets are set out Appendix 5. These are provisional figures that are subject to approval by each authority as part of their budget setting process.

The GWJC Constitution requires that any matter that has an impact on any partner's financial standing or service provision may only proceed with the express agreement of the partner(s) concerned.

The contractual element of budgets (which is the large majority) are retained by individual partners but are managed with the support of the JWT.

12. Risk Register

A risk register is included at Appendix 6. The risk register will be reviewed regularly by the SMG and any high level risks brought to the attention of the GJWC.

A high level risk identified at present relate to the need to ensure good cost control and budget monitoring with Ubico, which provides a wide range of waste and cleansing services to the partner councils.

13. List of Appendices

Appendix 1 – GJWC Background Information

Appendix 2 – Operating Environment

Appendix 3 – Action Plan

Appendix 4 – Waste Marketing and Behaviour Change Programme

Appendix 5 – Draft Budget 2018/19

Appendix 6– Risk Register

Appendix 1 – GJWC Background Information

A.1.1 Formation of the Gloucestershire Joint Waste Committee (GJWC)

The GJWC has been formed under Section 101 of the Local Government Act 1972 to oversee recycling, waste collection and street cleansing services for four district and borough councils and to deliver waste treatment and disposal for the County.

The partnership comprises the following authorities:

- Cheltenham Borough Council (CBC);
- Cotswold District Council (CDC);
- Forest of Dean District Council (FoDDC);
- Gloucestershire County Council (GCC);
- Tewkesbury Borough Council (TBC).

The agreed framework for the GJWC is an Inter Authority Agreement (IAA) signed in December 2014 whereby the five authorities named above have delegated their powers in relation to the delivery of waste collection and disposal and street cleansing services to the GJWC. The IAA contains a Constitution that specifies how the partnership is governed.

The GJWC comprises of two Members from each authority on a 'one Member, one vote' basis. The GJWC meets formally in public session on a quarterly basis with informal meetings, workshops and visits taking place as required between formal meetings. Election of the Chairman and Vice Chairman will be held annually at an AGM.

The GJWC directs a Joint Waste Team (JWT) led by a Head of Service who reports directly to the Joint Waste Committee and has, in turn, functions and powers delegated to it by the GJWC. The Head of Service maintains close strategic and operational links with the Partner Authorities through a director-level Strategic Management Group (SMG). The GJWC is 'hosted' by Gloucestershire County Council acting as Administering Authority. The roles of the Administering Authority and SMG are set out in the IAA.

A.1.2 Purpose of the GJWC

The GJWC provides a shared decision making body to improve services and deliver savings. It aims to facilitate whole system thinking to reinforce quality of decision making from customer, financial and resource efficiency points of view.

A.1.3 Vision of the GJWC

In June 2011 the emerging partners agreed a joint vision which aspired to the formation of a partnership. The aims identified include:

- Reducing landfill and encouraging high participation in waste avoidance, reuse, recycling and food waste collection schemes.

- Engaging with local people to encourage participation in recycling, support economic wellbeing and use efficient, sustainable and affordable solutions at every stage of the process.
- Encouragement and facilitation of innovation, joined up strategy, policy and operations across the county, continuing to encourage all Gloucestershire councils to join the partnership.
- Developing a holistic approach to service review so that the financial proposition is the most sustainable for the local taxpayer.
- Working together in partnership to deliver more efficient waste services.
- Considering potential for waste collection and disposal as a single system provided for the council tax payers of Gloucestershire.
- Governance by a Joint Waste Committee with delegated powers to act in the area of waste disposal and collection with representatives from each of the participating District and the County Councils.
- Formation of a Joint Waste Team responsible for:
 - Delivering on Business Plan actions and any further resolutions
 - Managing existing external waste contracts.
- Having safeguards in place to ensure that the Districts and the County retain decision-making on significant budgetary and service change matters.
- Maintaining existing customer contact arrangements.
- Managing within a common strategy with the goal of achieving the most efficient waste service.
- Planning across district and borough boundaries, optimising depot and transfer stations infrastructure and the use and purchase of resources such as vehicles.

A.1.4 Key Principles Regarding Financial Control and Service Provision

The Constitution facilitates joint working while reserving that any matter that has an impact on any partner's financial standing or service provision (for example: frequency of collections or Recycling Centre opening hours) may only proceed with the express agreement of the partner(s) concerned.

A.1.5 Services Provided

The Partner Authorities have delegated responsibility for the following service areas to the GJWC:

- Household residual waste, dry recycling and organics collection;
- Local Authority Collected Waste transfer, treatment and disposal;
- Bring sites;
- Household Recycling Centres (HRCs);
- Bulky household waste collection;
- Commercial waste collection (where offered);
- Street cleansing;
- Waste and street cleansing PR, marketing and community engagement (including with schools);
- Medical sharps and clinical waste collection and disposal.

A.1.6 The Budgetary Framework

The Budgetary Framework is set out within the IAA, specifically Schedules 4 and 5.

The main principles are as follows:

- The Constitution requires that any matter that has an impact on any partner's financial standing or service provision may only proceed with the express agreement of the partner(s) concerned.
- The partnership accumulated funding remaining to cover Head of Service and support costs. The reserve was envisaged to be sufficient to last for the first three years and thereafter these costs are to be funded by the partners through savings.
- The salary, expenses and local service and supply costs of transferred employees are covered by the transferring authority who reimburse the Administering Authority accordingly.
- Contract payments and other ongoing liabilities in connection with the service are made by the contract holding authority upon instruction of the JWT.
- Income received by the partner authorities for garden waste etc. will be retained by each local authority to offset contractual costs.

Appendix 2 - The Operating Environment

A.2.1 Overview

There are many things that have an impact on services that are not under the control of the GJWC, JWT or the partners. Recycling and waste management is a statutory, demand-led service with a high proportion of fixed costs due to contractual and/or tax requirements. There is however some variability particularly around waste tonnages and the mix of materials recovered. These variable costs can be influenced by macroeconomic effects such as changes in the economy, the markets for recyclable materials, government policy and measures such as the landfill tax escalator, and social behaviour such as the degree of participation in recycling schemes.

There is always a degree of uncertainty about how such external factors will impact and interplay. We can however identify those issues that might have an impact on the business in the future. The business environment in this period is expected to be characterised to a greater or lesser extent by the following:-

- Political and economic uncertainty as the UK prepares to leave the EU by March 2019;
- Uncertainty in the recovered materials markets as a result of Chinese restrictions on the import of plastics and mixed paper & card;
- Growing government and public concern over plastic waste and its environmental impact;
- Increased global action to reduce food waste;
- Difficulty in recruiting and retaining sufficient staff locally for waste operational roles, particularly drivers;
- Ongoing challenges to public bodies to meet the budget deficit; and,
- Increased demand from a growing and ageing population.

A.2.2 External Drivers

A.2.2.1 Circular Economy Package

On 2 December 2015, the European Commission adopted a new Circular Economy Package to stimulate Europe's transition towards a circular economy. The Package consists of:

- an EU Action Plan for the Circular Economy;
- a timetable setting out when the actions will be completed; and,
- adoption of a number of legislative proposals, including a number focussing on waste.

Waste proposals include:

- increasing the preparing for re-use and recycling target for municipal waste to 60% by weight by 2025 and 65% by weight by 2030;
- a gradual limitation of the landfilling of municipal waste to 10% by 2030 and a ban on landfilling separately collected waste;
- increasing the preparing for reuse and recycling targets for all packaging waste to 65% by 2025 and 75% by 2030 (with specific targets for specific packaging materials such as plastic, wood, glass, paper and cardboard);
- ensuring the separate collection of bio-waste (including biodegradable garden and park waste, food and kitchen waste from households, restaurants, caterers

and retail premises) where it is technically, environmentally and economically practicable and appropriate;

- simplified definitions and harmonised calculation methods for recycling rates throughout the EU; and
- increasing economic incentives for better product design through provisions on extended producer responsibility schemes.

Whilst there is some uncertainty as to whether the UK will implement these measures post-Brexit, it is understood that government departments continue to work towards their adoption at the current time.

In September 2015, as part of the 2030 Sustainable Development Goals, the UN adopted a target of halving per capita food waste at the retail and consumer level and reducing food losses along the production and supply chains. In order to support actions to meet this target, the European Commission has implemented the following actions on food waste:

- establishing a common methodology of measuring food waste;
- clarifying relevant EU legislation in order to facilitate food donation and utilisation of foodstuffs for animal feed;
- examining ways to improve the use of date marking and its understanding by consumers, in particular the "best before" labels.

The circular economy legislative proposals also include a requirement for member states to ensure separate collections of bio-waste (including food waste) where technically, environmentally and economically practicable and appropriate.

A.2.2.2 DEFRA 25 year plan to improve the environment

DEFRA published its long-awaited 25 year plan in January 2018. The foreword by the Prime Minister states that:

"We hold our natural environment in trust for the next generation. By implementing the measures in this ambitious plan, ours can become the first generation to leave that environment in a better state than we found it and pass on to the next generation a natural environment protected and enhanced for the future"

The resource management policies within the plan are to:

- i. Achieve zero avoidable plastic waste by the end of 2042;
- ii. Reduce food supply chain emissions and waste;
- iii. Reduce litter and littering;
- iv. Improve management of residual waste;
- v. Crack down on fly-tippers and waste criminals; and
- vi. Reduce the impact of wastewater.

Government has committed to developing a national Resources and Waste Strategy in 2018. It will set out an approach to reducing waste, promoting markets for secondary materials, incentivising producers to design better products and how we can better manage materials at the end of their life.

A.2.2.3 Secondary Material Markets

The materials collected by councils for recycling are often globally traded commodities. The markets secondary material can be volatile, with prices moving up and down as a result of global demand.

A recent challenge has resulted from the introduction of restrictions by the Chinese Government on the level of contamination that will be accepted within imported recyclable materials. It has banned the import of mixed, unsorted paper and placed a 0.5% contamination level on recovered plastics. The new ruling came in to effect on 31 December 2017.

The tighter quality requirements introduced by the Chinese means that most of the material collected by councils for recycling will not be of sufficient quality for the Chinese market. This is likely to result in increased processing costs, restricted markets and lower prices paid for collected materials. Whilst alternative markets are being sought by reprocessors there is a relatively high dependence within the UK on export to China.

For the partners within the GJWC, a close eye will need to be kept on market prices, so that budgets can be managed responsively. Efforts need to be made to ensure that the materials placed on to the market are clean and of good quality, so that the best available prices can be sought.

A.2.3 Challenges

Gloucestershire has achieved a high level of waste recycling; recycling more than 50% for the first time in 2017/18. Levels of residual waste have also reduced to their lowest level at 490kg/hh/yr in 2016/17. A key challenge will be to make further improvements to these figures. This will require ongoing communications and public engagement work, consistent, high quality collection systems and continued efforts to find outlets for collected materials within a challenging market place.

Achieving the GJWC aspiration of achieving service integration by 2024 will require a detailed review of current service arrangements, a review of available options and the development of proposals that are acceptable and workable for all partners. This will be a key work area over the period of this plan. Council budgets continue to be constrained as the revenue support grant continues to reduce in real terms year on year. For example, Gloucestershire County Council's proposed revenue budget for 2018/19 totals £407.16 million, a net reduction of £0.54 million from 2017/18 – this is made up of £28.72 million of investment in services offset by £29.26 million of savings and efficiencies.

Gloucestershire continues to grow, which places pressure on services year on year. Over next 25 years (2014-2039), the county's population growth is an estimated 16.8%. Tewkesbury and Gloucester will have largest increases over 25 years (24.5% and 19.9%) and Forest of Dean the lowest (10.9%).

The age structure of Gloucestershire's population is also changing. Over next 25 years (2014-2039) the number of residents aged 65 or over will rise by 66.6% (from 123,800 to 206,300). Those aged over 85 will increase by 40% (from 17,100 to 42,300). By contrast, the working age population (those aged 20 – 64) will increase by only 1.4%. Waste and recycling collection remains a fairly labour intensive operation and local providers have reported difficulties in recruiting and retaining staff, particularly drivers.

The JWT will continue to work with our service providers to seek efficiencies in the way that waste management services are delivered and deliver high quality services to Gloucestershire residents.

Appendix 3 – Action Plan

	Project	Affecting	Objective and /or Outcomes	Target completion date
1	Strategic Direction			
1.1	Benchmarking review of current collection services.	All	To understand the relative cost and performance of current waste and recycling services across Gloucestershire.	Oct-18
1.2	Development of future aligned collection options.	All	To understand the indicative cost and performance of a shortlist of future aligned collection service options.	Mar-19
1.3	Service Integration Routemap.	All	To develop a preferred option and pathway to service integration.	Oct-19
1.4	Continue to encourage Gloucester City and Stroud DC to join the JWC.	All	To develop an overall strategy and optimised delivery framework for efficient, effective and inclusive resource management in Gloucestershire.	Ongoing
1.5	Review and renew the Gloucestershire Joint Municipal Waste Management Strategy.	All	To agree a vision, priorities and targets for municipal waste management in Gloucestershire beyond Mar 2020.	Feb-20
2	Infrastructure			
2.1	FODDC Depot Project	FODDC	To produce a site assessment report and prepare a business case for a council owned Depot and Bulking Facility to be in place in readiness for 2024.	Mar-19
3	Procurement			
3.1	Procurement of a replacement composting contract for garden waste collected in Gloucestershire.	All	New contract to compost garden waste.	Jan-20
3.2	Mobilisation of FoDDC street cleaning contract.	FoDDC	New contract for street cleaning within FoDDC.	Aug-18
3.3	Refuse and garden waste vehicle procurement.	FODDC	New vehicles in line with contract for 2018-2024.	Jul-18

3.4	Procurement of waste transfer from the north, east and west of county.	GCC	To ensure adequate long term waste transfer is in place to support FoD, TBC, CBC & CDC.	Mar-19
3.5.1	Purchase HRC mobile compactors.	GCC	To replace compactors at Hempsted and Pyke HRCs.	Sep-18
3.5.2	Purchase HRC mobile compactors.	GCC	To replace compactors at Oak Quarry and Wingmoor HRCs.	Jun-19
3.6	Food waste contract extension/procurement.	GCC	To ensure that a food waste recycling contract remains in place beyond the end of current contract term.	Sep-19
3.7	Reach decision on contract extensions for sale of recyclable materials from HRC sites.	GCC	To ensure continued arrangements for HRC recycle sales.	Aug-20
3.8	Dry recycling material transfer extension/procurement.	TBC	To ensure that there are adequate arrangements in place for the transfer of mixed dry recycling to the MRF beyond the end of the current contract term.	Apr-19
4	Service Development, Efficiency and Improvement			
4.1	Review options for dewatering and recycling street sweepings and gulley waste.	All	To assess and, if economically viable, arrange recycling of street sweepings and gulley waste.	Mar-20
4.2	To review and establish how new developments that cross boundaries will be serviced.	CBC/TBC	To undertake a business case for a consistent service in the JCS area around Cheltenham, which crosses district boundaries. To ensure that the preferred collection service is aligned with wider GJWC work on service integration.	Oct-19
4.3	CBC Bring Site Review	CBC	To assess the impact of the improved kerbside recycling service on bring site usage and identify any areas of improvement/efficiency.	Jul-18
4.4	Alignment of street cleaning functions with waste and recycling collections.	CBC	To improve the efficiency of street cleansing in the borough.	Oct-18
4.5	Support CDC in appraising the options available for waste and recycling service improvement in 2019 when the current vehicles reach their end of life.	CDC	To assess the collection options available to CDC, so that the service remains affordable, meets customer expectations and achieves high levels of recycling. To ensure that the preferred collection service is aligned with wider GJWC work on service integration.	Mar-19

4.6	Review HRCs to explore service efficiency opportunities.	GCC & CBC	To review opening hours and charging policies at HRCs in order to identify efficiency savings contributing to GCC's wider savings programme.	Oct-18
4.7	Review of HRC Contract performance.	GCC	To review the performance of the HRC Service Contract following its first full year of operation and assess whether it remains value for money.	Jun-18
4.8	Residual waste composition analysis.	GCC	Four-season analysis of kerbside and HRC residual waste commencing summer 2018.	Apr-19
4.9	Redirect a proportion of waste to Wingmoor Farm landfill in order to prolong life of Hempsted landfill.	GCC	To minimise the amount of waste disposal at Hempsted.	Ongoing
4.10	Mobilisation of Javelin Park Energy from Waste contract.	GCC	To ensure that the contract is mobilised on time and in line with the contract requirements.	Jul-19
4.11	Mobilisation of HRC recyclable material sales contracts.	GCC	To have contracts in place for the recycling of materials collected at HRCs.	Apr-18
4.12	Work with Ubico to undertake a review of the discretionary trade waste service to ensure it is operating on a viable commercial level.	TBC & CBC	Present review findings to authorities and gain support for service improvements.	Oct-18
4.13	Investigate the collection of WEEE (and other possible recyclables) at the kerbside.	TBC	Investigate the options for kerbside collection with a view to increasing the capture rate of WEEE.	Mar-19
4.14	Street cleaning operational review.	TBC	To improve the effectiveness of street cleansing in the borough.	Mar-19
4.15	Bulky waste collection service review.	TBC	To consider service options with the aim of improving service levels and reducing waste to landfill following an audit of the service and assist in implementing the recommendations.	Mar-19
5	Organisational / Systems			
5.1	Review JWC funding arrangements.	All	To ensure that funding arrangements remain sufficient to deliver JWC objectives and are shared equitably by the partner councils.	Oct-18

5.2	Review JWT staffing structure.	All	To ensure sufficient resources are in place to support partner councils and deliver JWC objectives.	Oct-18
5.3	Javelin Park project handover	GCC	To ensure an efficient transfer of responsibility for the contract from the commercial/procurement team to the JWT.	Mar-19
5.4	Support 2020 project changes - e.g. changes to CRM systems that impact on service delivery	2020 partners	To ensure continuity of service, and quality of service delivery and customer satisfaction.	Ongoing
6	Communications and Behavioural Change			
6.1	Communications campaign highlighting the importance of separating the right materials for recycling.	All	Maintaining high quality recyclable materials and minimising contamination.	Mar-19
6.2	Communications campaign to promote food waste prevention and recycling.	All	Encourage residents to reduce food waste, maintain high capture rates of food waste for recycling and minimise the amount of food waste within the residual waste stream.	Mar-19
6.3	Communications campaign to promote the reduction and recycling of plastic waste.	All	Encourage residents to reduce consumption of single-use plastics, maintain high capture rates of plastic for recycling and minimise the amount of plastic materials within the residual waste stream.	Mar-19
6.4	Javelin Park communications.	GCC	To ensure consistent and clear communications relating to the construction and operation of the facility.	Ongoing
6.5	Continued promotion of real nappies.	GCC	To provide information and support on the use of reusable nappies and to promote the uptake of the Gloucestershire Real Nappy voucher scheme.	Ongoing
6.6	Continued support for home and community composting.	GCC	To provide information and support on home and community composting and continue to make home composting bins available for purchase by Gloucestershire residents.	Ongoing

6.7	Commission and complete a residual waste composition analysis	GCC	To conduct a four-season composition analysis of household residual waste to both determine the baseline calorific value of waste to be treated at the Javelin Park facility and also to inform our waste prevention, reuse and recycling plans.	
6.8	Promote garden waste collection schemes in all districts.	CDC, CBC, FoDDC & TBC	To promote and sustain uptake in garden waste collection services.	Jun-18
6.9	To build on the Love Your Forest anti-litter campaign.	FoDDC	To develop and deliver an action plan to work with the community to change behaviour and reduce littering across the district. Wherever possible, to share and apply learning across the partnership.	Ongoing
7	Safety, Health and Environmental impact of operations			
7.1	Monitoring, reporting and continuous review of health and safety policy and practices of GJWC contractors and service providers.	ALL	To ensure safe working practices are in place and to establish common processes and best practice.	Ongoing

Appendix 4 – Waste Marketing and Behaviour Change Programme 2018/19

Activity	Notes	Funded by	Indicative Costs	2018/19											
				Q1			Q2			Q3			Q4		
				Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Projects and campaigns															
Support groups in setting up Repair Cafes	Support the setting up of the two repair cafes in the forest	GCC	£2K												
Love your Forest- Litter reduction project	Forest of Dean partnering with Hubbub.	FoD	-	see project plan	>	>	>	>	>	>					
Quality of recycling	Deliver messages regarding the quality of the recycling	GCC	£8K	Planning		Football world cup	>		Recycle week		Christmas	>		Your Guide	>
Plastic reduction	Deliver messages regarding plastic waste reduction	GCC	£8K				>					>			
Food waste reduction	Deliver messages regarding Food waste reduction	GCC	£8K				>			Halloween		>			
Regular Activities															
Garden Waste Promotion (FOD)	Direct mail; email reminder; bin hangers	FoD	£20k											email & mailing	
Annual Waste Calendar (FOD)	Direct mail	FoD												deliver	
Garden Waste Promotion (CDC)	Adverts, posters, media PR	CDC	£1k											deliver	

Garden Waste Promotion (CBC)	Posters, media PR	CBC	£4k											deliver	
Garden Waste Promotion (TBC)	direct mail - ongoing to customers to remind them of renewal date	-	-												
Produce and distribute the annual waste collection calendar (TBC)	leaflet, letter, postage	TBC	-					prep	prep	prep	delivery				
Your Guide Advert (All)	link to the key messages in each district	GCC	£5k									design	design	publish	
Bi-monthly comms planning meeting	with all district comms and media officers from all seven GWP authorities	-	-												
Real Nappies Campaign	Ongoing	GCC	-	new contract starts											
RFG website maintenance	Ongoing	GCC	£400												
HRC Posters/Banners	Dates we intend on updating the posters/banners at HRC's	GCC	£2K	Please recycle/thank you for recycling				Please recycle/thank you for recycling			Christmas		Please recycle/thank you for recycling		
Cotswold News articles		-	-									what happens to recycling			
Tewkesbury Borough News articles		TBC													
Bad weather messages (FoD)	Press releases and website	-	-												

Bank holidays and bad weather messages (CDC)	Press releases and website	-	-											
Bank holidays and bad weather messages (CBC)	Press releases and website	-	-											
Bank holidays and bad weather messages (TBC)	Press releases and website	-	-											
Other activities														
Javelin Park	Coordinate start up messages with UBB and work with them to develop the onsite education facility.	GCC	£0											
Waste composition analysis	Undertake 4 season sampling of kerbside and HRC waste in order to understand the current composition of residual waste. Undertake relevant communications with the public and stakeholders.	GCC	£0		Planning	Summer sort		Planning	Autumn sort		Planning	Winter sort		Planning
HRC Opening times	Following review of HRC opening times, communicate any changes to the general public.	GCC	£8K					Potential change in opening times						

Appendix 4 – Draft Budget 2018/19

Draft Revenue Budget Summary - Gloucestershire Joint Waste Partnership 2018/19

Head of Service:

Wayne Lewis

Budget Area	Total Budget £'000
Joint Waste Management Unit	
Gross Expenditure	365
Income	-365
Net Expenditure	0
TOTAL - GJWP	0
<u>Waste Disposal</u>	
Royalty Payments	-704
WCA Landfill and Composting	
Gross Expenditure	15,613
Income	-24
Net Expenditure	15,589
Household Recycling Centres	
Gross Expenditure	5,457
Income	-517
Net Expenditure	4,940
Trade Waste	-5
Recycling Credits	4,492
Tipping Away	28
Closed Landfill Sites	29
WCA Fridges and TVs	78
Management Costs	
Gross Expenditure	24
Income	-8
Net Expenditure	16
Waste Projects	
Gross Expenditure	50
Income	0
Net Expenditure	50
Marketing Promotions - Waste	50
TOTAL - WASTE DISPOSAL	24,563

<u>Waste Collection</u>	
Household Waste	5,235
Bulky Household Waste	
Gross Expenditure	126
Income	-131
Net Expenditure	-5
Food/Organic Waste	
Gross Expenditure	573
Income	0
Net Expenditure	573
Green Waste	
Gross Expenditure	2,628
Income	-2,514
Net Expenditure	114
Recycling Centres	
Gross Expenditure	521
Income	-181
Net Expenditure	340
Bring Sites	
Gross Expenditure	310
Income	-78
Net Expenditure	232
Recycling Collection Schemes	
Gross Expenditure	5,844
Income	-2,810
Net Expenditure	3,034
Bulking of Recyclables	
Gross Expenditure	403
Income	-590
Net Expenditure	-187
Trade Waste	
Gross Expenditure	928
Income	-946
Net Expenditure	-18
Recycling Schemes Marketing	107
TOTAL - WASTE COLLECTION	9,425
<u>Street Cleaning</u>	3,012
<u>Central Costs</u>	
Central Support Costs	1,861
JWT Staffing Costs	660
Depreciation	598
TOTAL - CENTRAL COSTS	3,119
TOTAL NET EXPENDITURE	40,119

Appendix 5 – Risk Register

Last Reviewed: Feb 2018

Read with Risk Appetite Matrix (see p.25)

Impact (threats)

v.Lo = Negligible
Lo = Minor
Med = Moderate
Hi = Major
v.Hi = Catastrophic

Impact (opportunities)

Negligible
Minor benefit
Moderate benefit
Major benefit
Ground breaking benefit

Probability

Not foreseeable
v.Lo =
Lo = Unlikely
Med = Possible
Hi = Likely
v.Hi = Almost certain

Ref	Area	Risk	Effect	Raw Score			Mitigation planned	Mitigated Score		
				Impact	prob.	score		Impact	Prob.	score
64	Financial	Pressure to reduce budgets places existing services under financial pressure. The affordability of existing services becomes more questionable.	Services may have to change or service providers have to save money by adjusting the service offered.	Med	Hi		Work with service suppliers to either reduce price or change service offer to be more affordable.	Lo	Hi	
R2		Improvements to services are harder to make in a climate of financial hardship.	Service providers can only offer service improvements by being more efficient or by making savings elsewhere.	Med	Hi		Work with service suppliers to discuss changes to bring forward efficiencies which can be re-invested. Evaluate future service options	Lo	Hi	
R3		Waste growth per household leads to increased volumes of waste requiring collection and/or treatment/disposal.	Budget pressure created by increasing waste volumes.	Med	Hi		Continued public engagement (through an agreed GJWC communications plan) and interventions to encourage waste prevention.	Med	Med	

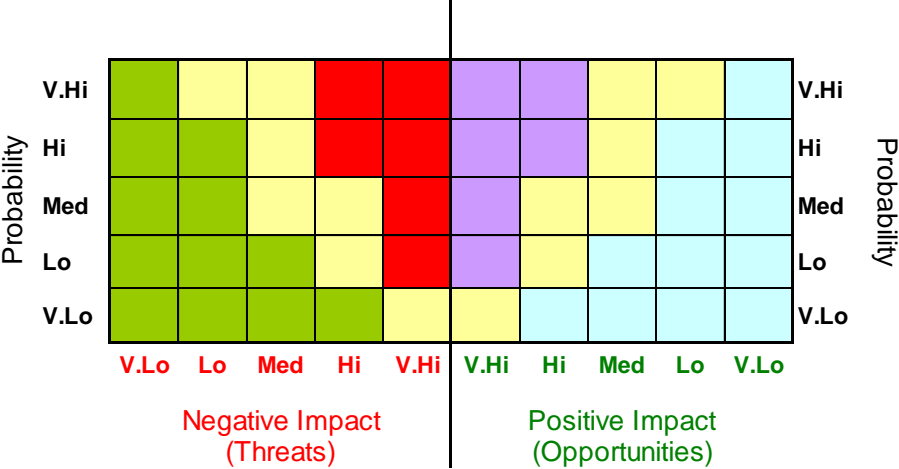
R4		Income from sales of recyclate (Risk)	Market values are predicted to drop for plastics and mixed paper & card as a result of Chinese market restrictions.	Med	Hi		This is due to market forces but maintaining high quality of materials may help reduce the impact. May be necessary to review the materials accepted for recycling if outlets become difficult to find. Difficult to fully mitigate for this global issue.	Med	Hi	
R5		Ubico service costs increase beyond budgeted amounts.	Additional budget has to be found, meaning that other services may need to be cut back.	Hi	Hi		Additional financial support to be recruited by Ubico. Monthly budget monitoring by JWT and Partner Councils as part of regular contract monitoring and financial reporting processes.	Hi	Med	
65										
R6	Political	Withdrawal from Europe results in waste policy and legislative uncertainty.	Lack of clear focus or direction for waste management policy.	Med	Lo		Continue to base policy on existing policy and legislation for England & Wales, which in the short-term will remain "as is" post-Brexit.	Med	Lo	
O1		DEFRA Environment Plan and forthcoming Waste & Resources Strategy provide policy direction on waste management.	Greater clarity and direction on areas that the JWC should focus on in order to align with the national agenda for waste.	Med	Med		Review the Joint Municipal Waste Management Strategy once the national Waste & Resources Strategy is published.	Med	Med	
R7	Organisational	JWT organisational structure is not fit for purpose.	The unit is not structured in a way that provides balance in terms of value for money and demands.	Hi	Med		Ensure workload is planned to deliver the highest priorities and staff are empowered to work effectively and efficiently.	Med	Med	







						Review the current structure to ensure work plan and priorities can be met.			
R8		Balance of resources between partners.	The level of demand and expectation of the JWT from partners is greater than can be delivered within current resources.	Hi	Med	Use the business planning process to understand and resolve how the JWT resources are to be utilised across partners. A review of current resources has been included within the 2018-21 business plan.	Med	Med	
R9		Failure to agree on a future aligned collection service.	Ambition to provide an integrated service across Gloucestershire (where a business case exists) is not met.	Med	Hi	Ensure an objective and information led approach to assess and agree future options that also includes public consultation.	Med	Med	
99									
R10	Operational	Delay to the construction and commissioning of the Javelin Park EfW facility.	Waste cannot be delivered to the facility and continues to be landfilled.	Hi	Lo	Regular monitoring and review of the management and operating systems in place with the contractor. Contingency arrangements through the extension of current landfill contracts.	Med	Lo	
R11		Failure to make transfer arrangements for the delivery of waste to Javelin Park	Waste cannot be delivered to the facility or waste has to be direct delivered by collection vehicles over longer distances.	Hi	Lo	Procurement exercise to secure transfer arrangements. Development of a direct delivery contingency plan.	Med	Lo	
R12		Driver shortages	Impact on service delivery if not all rounds can be deployed, particularly if over a sustained period. Wage pressure may also become a factor.	Hi	Med	Work with contractors to ensure they have policies in place for driver training and retention. Ensure drivers have met CTC requirements.	Hi	Med	

R13		No sites can be brought forward for new FoDDC depot required by 2024.	Unable to offer depot premises for bidders/service providers.	Hi	Med		Commission site search and site assessment work. Act on findings.	Hi	Lo	
R14		Inclement weather affects waste and recycling collection service.	Service disruption caused by bad weather.	Hi	Med		Ensure that emergency plans and inclement weather policies are regularly updated and shared with all appropriate stakeholders. Conduct reviews following each incident to ensure plans remain fit for purpose.	Med	Med	
R15	Commercial	Capacity of contractors to develop / improve services / make new proposals	As service providers take on more work, resources can be stretched; performance & commitment to service development can suffer.	Med	Med		Work with service suppliers to ensure changes are managed with appropriate resources and services are delivered to the expected level.	Med	Lo	

Risk Register Matrix

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- | | | | |
|---|-----------------------|---|-------------------------|
|  | Acceptable risk level |  | Limited Opportunity |
|  | Mitigation desirable |  | Some scope for benefit |
|  | Mitigation essential |  | Significant opportunity |

JOINT WASTE TEAM BUSINESS AND ACTION PLAN UPDATE APRIL 2019**TEWKESBURY BOROUGH COUNCIL FOCUS****CONTRACT PROCUREMENT AND MANAGEMENT**

The Joint Waste Team is responsible for managing and monitoring waste contracts for contract compliance, performance and health and safety compliance on behalf of Tewkesbury Borough Council. This is achieved through regular contract meetings, health and safety crew checks and investigations, attendance at monthly material sample test and site visits. The team report back to the Council regularly and to the Keep Safe Stay Healthy Group with quarterly updates and inputting into the annual health and safety reports. Contracts include Suez Materials Recycling contract, Ubico Waste and Recycling Collection and Street Cleansing Contract and the Ubico Transfer Station contract.

- At the start of the year the focus of the team was working with Ubico to implement an improvement plan following poor levels of service delivery the previous year. The team has worked with Ubico to develop new KPIs for the Ubico waste and recycling collections to enable better performance monitoring of the contract.
- The Ubico Transfer station contract extension is complete. Improvements are underway at the transfer station to extend opening hours and introduce booking in processes. This will ensure that hauliers who transport the recycling to Suez MRF will not experience delays in loading.
- Information gathered at Suez batch tests has been used to inform this year's communications campaigns as officers can clearly see items that are contaminating the recycling loads and so are able to provide targeted information to residents to do the right thing which should help to maintain TBC recycling rate.
- Financial monitoring and payment mechanism processing for the Suez contract, data collection, administration and payments and invoice checking and processing.
- Emergency collections protocol for inclement weather. This document is regularly reviewed and updated by the team to ensure the relevant members of staff at the council, JWT, collections and reproprocessors all know their responsibilities in the decision making process should the weather impact the waste collection services. This was completed prior to the snow impacted collections in January / February resulting in a well organised and structured decision making process when the collections were impacted by heavy snowfall.

COMMUNICATIONS

The annual collection calendar was distributed to all residents in April. The leaflet including information on all kerbside services to help people recycle more and know how to manage their bins and containers on and after collection day.

Seasonal communications campaigns this year have included:

- Waste reduction at Easter by recycling foil and cardboard and avoiding unnecessary plastic packaging
- From early May to mid-June #WasteFreeWednesday social media based campaign which offered tips to reduce plastic consumption.
- In June the World Cup Recycling Campaign focused on encouraging residents to recycle all their drinks containers (i.e. glass bottles, plastic bottles and metal cans). Activities included point of sale 'shelf wobblers' at local Coop stores, hangers on refuse bins to try to divert recycling from the refuse bin, posters at the Household Recycling Centres, information on the Recycle for Gloucestershire website and a range of social media posts.
- A social media campaign which focused on 'social norming' messages was delivered in September to support Recycle week
- Pumpkin waste reduction and recycling in October
- Food waste was the focus of the Joint Waste Team's Christmas campaign – in particular the amount of food wasted on Christmas Day itself (4.2m dinners). Promotional activities included radio adverts on Heart FM, a press release, social media posts and press adverts in the Gloucestershire Echo and the Wilts & Glos Standard. The campaign ran from Monday 10 until Sunday 23 December.
- School and community group visits – several community groups have received presentations from the team, including Sandhurst WI, local scouts and beaver groups and also primary schools.

Clean recycling is good recycling project – crew briefing to all the recycling staff at Ubico and taking feedback from the crews on what they see on the ground, day to day. Combining this with the material tests from Suez we can build a picture on how we can improve the quality of our recycling. This also included stickers the crews can use if the wrong items are in the bins, and also, leave a message for the resident in case they didn't know something was not supposed to go in the bin. This started in the run up to Christmas when contamination in the recycling can increase.

Borough News articles have included recycling and food waste seasonal campaign messages, with several focusing on food waste.

Christmas Tree Recycling Scheme – Treecycle. Very successful and good participation reported from the residents with the help of local garden centres and the GL3 Community Hub.

RECYCLING AND RESIDUAL HOUSEHOLD WASTE PERFORMANCE

The table below shows the 2016/17 and 2017/18 residual household waste per household (kg/per year) and the % of household waste reused, recycled and composted outturn figures and the quarter 3 position for 2017/18 and 2018/19 to enable comparison.

At Q3 there has been a small increase in kilograms per household of residual household waste this year and the percentage of household waste reused, recycled and composted is slightly down. The amount of refuse, garden waste and recycling collected has increased but the amount of food waste being collected has reduced this year which may be as a result of residents wasting less.

	2016/17	2017/18	2017/18 (Q1,2 & 3)	2018/19 (Q1, 2 & 3)
Residual Household Waste per household (kg/hh)	411	380	283	298
Percentage of household waste reused, recycled and composted.	53.29%	54.55%	55.97%	54.15%

POLICY AND STRATEGY

In December 2018 the Government launched the new Resources and Waste Strategy. The Government has now launched a series of consultations which build on the commitments made in the Resources and Waste Strategy.

- Extended Producer Responsibility (EPR) for Packaging
- Deposit Return Scheme (DRS) for (some) drinks packaging
- Consistency of collections and
- The Plastics Packaging Tax

The results of these consultations will have wide-ranging impacts for all local authority waste and recycling services. The team has already responded to the Government call for information request providing detail of Tewkesbury Borough Council services and are now working with the Head of Service to review the consultations and respond before the May 2019 deadline.

The team has also provided information for the GCC consultation on a tipping away payment policy which will be introduced later this year.

PROJECT UPDATES

JAVELIN PARK ENERGY FROM WASTE (EFW) MOBILISATION

It is anticipated that this spring, all Tewkesbury Borough Council green bin residual waste and street cleansing waste will go to the new Javelin Park Energy from Waste (EFW) plant near Stonehouse to be incinerated to generate energy rather than going to landfill. The exact timing is subject to notice being issued by the contractor when they issue the 20 day notice period. This is beneficial as incineration for energy is higher up the waste hierarchy than landfill. The change to disposal site does have an impact on Tewkesbury Borough Council services as the collection vehicles will no longer tip at Wingmoor Landfill site at Bishops Cleeve or Hempsted Landfill at Gloucester.

The joint waste team worked on a project to determine the one off and ongoing service and capital costs for Tewkesbury Borough Council if all residual waste streams had to be direct delivered to Javelin Park Energy from Waste (EFW) facility. This information enabled an informed cost appraisal to be carried out by Gloucestershire County Council (GCC) as to whether there was a need for to provide a local waste transfer station for residual waste rather than TBC direct delivering all the waste. The project has resulted in GCC providing a local transfer station which will be located near Bishops Cleeve. From the commencement of residual waste treatment at Javelin Park, 70% of Tewkesbury Borough residual waste will be tipped at this site to be bulked and hauled to the EfW plant and the remaining 30% will be direct delivered to Javelin Park. The direct deliver waste will be from collections rounds that are located in the South of the Borough so should not impact on TBC collections.

The team are working with Ubico, GCC and Urbaser Balfour Beatty for the handover and mobilisation of the Javelin Park EFW facility to ensure the suitability and composition of waste from TBC Ubico collections will be collected, delivered and managed in accordance with the contract.

STREET CLEANSING REVIEW

A project has been set up with Ubico to review street cleansing operations to assess current resourcing and schedules, with a view to improve the efficiency of the service and to use the existing resources better, potentially enabling more proactive street cleansing work such as litter picking. The services being reviewed include litter picking, litter and dog bin emptying and the road sweepers. Data gathering and assessment is still the current project status due to the out of date information currently on file. There has been limited resource at Ubico to deliver this element of the project but should be completed by the end of the year.

WASTE COMPOSITION ANALYSIS

A waste compositional analysis is currently in progress to sample residual waste from green bin collections, litter picks and litter bins, bulky and street sweepings. The project samples waste across four seasons. So far three samples have been carried out; the last one is being done in May. The information gathered from these samples will assist in developing future targeted communications with residents as to what could be recycled rather than being put in the residual waste bin. All collection areas have been checked for suitability and access by the JWT officers, making sure no special collections are carried out in the chosen demographics and the bins can easily be identified and collected by the sampling team.

NARROW ACCESS VEHICLE PROCUREMENT

Following the council decision to sell the unsuitable 7.5 tonne narrow access vehicle to Stroud DC in December 2018, the team has been working with Ubico to progress the procurement of the new vehicle required to carry out the narrow access collections. It is paramount a suitable vehicle is procured and the team are making sure that the specification is accurate for the collection rounds needs. This is in the early procurement phase and an update will be provided at the July meeting to give a full progress update.

COMPLAINTS, FREEDOM OF INFORMATION REQUESTS

- The team has investigated and responded to 77 formal complaints relating to waste services and policy and 6 Freedom of Information requests in 2018-19 (at the time of writing this report).

AUDITS

- Support for waste management related internal audits
 - Fleet management
 - Ubico client monitoring
 - Ubico health and safety
 - Production of a draft recycling protocol following the previous recycling credits and payments audit

EXPANDING RECYCLING COLLECTIONS

Investigating the collection of WEEE (Waste Electrical and Electronic Equipment) and other possible recyclables at the kerbside has been initiated and the collection vehicles assessed for suitability to add the necessary compartments on for these collections. Dennis Eagle has provided indicative information for this. Once the vehicles are no longer driving on and tipping at the landfill, this undercarriage compartment can be considered for the collections. As the mobilisation date for the EFW plant and transfer stations has only recently been provided, this project has been on hold until then. From May, and once the new tipping arrangements have bedded in, it can be pursued.

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	9 April 2019
Subject:	Housing Strategy Monitoring Report
Report of:	Head of Community Services
Corporate Lead:	Deputy Chief Executive
Lead Member:	Lead Member for Built Environment and Lead Member for Health and Wellbeing
Number of Appendices:	1

Executive Summary:

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

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

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

Annual action plans are agreed by Executive Committee with regular reporting to Overview and Scrutiny Committee for review of achievements and future challenges. The action plan priorities focus on developments in the service rather than service performance which is outlined in the performance tracking. The decision was taken at the Executive Committee to align the Housing Strategy with the financial year with effect from April 2019.

This report presents Committee with a summary of the key activities during 2018-19 to date, and the changes in activity for year three of the 2017-21 Strategy. A more comprehensive update of actions achieved against each of the action plan targets can be found at Appendix 1.

Recommendation:

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

Reasons for Recommendation:

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

Resource Implications:

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

Legal Implications:

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

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

Risk Management Implications:

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

Performance Management Follow-up:

The Housing Strategy 2017-2021 and associated action plan is reviewed annually by the Executive Committee. The last review in January 2019 introduced updated activities to ensure that our activities in year three continue to meet current challenge. This will be reviewed again in January 2020 to ensure that it continues to be fit for purpose in the future.

Environmental Implications:

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

1.0 INTRODUCTION/BACKGROUND

- 1.1** The Housing Act 1996 (as amended) and Local Government Act 2003 require all District Councils to develop a strategy which sets out the Council's policies, commitments and programme for a wide range of housing matters. The Housing Strategy 2017-21 was developed by an Overview and Scrutiny Working Group and was adopted by Tewkesbury Borough Council in January 2017. A review of the activities against the strategy action plan is undertaken six monthly as requested by the Overview and Scrutiny Committee Working Group.
- 1.2** The Housing Strategy Action Plan for 2019-20 (year 3) was reviewed in January 2019. The action plan includes coordinated activities within Development Services, Environmental Health and Benefit Services as well as those of the Housing Services Team to meet the wide range of objectives within the strategy.

2.0 UPDATE AND KEY ACTIVITIES

- 2.1** The following is a summary of the key activities, identified within the Housing Strategy 2017-21 which have been achieved April 2018-March 2019 (although at the time of writing the third quarter activities have not yet concluded and statistical data for this period are not therefore available).

3.0 Priority 1 – Increasing the supply of housing (for full details see action plan)

- 3.1** *P1.2 Identify TBC owned land suitable for future Affordable Housing Development and consider use of modular housing where suitable.*

Projects have commenced on two former garage sites at Staverton and Winchcombe using modern build methods. A planning application has been received for the Staverton Site through Rooftop, and Bromford have indicated an application will be submitted for Winchcombe by the summer of 2019.

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

New burdens funding was used to recruit a new role within Housing Services to meet additional homeless demand and also to develop a local private sector landlord scheme with the aim of increasing the accommodation available to homeless households.

Tewkesbury Borough led a partnership bid for the Ministry of Communities Housing and Local Government (MCHLG) Private Sector Access funding opportunity (our partnership included Gloucestershire districts and West Oxfordshire). The bid included incentives for PR landlords, the reinvigoration of the fit to rent scheme, and advertising on the Homeseekerplus system. After a protracted bidding period, and ongoing negotiation with the MCHLG, a revised bid was submitted for £566,383 in late December 2018. We were advised on 10 March 2019 that the partnership have been awarded £363,408 for this project. The partnership will meet next week to discuss how to adapt the original project to deliver the objectives with lower funding levels.

4.0 Priority 2 – Homelessness and Homelessness Prevention (for full details see action plan)

- 4.1** *P2.1 and 2.1a Implement changes associated with the forthcoming Homelessness Reduction Bill.*

This action has been completed following the successful introduction of the new legislation, database, as well as the associated duty to refer, and the appointment of a new member of staff (0.5 full-time equivalent) using new burdens funding. Whilst there is further work to improve our processes as well a further development with the database provider, the service was prepared for change, and Housing Services staff managed the transition seamlessly; delivering the prescribed increased service to homeless households within timeframes outlined in the codes of guidance.

These actions have been updated for the year three action plan.

4.2 P2.1d *Work with partners to find solutions for high risk/high support/ multiple needs homeless households.*

Our partnership work with local authority partners has continued to grow and yield positive results for Tewkesbury Borough residents. Activity of note last year included the successes of the social impact bond (SIB) housing first model, places of safety, the homeless outreach project, target hardening and sanctuary schemes.

It is thought that the success of the SIB reduced the numbers of rough sleepers across the county from 33-40 (on previous years) to 19 in 2018. Whilst media concerns have been raised regarding the MCHLG methodology of rough sleeper counts, it is worth noting that the methodology has not changed for many years. It is reasonable to conclude this year's estimate, therefore, is comparable with previous counts and indicates significant progress.

The MCHLG has released a number of funding opportunities for homeless projects this year and the partners have jointly bid for funding relevant to homelessness in Gloucestershire.

The County Council put in a partnership bid for the Rapid Rehousing funding and were awarded £553,289 to operate two 'Somewhere Safe to Stay' Centres for Gloucestershire (these will be in Gloucester and Cheltenham) which will link in with the countywide homeless single person pathways.

Tewkesbury Borough led on the successful Private Sector Access fund bid for Gloucestershire and West Oxfordshire

Stroud District Council is leading on a further Gloucestershire bid to provide move on accommodation (six month tenancies) for victims of domestic abuse who are difficult to move on (chaotic households/households with previous rent arrears).

4.3 P2.3a *Evaluate the implications of the introduction of Universal Credit (UC) and other forms of welfare reform on housing costs.* This was a new action in year 2 to monitor the effects of welfare reform on residents – and in particular on homelessness.

The demand on Discretionary Housing Payments has increased significantly - largely as a result of Universal Credit - and demand has exceeded the allocation for the year.

No significant rise in homeless presentations have been noted through the introduction of UC alone (without other interactive factors) – although Universal Credit is a relevant factor in many cases.

New Universal Credit claims during homelessness are causing higher costs to the authority whilst in emergency accommodation. This is particularly the case for households in the Gloucester and Cheltenham Job Centre areas.

Benefit capped larger households remain problematic whilst homeless as registered providers are reluctant to accept the large households who cannot afford their rents.

4.4 *P2.3 Establish options to minimise the risk of homelessness and costs associated with welfare reform*

The Revenues and Benefits Service has offered a personalised budgeting advice for all those affected by welfare reform which has been above and beyond the Government requirements for Universal Credit cases. This will be ending on 31 March 2019, with the service for Universal Support transferring to Citizens' Advice as part of a national initiative. The Benefits team will continue to provide personal budgeting support as part of the discretionary housing payment (DHP) assessment process.

Actions are proposed to limit the number of long-term discretionary housing payment claimants through case management meetings and robust joint action between Benefits and Housing to ensure that households move on to more affordable accommodation and DHP funds remain available for those in crisis.

Prevention initiatives for the private sector for those on Universal Credit will be developed and formalised

Housing Services will continue to encourage social landlords to notify housing if considering eviction – particularly for arrears associated with welfare reform.

5.0 **Priority 3 Meeting the housing needs of those who need it most (for full details see action plan).**

5.1 *P3.1 Support the completion of the Local Housing Needs Assessment (LHNA) (previously known as the Strategic Housing Market Assessment (SHMA)).*

Opinion Research Services (ORS) has been commissioned to conduct the LHNA work. An initial inception meeting was held in January 2019 to help identify outcomes. The completion of the assessment is anticipated by December 2019.

6.0 **Priority 4 Improving the health and well-being of local people (for full details see action plan)**

6.1 *4.1d Identify existing Housing of Multiple Occupation (HMOs) and implement new regulations concerning*

New regulations came into force in October 2018 altering the definition of HMOs which require mandatory licencing. The HMO license fee has been revised to ensure full cost recovery and 11 new applications are currently being processed.

As part of these activities an unlicensed HMO in very poor condition was identified in Tewkesbury resulting in seven prohibition notices on individual units and an improvement notice on the entire building. Affected households needing assistance were rehoused through Housing Services. On 4 February a landlord was prosecuted for not being a licensed HMO and other Housing Act offences. The landlord was fined a total of £6000 which was reduced to £4200 due to the guilty plea.

7.0 **OTHER OPTIONS CONSIDERED**

7.1 None – this is an update on progress made to date.

8.0 **CONSULTATION**

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

9.0 **RELEVANT COUNCIL POLICIES/STRATEGIES**

9.1 Housing Strategy 2017-21

10.0 RELEVANT GOVERNMENT POLICIES

10.1 The main documents driving Government Housing Policy and Legislation are:

- National Planning Policy Framework 2012
- Homelessness Act 2002 and Housing Act 1996 & 2004 (Housing Standards)
- Local Government Act 2003
- Housing and Regeneration Act 2008
- Housing Grants, Construction and Regeneration Act 1996 (Housing grants, loans and home improvement assistance)
- The Future Home Improvement Agency (CLG 2009)
- Equality Act 2010
- Laying the Foundations: A Housing Strategy for England (Nov 2011)
- Localism Act 2011
- The Growth and Infrastructure Act 2013
- Welfare Reform Acts 2012 and 2016
- Homelessness Reduction Act 2017
- Housing and Planning Act 2016
- Licencing of Houses in Multiple Occupation (prescribed description) (England) Order 2018

11.0 RESOURCE IMPLICATIONS (Human/Property)

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

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

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

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

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

14.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

- 14.1** The Housing Strategy 2017-21 has been approved and adopted by Council in January 2017. The Action Plan for year 3 of the strategy was approved by Executive Committee in January 2019


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

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Appendices: Appendix 1 - Housing Strategy 2017-21 Action Plan Update

APPENDIX 1 - HOUSING STRATEGY 2017-21 ■ YEAR 2 into 3 / ACTION PLAN PROGRESS


Priority 1 – Increase the supply of housing

Actions linked to Strategy Priorities	Responsible Officer	Target Date	Status	Planned activity progress
P1.1 Implement JCS housing policies through the development management process.	Strategic Housing & Enabling Officer (SHEO), Planning Policy Manager (PPM) + Development Manager (DM)	Ongoing through JCS period		<p>Progress to date – Local authority partners have selected preferred affordable housing providers for the JCS area and discussions are ongoing to agree common lettings policies and good practice.</p> <p>Lettings plan discussed at Registered Provider meeting and circulated for RPs comments. Awaiting responses.</p> <p>Planned activity for year 3 Housing Services will continue to work with the preferred affordable housing providers to establish agreed lettings policies and good practice for the affordable housing on the JCS sites.</p>


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Actions linked to Strategy Priorities	Responsible Officer	Target Date	Status	Planned activity progress
P1.2 Identify TBC owned land suitable for future Affordable Housing development and consider use of modular housing where suitable.	SHEO + PPM	Dec 2018		<p>Progress to date: Land identified, Property Services hold portfolio. Drafting policy/statement of intent for sites. Property Services to determine whether to dispose of sites and present to Executive Committee. Projects commenced on two former garage sites at Staverton & Winchcombe. Both these sites are using modern build methods.</p> <p>Planning application received for the Staverton site through Rooftop. Bromford (formerly SVHS) are hoping to make their application for Winchcombe by this summer.</p> <p>Planned activity for year 3 Progress projects in Staverton and Winchcombe. Continue to work with SVHS/Bromford on the development of Dispenser Road.</p>


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Actions linked to Strategy Priorities	Responsible Officer	Target Date	Status	Planned activity progress
<p>P1.3 Year 2 Action to be replaced: Produce a guidance note that determines the use of commuted sums (financial contributions in lieu of on-site Affordable Housing)</p> <p>Year 3 Action Use commuted sums to fund the building of more specialist and affordable homes</p>	SHEO + DM	March 2020		<p>Progress to date: A task group has been created through the S106 working group to consider and map the process for commuted sums. A guidance note will be produced as part of this exercise.</p> <p>The task group has mapped the commuted sums process as it occurs presently.</p> <p>Monies spent on Minsterworth site during 2018-19.</p> <p>Consulted legal services to complete process guidance work.</p> <p>Planned activity for year 3 Engage with Registered Providers regarding working together to maximise opportunities for commuted sums.</p>


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Actions linked to Strategy Priorities	Responsible Officer	Target Date	Status	Planned activity progress
<p>P1.4 Identify long-term empty homes and use a range of enforcement and incentive options to bring vacant homes back into use; where possible evaluating and encouraging their use to benefit the council's housing services</p>	<p>Environmental Health Manager (EHM)</p>	<p>Sep 2019</p>		<p>Progress To Date Following the decision to introduce Council Tax Empty Homes Premium all affected council taxpayers were written to advising that a premium would be charged from 1 April 2018. The letter advised the recipient to contact the Environmental Health team for advice on bringing the empty property back into use. A number of individuals contacted the Council and provided information such as why the house was unoccupied. Based on the discussions with those that contacted the Council a general questionnaire will be produced which will be sent out to those paying additional Council Tax due to being liable for a long term empty home. As part of the Community Services review additional resource required to implement the Housing Strategy was identified. Recruitment is currently taking place for the Private Sector Housing Liaison Officer.</p> <p>Planned activity for year 3: Produce Empty Homes Action Plan Maintain up to date list of Empty Homes Develop a methodology for assessing and prioritising the feasibility of bringing empty homes back into use. Identify the range of tools available to the Council that can be used to bring homes back into use. Identify what resources and support would be required to utilise these tools. Confirm which tools will be used by seeking relevant approval. Carry out analysis of the effectiveness of these tools, how they are being applied and the overall contribution they are making to the Boroughs housing needs. Apply feasibility methodology to prioritise properties and produce rolling program of bringing properties back into use.</p>


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Actions linked to Strategy Priorities	Responsible Officer	Target Date	Status	Planned activity progress
P1.5 Evaluate potential for additional promotional activities with private sector landlords to boost availability of homes in the Borough.	EHM + Housing Services Manager (HSM)	April 2020		<p>Progress 2018-19 The new burdens funding was used to recruit a new role within Housing Services to meet the additional demands on housing officers as well as dedicate a .5 FTE to private landlord liaison for homeless households. The new member of staff has successfully attained the HHSRS qualification in housing standards.</p> <p>After a long bidding period and ongoing negotiation with MCHLG, a revised bid for £566,383 was been submitted in December 2018 by Tewkesbury Borough for Gloucestershire and West Oxfordshire to advertise private sector properties on our CBL system and proactively incentivise private sector landlords to let suitable properties to homeless households across the region. The partnership was notified on the 10th March 2019 we will be awarded £363,408 for this project.</p> <p>Planned activity for year 3: The funding will impact massively on the capacity to deliver proactive engagement and the incentives available across the partnership – but is considerably less than the original amount requested (£760,000). The partnership will meet to agree revised project parameters and drive project forward.</p> <p>A policy for 6 and 12 month private sector procurement and incentives will be developed (grant is exclusively for 12 month tenancies)</p> <p>Advertising of schemes</p> <p>linked to p2.1</p>


Priority 2 – Homelessness and Homelessness Prevention

Actions linked to Strategy Priorities	Responsible Officer	Target Date	Status	Planned activity
<p>P2.1 Year 2 action to be replaced as completed: Implement changes associated with the forthcoming Homelessness Reduction Bill.</p> <p>P2.1 Continue to improve the proactive Homelessness Prevention programme following the successful implementation of the Homelessness Reduction Bill</p>	HSM	<p>Ongoing from previous action plan</p> <p>April 2018 launch of new legislation</p> <p>Ongoing</p>		<p>Previous progress:</p> <p>Training sessions on Homelessness Reduction Act during 17/18 and security of tenure</p> <p>Spend of new burdens funding on new database to facilitate online interactive support plans and collate data for new MCHLG reporting burden</p> <p>New legislation successfully implemented – April 2018</p> <p>Duty to refer successfully implemented and publicised – October</p> <p>Appointment of new member of staff (.5 FTE) using new burdens funding.</p> <p>Standardised elements incorporated onto personalised housing plans for cohorts: domestic abuse, end of tenancy, rent arrears, parental eviction.</p> <p>Ongoing Activity for year 3:</p> <p>Re-evaluate current prevention offers and initiatives to homeless applicants following the changes associated with welfare reform and the transition to Universal credit.</p> <p>Continue to work with database provider to improve systems.</p> <p>Incorporate proactive private rented sector options</p> <p>Incorporate pre- application online advice - Homeseekerplus</p>


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Actions linked to Strategy Priorities	Responsible Officer	Target Date	Status	Planned activity progress
<div data-bbox="96 762 136 813" data-label="Text">88</div> <p>P2.1a Improve advice process in prevention paperwork to incorporating action plans which include customer actions</p>	HSM	Ongoing		<p>Progress to date Our new database includes an online personalised Housing support plan (PHP) which customers can access and update via mobile devices. Standardised elements incorporated onto personalised housing plans for cohorts: domestic abuse, end of tenancy, rent arrears, parental eviction. Ongoing Activity for year 3 Further changes will be continue to be necessary as our understanding of how best to implement the Act efficiently. Updates for advice and supportive leaflet suite will be necessary Pre-application online advice</p>


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Actions linked to Strategy Priorities	Responsible Officer	Target Date	Status	Planned activity
<p>89</p> <p>New: P2.1b Reduce full statutory homeless acceptances and increase statutory homelessness preventions and reliefs</p>	HSM	March 2020		<p>This was a new target in year 2 – to enable monitoring of activities on both the old legislation and the new legislation (which emphasises the importance of early intervention to reduce homelessness acceptances).</p> <p>These figures are measured quarterly and evaluated nationally in financial years. Our first action plan report summarises the activity in the last financial year (April 2017 – March 2018):</p> <ul style="list-style-type: none"> • 224 households in housing crisis were assisted to sustain or find housing (for a minimum of 6 months). • 43 of these were assisted to stay in their present home • 181 moved into sustainable accommodation (84 of which moved into social housing) • 105 homeless decisions were made during the 2017-2018 Of which 62 cases were accepted as statutorily homeless (many of the unaccepted cases were resolved by resolving homelessness before a formal decision was made). <p>Ongoing activity for year 3 Monitor demand on service and costs</p> <p>Monitor progress in increasing successful preventions through maximising incentives to reduce full statutory homelessness acceptances.</p>

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Actions linked to Strategy Priorities	Responsible Officer	Target Date	Status	Planned activity
<p>P2.1c Develop solutions for homeowners with special housing needs in mortgage difficulty</p>	HSM	March 2020		<p>Progress to date – This activity has not been progressed because focus has been on legislative change. The number of presentations to housing services as a result of mortgage difficulty has been very low – and whilst this is a solution we need to find, it is not viewed as urgent.</p> <p>Ongoing activity for year 3:</p> <ul style="list-style-type: none"> • To identify solutions – establish if this work can be linked to s106 working group on commuted sums • Where possible introduce policy based on tenets of old mortgage rescue scheme – particularly where properties are suitable for those with disabilities

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Actions linked to Strategy Priorities	Responsible Officer	Target Date	Status	Planned activity
<p>P2.1d Work with county local authority partners to find solutions for high risk/high support/multiple needs homeless households</p>	HSM	March 2020		<p>Progress to date:</p> <p>Tewkesbury Borough joint commissions the homeless outreach service for rough sleepers in Gloucestershire</p> <p>We are part of the SIB funded Housing First project – GlosFirst which houses chaotic rough sleepers.</p> <p>We are leading on the county wide Places of Safety dispersed refuge project for residents fleeing domestic abuse.</p> <p>We co-commission the sanctuary scheme to target harden homes of those experiencing domestic abuse.</p> <p>Reduction in Rough sleepers across the county has been noted in rough sleeper count 2018 (33-40 in previous year – 19 in 2018). TBC figure for 2018 was 1 rough sleeper.</p> <p>Government's Rough Sleeping Strategy Delivery funding for new rough sleeping hubs secured for Gloucestershire in December 2018. These will be two Somewhere Safe to Stay centres will be one of eleven set up across the country. These will help provide immediate shelter and rapid assessment for those sleeping rough or at risk of doing so as well as specialist support to address those with complex needs such as mental health problems and substance misuse. The hub will be up and running by Spring 2019 with government provisionally investing up to £553,289.</p> <p>Ongoing activity for year 3:</p> <ul style="list-style-type: none"> • Monitor delivery from above projects and rough sleeping in the borough • Continue to collectively pursue government funding opportunities for these groups. • Lead and launch the private sector access scheme


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Actions linked to Strategy Priorities	Responsible Officer	Target Date	Status	Planned activity
<p>New: P2.3a Evaluate the implications of the introduction of universal credit and other forms of welfare reform on housing costs.</p>	<p>HSM + Revs and Bens Manager</p>	<p>April 2019</p>		<p>Established to date:</p> <ul style="list-style-type: none"> • The demand on Discretionary Housing Payments has increased largely as a result of Universal Credit introduction and is likely to exceed the allocation for the year. • Housing services has monitored presentations from residents threatened with homelessness as a result of universal credit which has demonstrated that there is no significant rise from the introduction of UC alone (without other interactive factors). • Households making a new claim during homelessness are causing higher costs to the authority whilst in emergency accommodation because applicants do not have monies for service charge (particularly in Gloucester and Cheltenham). • Benefit capped households remain problematic whilst homeless as customers struggle to find work to counter the cap whilst in emergency accommodation. <p>Activity for year 3: Continue to monitor effects of benefit changes on the authority This action is linked to p2.3</p>

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Actions linked to Strategy Priorities	Responsible Officer	Target Date	Status	Planned activity
<p>Yr 2 activity to be replaced: Introduce an early intervention protocol for tenants affected by welfare reform including transitional support and assistance to find work</p> <p>P2.3 Establish options to minimise the risk of homelessness and costs associated with welfare reform.</p>	<p>HSM + Group Manager Revenues & Benefits</p>	<p>April 2018 Sep 2018</p>		<p>Progress to date</p> <ul style="list-style-type: none"> • Personalised Budgeting advice scheme for those affected was introduced by the Revs and Bens service. • The pilot has been ongoing for some time and whilst referrals remain high, take up by customers has reduced. Funding for this will end in April 2019. Budgeting will be offered by Citizens Advice going forwards. • There was little take up of the early intervention protocol – although this was suggested by Bromford so may be possible following merger. <p>Activity for year 3: We will implement joint meetings to review and formulate robust joint actions with long term claimants of discretionary housing payments to move into affordable accommodation to prevent overspend in the future and ensure that funds are utilised for those in crisis. Prevention initiatives will be developed and formalised for those on Universal Credit Continue to encourage social landlords to notify housing services if considering eviction for arrears.</p>


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Actions linked to Strategy Priorities	Responsible Officer	Target Date	Status	Planned activity
P2.4 Procure cost effective temporary accommodation within Tewkesbury Borough for accepted households with poor tenancy histories who are difficult to rehouse including properties suitable for households with mobility needs	HSM	April 2019		<p>Progress to date: There has been little progress on this action – largely because there was uncertainty about the delivery of revenue funding in temporary accommodation post universal credit (via district authorities or county council). This is now resolved and will be delivered via districts. Bromford Housing are now in active discussions regarding providing temporary accommodation within existing stock for less chaotic households.</p> <p>Activity for year 3: Continue discussions with Bromford and find new provider for temporary houses. Invest Flexible Housing Grant in new provision.</p> <p>This activity is directly linked to P2.5</p>
P2.5 Stop the use of private bed and breakfast accommodation except in emergencies	HSM	April 2020		<p>Previous action to be retained:</p> <ul style="list-style-type: none"> • Monitor use of b and b <p>The average length of time households stay in b and b has risen from 39 days in 2016/17 to 52 days in 2017/18. 95 homeless households were placed during 2017/18. Indicators to date in 2018/19 suggest that numbers placed has not risen significantly following UC introduction although costs per head appear to have risen</p> <p>Activity for year 3: This priority is linked to P2.4 Continue to monitor use of b and b</p>


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

Actions linked to Strategy Priorities	Responsible Officer	Target Date	Status	Planned activity
<p>This action has been amended to reflect progress and changes to name of assessment:</p> <p>P3.1 Commissioning, Support the completion, along with the other district councils in Gloucestershire and other partners as appropriate, a Strategic Housing Market Assessment (SHMA). Local Housing Needs Assessment (LHNA)</p>	PPM + SHEO	December 2019		<p>Progress to date: Action delayed through 2017 pending Government consultation on SHMA commissioning. Standard methodology for calculating housing confirmed through Draft National Planning Policy Framework guidance. LHNA commissioned Currently assessing tenders to provide assessments</p> <p>Opinion Research Services (ORS) commissioned to conduct LHNA work. Inception meeting held to help identify outcomes.</p> <p>Activity for year 3: Support the completion of assessment anticipated by December 2019</p>
<p>P3.2 Establish a local connection policy which ensures rural affordable housing development, via rural exception, is prioritised for the needs of the local community.</p>	SHEO, PPM + HSM	April 2020		<p>Progress to date: In Borough Plan – consultation period now finished.</p> <p>Await results from consultation.</p> <p>Activity for year 3: New approach with GRCC (Gloucestershire Rural Communities Council) to strategically conduct Housing Needs Surveys in rural parishes at an earlier stage prior to invitation by parishes.</p>


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Actions linked to Strategy Priorities	Responsible Officer	Target Date	Status	Planned activity
<p>P3 – Previous action from year 2 . Profile accommodation based support that the council has access to in the County.</p> <p>To be progressed with action for year 3:</p> <p>Work with the health and social care sectors to provide effective housing related support for vulnerable people. Evaluate the accommodation based support for specific groups.</p>	HSM	March 2019		<p>Progress to date: Accommodation based support is profiled by county commissioners. Housing Services worked with county regarding suitability of accommodation by monitoring access to provision for those who approach in housing need and participating in joint bids for funding to meet needs.</p> <p>Activity for year 3 Engage with the County Housing with Care Project Board and support the Housing with Care Strategy Continue to develop accommodation based provision and move on through the county housing groups with county commissioners and other district councils.</p>


Priority 4 – Improving the health and wellbeing of local people

Actions linked to Strategy Priorities	Responsible Officer	Target Date	Status	Planned activity
<p>4.1a Maintain and promote the “Fit to Rent” Landlord Accreditation Scheme for landlords wanting to work with the council and be better trained to provide quality accommodation and management.</p>	EHM	April 2020		<p>Progress to date: The bid for additional funding by housing services includes incentivising a refreshed Fit to Rent scheme for landlords willing to rent to Homeless households which is likely to re-stimulate the scheme.</p> <p>Activity for year 3: Revise and refresh Fit To Rent Scheme Promote revised Fit To rent Scheme Set up and promote Private Sector Housing Landlords Forum</p>


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Actions linked to Strategy Priorities	Responsible Officer	Target Date	Status	Planned activity
<p>4.1b Work with RP's and partners to offer advice and assistance with grants, loans and support services (e.g. handyman services) to vulnerable and older people to help insulate, adapt and maintain homes.</p>	EHM	Ongoing		<p>Progress To Date Continue to provide help, assistance and advice to Disabled Facility Grant applicants. EH Officers continue to work closely with Occupational Therapists to ensure that Grant applications are processed expeditiously. Currently exploring the feasibility of a Countywide project aimed at improving the health outcomes of Park Home residents by improving insulation of those types of properties.</p> <p>Activity for year 3 Continue to administer Disabled Facilities Grants application process Explore ways such as online forms that could make the DFG application process simpler and quicker. Identify the schemes that offer support to vulnerable and older people that still exist. Engage with these schemes and explore ways of publicising them to ensure that customers are aware of the schemes and able to access them.</p>


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Actions linked to Strategy Priorities	Responsible Officer	Target Date	Status	Planned activity
<p>4.1c Monitor levels of private sector housing complaints.</p>	EHM	April 2019		<p>Progress To Date A review is currently being carried out of how housing complaints are received and recorded on the back Office System. Once this has been completed then a representative baseline will be able to be produced and year on year comparisons made.</p> <p>Through the Community Services review a new structure was proposed. This structure allocates Officers within Environmental Health to specific geographical areas. It is intended that this structure will enable officers to become more familiar with a particular area so will be able to identify and target specific housing issues within that area. Recruitment is currently being carried out in order that the new structure can be fully implemented.</p> <p>Activity For Year 3 Produce monthly reports detailing numbers of housing complaints, nature of complaint, response time and action taken.</p>


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Actions linked to Strategy Priorities	Responsible Officer	Target Date	Status	Planned activity
<p>4.1d Identify existing Houses of Multiple Occupation (HMOs) and implement new regulations concerning HMOs.</p>	EHM	April 2019		<p>Progress To Date</p> <p>New regulations came into force in October 2018, this altered the definition of a HMO's that required mandatory licensing to include properties that were two stories and above (previously three stories and above). This new requirement was publicised Countywide.</p> <p>The previous fee for obtaining an HMO licence was £450, this has subsequently been revised to ensure full cost recovery and is now £869.44.</p> <p>11 properties were originally identified as potentially being HMO's of those 4 have been confirmed and are currently in the process of being licensed, 4 are not currently operating as HMO's and investigations are being carried out regarding the status of the remaining 3. A strategy for identifying other potential HMO's is currently being worked produced.</p> <p>On the 4th February a Landlord was prosecuted for not being a licensed HMO and other Housing Act offences. The Landlord was fined a total of £6000 which was reduced to £4200 due to the guilty plea.</p> <p>Activity for year 3 HMOs that require to be licensed but have failed to apply for a licence will be targeted and enforcement action taken where necessary to ensure that they are licensed. A publicity campaign will be carried targeted at those HMOs that remain unlicensed.</p>


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Actions linked to Strategy Priorities	Responsible Officer	Target Date	Status	Planned activity
<p>4.2 Reduce poor quality housing by taking appropriate action to deal with identified Housing Health and Safety Rating System Category 1 hazards.</p>	EHM	April 2020		<p>Progress To Date Environmental Health continue to respond to housing complaints within 3 working days. To date 27 complaints have been received – of which 17 required investigation. 7 Prohibition notices and 6 Improvement notices have been served under the Housing Act 2004.</p> <p>On the 4th February a Landlord was prosecuted for not being a licensed HMO and other Housing Act offences. The Landlord was fined a total of £6000 which was reduced to £4200 due to the guilty plea</p> <p>Activity for year 3: Ensure all officers are Housing Health and Safety Rating System trained (HHSRS) Implement the Landlords forum Organise and host a workshop for private sector landlords providing advice and guidance relating to range of housing issues including the HHSRS</p>

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Actions linked to Strategy Priorities	Responsible Officer	Target Date	Status	Planned activity
4.2a Carry out the actions within the Strategy for Gloucestershire and South Gloucestershire Action for Affordable Warmth 2013-2018.	EHM	April 2019		<p>Progress To Date</p> <p>Continue to work in partnership with Severn Wye Energy to deliver the Warm and Well Scheme.</p> <p>Warm and Well scheme publicised through article in the Borough News.</p> <p>Up until the end of Q3, 97 queries have been made to Severn wye energy Agency through the Warm and Well Scheme resulting in 12 home visits and £4611.40 savings to residents. £38,427.96 secured from a variety of funding streams and spent on a range of warm and well measures.</p> <p>A countywide project to insulate Park Homes is currently being formulated and will be rolled out 2019/2020</p> <p>Activity for year 3</p> <p>Review effectiveness of the Strategy for Gloucestershire and South Gloucestershire Action of Affordable Warmth 2013-18</p> <p>Either extend existing strategy or replace with an alternative strategy.</p>

APPENDIX 1 - HOUSING STRATEGY 2017-21 ■ YEAR 2 into 3 / ACTION PLAN PROGRESS

Actions linked to Strategy Priorities	Responsible Officer	Target Date	Status	Planned activity
<p>4.3 previous year 2 action: To work with the council's community development team to ensure all council services are signposting residents to the 'Going the Extra Mile' Project.</p> <p>To be replaced with year 3 action which incorporates other providers: Work with our partners to actively encourage individuals to take up education, employment or other activities to support independence and create a sense of worth.</p>	HSM	April 2020		<p>Progress to date Housing Services make referrals to community based support provider (Greensquare) and other support agencies as part of the personalised housing plans for those engaged with homelessness. Engagements with the financial inclusion partnership to promote joint working and partner agencies. Active engagement in support is now monitored in the new Personalised Housing Plans as part of our new statutory duties to ensure that customers participate in resolving their housing difficulties.</p> <p>Activity for year 3: Continue to engage with the Job Centre and the Financial Inclusion Partnership to ensure that support is available for residents Develop strong relationship with Bromford Neighbourhood coaching model to support residents– particularly those who are facing housing difficulty through welfare reform.</p>

APPENDIX 1 - HOUSING STRATEGY 2017-21 ■ YEAR 2 into 3 / ACTION PLAN PROGRESS

STATUS KEY

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

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	9 April 2019
Subject:	Development Services Review Action Plan
Report of:	Head of Development Services
Corporate Lead:	Deputy Chief Executive
Lead Member:	Lead Member for Built Environment
Number of Appendices:	One

Executive Summary:

The Development Services Review was approved by Council on 25 April 2018. This review was supported by an action plan to help improve the service, make it more efficient and place it in a position to maximise the ability to commercialise the service in the future. The action plan is a dynamic document, which is being used as a tool to help manage the service improvements and follows the same format as the regular tracker of performance that is reported to the Overview and Scrutiny Committee on a quarterly basis. This report demonstrates the progress made and provides a context for future work and projects in line with the overall aims and objectives of the Development Services review.

Recommendation:

To CONSIDER the progress made against the Development Services Review Action Plan.

Reasons for Recommendation:

To comply with the Council's decision for the Overview and Scrutiny Committee to monitor the Development Services Review Action Plan.

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 on a number of key performance indicators in relation to planning specifically is reported to the Overview and Scrutiny Committee as a matter of course. Following presentation to the Overview and Scrutiny Committee on 9 April 2019, the Action Plan will be revised with a new updated version being presented in six months time.

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 25 April 2018. This review was supported by an action plan to help improve the service, make it more efficient and place it in a position to be able to commercialise, should there be a future business case. The action plan is a dynamic document which is being used as a tool to help manage improvements in the service. It follows the same format as the regular tracker of performance which is reported to the Overview and Scrutiny Committee on a quarterly basis.
- 1.2** Members will be aware that performance of the planning service against statutory key indicators is positive with the team exceeding national targets and meeting the stretched local targets. In some quarters, performance on the speed of determination of planning applications can be considered as top quartile. The action plan seeks to sustain this performance. This report demonstrates the early progress already made and provides a context for future work and projects in line with the overall aims and objectives of the Development Services Review.
- 1.3** Considerable progress has been made on the Action Plan, with the majority of actions completed and targets met. The Plan is a dynamic document which will be continually updated as progress and efficiencies are made. It is envisaged that, once efficiencies are made, further progress focusing on greater transformation and commercialising the service can be made to create a resilient service fit for future purposes.
- 1.4** This is the second report detailing the progress made up to the end of March 2019. Whilst some of the actions will have immediate results, many of the actions are medium term and results may not be seen straight away. It is also important to note that this is not the Development Services Service Plan which details day-to-day operational functions of the service, but a separate document dealing specifically with service improvement, efficiency and transformation projects.

2.0 MANAGEMENT AND STRUCTURE

- 2.1** The previous update report detailed that all the Development Services team structural changes and the partnership with Gloucester City Council have been implemented.
- 2.2** Tewkesbury Borough Council's Urban Design Officer continues to undertake work for Gloucester City Council on a regular basis and the opportunities for further joint working with Gloucester City to aid service resilience and efficiencies will continue to be explored. Both councils have benefited from joint working, sharing expertise and processes in a learning from each other model.

- 2.3** Good practice and procedures continue to be shared across both councils. Gloucester City Council is currently undergoing in a process review for all of its planning activities and Tewkesbury Borough Council Officers are participating in the workshops. The intention is that, where appropriate, revised processes will be common to both councils.

3.0 DEVELOPMENT MANAGEMENT ACTIONS

- 3.1** The vast majority of the requirements of the action plan are related to the Development Management Service and these actions have been a priority. Progress on individual projects is set out in the action plan attached at Appendix 1.
- 3.2** There continues to be progress on actions to maximise the functionality of existing IT systems for planning application/enforcement case management, performance management and more efficient ways of working. Following the consideration of the Methods Digital review, the business case for further investment in IT will be explored.
- 3.3** To measure service delivery and to track the effectiveness of the interventions that have been made to date, Key Performance Indicators (KPIs) for planning have been agreed and reported previously to this Committee and will be implemented in April 2019.
- 3.4** The pre-application service was recognised as an area which required review. A customer satisfaction questionnaire has been sent with all pre-application response letters since January 2019 and will assist with the identification of improvements required for the existing service. The intention is that customer satisfaction questionnaire will be sent to applicants for planning permission, once it has been fully tested. The results of the questionnaires will feed into the review of the effectiveness of measures already implemented and further service improvements that are required.
- 3.5** Revised validation checklists have been published and improve opportunities for customers to self-serve to identify the plans and documents required to support a planning application.
- 3.6** Planning Performance Agreements (PPA's) have been implemented for two planning applications and discussions are ongoing in relation to a number of other potential PPA's. These assist with fee income projections, resource and case management while providing additional income for the Council.
- 3.7** Due to other corporate IT priorities, the "tracker" for householder planning applications has been delayed but it is anticipated that will be ready for a pilot implementation in summer 2019. The provision of more user-friendly enforcement information for Members has been delayed to allow for the new Senior Planning and Enforcement Officer to lead on this project. The intention is to provide a modern and proactive service which customers expect and should reduce avoidable direct contact to free up case officer resource.
- 3.8** Through the implementation of the Development Services Action Plan, a number of further small scale proposals to improve service delivery, manage costs and improve capacity for income generation have arisen. These have been incorporated into a more detailed operational action plan to ensure a continued focus on transforming the planning service with a view to commercialising elements of the service.

4.0 PLANNING POLICY

- 4.1** Over the last few months, work within the Planning Policy team has focused on collating and responding to the issues and options stage of the review of the Joint Core Strategy and the preferred options stage of the Tewkesbury Borough Local Plan and this will continue to be a focus of the team over the foreseeable future given the importance of these two documents to the Borough's growth strategy. The two vacant posts in the team have been filled allowing for a greater focus and capacity on the development of the Statement of Community Involvement. Furthermore, now the Tewkesbury Borough Plan is at its preferred options stage, the incorporation of the maps associated with that Plan into the policy mapping online project can be progressed and work has been undertaken to progress this without significant outlay or resource through utilising existing software.

5.0 ECONOMIC DEVELOPMENT , THE GROWTH HUB AND TOURISM

- 5.1** The Growth Hub is now open and operational and, following its formal opening last autumn, it is going from strength to strength. The integration of the Hub as a service within the Council is progressing, allowing the Council to offer a positive 'one stop shop' to businesses across the services we provide. The Growth Hub surgeries, briefing sessions on the Growth Hub and matters affecting business with Council Officers, is allowing better communication between the services. The three incubator units have been let to local businesses. This Growth Hub activity sits alongside the other economic development services the Council provides.
- 5.2** Officers have had conversations with key partners in terms of delivery of the tourism role. Current uncertainty over future national funding of tourism and the models and governance to be employed in tourism services will be required to be built into any future decisions on the role, scope and scale of the future of the tourism service. Similarly, the use and grant restrictions on the Hat Shop have meant that options for use of the building have to be carefully considered. This review is a priority for the service over the coming months and a working group has been set-up to take this forward.

6.0 COMMUNITY DEVELOPMENT

- 6.1** One of the actions in the plan was to hold a 'Place' Workshop session with key Officers. An initial meeting with the Lead Members for Health and Wellbeing and Community has taken place and a Member Workshop has been held to clarify and define the role of the Place Approach. This is now being implemented.

7.0 OTHER OPTIONS CONSIDERED

- 7.1** None.

8.0 CONSULTATION

- 8.1** There are various actions within the plan which require consultation, however none required as a direct result of this report.

9.0 RELEVANT COUNCIL POLICIES/STRATEGIES

- 9.1** Joint Core Strategy Submission Document www.gct-ics.org/

10.0 RELEVANT GOVERNMENT POLICIES

- 10.1** National Planning Policy Framework 2012 (NPPF) and Planning Practice Guidance – Updated July 2018 <http://planningguidance.planningportal.gov.uk/>

11.0 RESOURCE IMPLICATIONS (Human/Property)

11.1 None as a direct result of this report albeit projects individually may require new or re-scoped resources to effectively deliver the benefits of service improvements.

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

12.1 None as a direct result of this report.

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

13.1 None as a direct result of this report.

14.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

14.1 Council Plan approved by Council 25 April 2018 and Development Services Review approved by Council 25 April 2018.

Background Papers: None

Contact Officer: Head of Development Services
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Appendices: Appendix 1 – Development Services Review Action Plan

APPENDIX 1 - DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
A – MANAGEMENT AND STUCTURE					
A.1	Implement structural changes to the Development Services service including all necessary consultations with staff.	Head of Development Services / Development Services Management Team	June 2018	✓	Following Council approval in April 2018, the structural changes to Development Services, including all necessary consultations with staff, have been carried out. This includes: implementing the partnership with Gloucester City Council; the appointment of the Technical Planning Manager (in June); and the appointment of the Business Transformation Manager (in August). The Growth and Enterprise Manager was appointed in May and the Hub Navigator in June.
A.2	Investigate further the opportunity for sharing/trading specialist services within the team – e.g. Urban Design, Conservation and Landscape.	Head of Development Services / Development Services Management Team	December 2018	✓	Tewkesbury Borough Council's Urban Design Officer is undertaking work for Gloucester City Council on a regular basis. Whilst we were appointing our Conservation Officer, Conservation Officer services from Gloucester City Council were employed to ensure the continuity of services. Officers are now exploring the possibility of a joint landscape offer with other local authorities in Gloucestershire.

APPENDIX 1 - DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
A – MANAGEMENT AND STUCTURE					
A.3	<p>Devise and implement the Competency framework</p> <p>Importance of enabling managers to manage and team leaders to supervise and coach.</p> <p>i) Draft competency framework</p> <p>ii) Present to management team & HR team</p>	Head of Development Services	October 2018	✓	The competency framework has been drafted and is being piloted in the teams through the Personal and Professional Development (PPD) discussions. This allows the PPD meetings to focus on actions and training opportunities relevant to the officer role.
A.4	Prepare a Training Plan following the Personal and Professional Development (PPD) process and competency framework.	<p>Head of Development Services /</p> <p>Technical Planning Manager /</p> <p>Planning Policy Manager /</p> <p>Economic and Community Development Manager</p>	November 2018	☺	<p>This is underway and will be completed post Personal and Professional Development (PPD) roll out in 2018.</p> <p>This action has been superseded by a corporate roll out of training required. Development Services requirements arising from PPDs will be fed into this.</p>

APPENDIX 1 - DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
A – MANAGEMENT AND STUCTURE					
A.5	Set out management meetings with structured agendas and action plan reporting.	Head of Development Services / Technical Planning Manager / Business Transformation Manager	March 2018	✓	<p>The Joint Planning Partnership Management Team meetings take place on a monthly basis. Full Development Services meetings take place every quarter. Development Services Management team meetings are diarised monthly.</p> <p>Action implemented, albeit later than anticipated due to officers not being in post until August 2018.</p>

APPENDIX 1 - DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
A – MANAGEMENT AND STUCTURE					
A.6	<p>Maximise digital opportunity – project plan</p> <p>i) New ways of working</p> <p>ii) Identification of opportunities</p> <p>iii) Consideration of options</p>	<p>Head of Development Services /</p> <p>Technical Planning Manager /</p> <p>Business Transformation Manager</p>	December 2018	✓	<p>First Meeting with IT Manager, Business Transformation Manager and Head of Development Services took place in September 2018.</p> <p>Phase 1 comprises a number of projects that are being implemented to maximise the use of existing software for planning application and enforcement case management, customer tracking of planning applications and website improvements to enable customers to self-serve for information.</p> <ul style="list-style-type: none"> – Phase 2 will be linked to the Digital Methods review and the business case for further automation of work and reduction in the use of paper..

APPENDIX 1 - DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
A – MANAGEMENT AND STUCTURE					
A.7	Devise detailed Key Performance Indicators (KPI)	Head of Development Services / Technical Planning Manager / Business Transformation Manager	October 2018 March 2019	✓	Detailed KPI's were approved by O and S in January 2019 and will be implemented in April 2019.

APPENDIX 1 - DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
B – DEVELOPMENT MANAGEMENT ACTIONS					
B.1	Ensure procedures in place to implement structure:	Head of Development Services / Technical Planning Manager / Business Transformation Manager / Team Leaders			Detailed actions set out below.
	i) Ensure Senior Officers have skills and expertise to make robust recommendations.		March 2018 March 2019	☹	Procedure manual being prepared to reflect practices and processes of both Councils. This is an ongoing project as practices, processes and procedures are currently being reviewed
	ii) Improve consistency and empowerment through development of a policy and procedures manual.		March 2018		To be deleted as covered in B.1 i) above
	iii) Ensure delegated sign-off procedures in place to allow for decisions to be signed off by team leaders (significant majors by exception) and some householders by senior officers		October 2018	✓	Sub-delegation letters issued.

APPENDIX 1 - DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
B – DEVELOPMENT MANAGEMENT ACTIONS					
	iv) Implement sign off procedures to allow greater level of sign off for Team Leaders		May 2018		To be deleted as covered in B.1 iii) above.
	v) Training Plans for each officer with clearly laid out expectations		June 2018		To be deleted as covered in A.4 above.
	vi) Performance manage the speed and quality of decision making.		March 2018 October 2018	✓	National KPIs are monitored together with appeal decisions which are communicated to the team. Further KPI's approved to monitor speed and quality. Suite of management reports being presented to Planning Management Team on a regular basis.
	vii) Reporting and performance check through management teams on a weekly basis (Team leader led).		March 2018 October 2018	✓	Team leaders are having regular meetings with their teams. A suite of management reports have been developed to ensure team leaders have the necessary information to manage their teams.
	viii) Regular check on applications that are close to deadline decision– automated reminders.		March 2018	✓	Idox system utilised to ensure that applications which are about to expire are flagged to officer and team leader.

APPENDIX 1 - DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
B – DEVELOPMENT MANAGEMENT ACTIONS					
	ix) Production of info sheet on key stats and details of new applications submitted and appeals lodged determined etc.		March 2018 October 2018	✓	A Planning key statistics sheet has been produced, first publication sent to Members in October 2018). Further key issues sheet to be prepared in April 2019.
	x) Process of all out-of-time applications – cull/return/determine – backlog reduced by October 2018 and monitored by Development Management /Management Team.		October 2018	✓	Management Team focus session in October on all out of time applications. Data already collected in terms of scale of the issue and officers are working to reduce the backlog. The list will be sent round every month for monitoring.
B.2	Prepare quarterly report to monitor number and type of complaints – reduce number of complaints	Head of Development Services / Technical Planning Manager / Business Transformation Manager / Team Leaders	October 2018	✓	Quarterly reporting of corporate complaints and the issues that are raised are discussed at Development Management Team meetings

APPENDIX 1 - DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
B – DEVELOPMENT MANAGEMENT ACTIONS					
B.3	<p>Devise set of KPIs for DM service Set out benchmark report and impacts of any changes on the service — KPIs</p> <p>— End to end time of planning applications</p> <p>Time to validation etc</p>	<p>Head of Development Services /</p> <p>Technical Planning Manager /</p> <p>Business Transformation Manager /</p> <p>Team Leaders</p>	June 2018		To be deleted as covered in A.7 above.
B.4	<p>Deliver agents' forums</p> <ul style="list-style-type: none"> - Hold inaugural meeting - Hold workshop session 	<p>Head of Development Services /</p> <p>Technical Planning Manager /</p> <p>Business Transformation Manager</p>	<p>January 2018</p> <p>June 2018</p>	✓	<p>A developers' forum was held in January 2018 in Tewkesbury. The Head of Development Services has led on a countywide 'Removing Barriers to Development' group which culminated in a workshop style session in May 2018 which was well attended by all local authorities in the county, Gloucestershire County Council, agents and developers. This led to a detailed action plan on countywide initiatives, many of which dovetail with the work we are doing in Tewkesbury. Further forums will be held to take this work forward; potential to hold a joint forum with Tewkesbury and Gloucester agents in the near future. Potential for a Countywide forum is being</p>

APPENDIX 1 - DEVELOPMENT SERVICES ACTION PLAN

					discussed under the auspices of the 'Removing Barriers to Development' group.
Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
B – DEVELOPMENT MANAGEMENT ACTIONS					
B.5	Information Officer to send weekly sheets of performance targets etc. to each officer.	Information Officer	Feb 2018	✓	The Information Officer now sends each officer their key info statistics and has set up a system for each officer to better understand their workload and priorities through better information.
B.6	Develop customer charter / planning charter with service delivery commitments (following workshop).	Head of Development Services / Technical Planning Manager / Business Transformation Manager / Team Leaders	December 2018	✓	Further to the Barriers to Development work the 'Gloucestershire Planning and Development Charter' has been endorsed by the Gloucestershire Economic Growth Committee in March 2019.

APPENDIX 1 - DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
B – DEVELOPMENT MANAGEMENT ACTIONS					
B.7	Review the scheme of delegation (development management functions)	Head of Development Services / Technical Planning Manager / Business Transformation Manager / Team Leaders	October 2018		Action to be deleted as being undertaken as part of a wider corporate review of the scheme of delegation.
B.8	Update validation checklist in line with JCS Investigate portal link to validation – ‘what is needed to submit an application’ app	Head of Development Services / Development Manager / Team leaders	October 2018 December 2018	✓	Revised validation checklists published January 2019 and includes links to the Planning Portal.

APPENDIX 1 - DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
B – DEVELOPMENT MANAGEMENT ACTIONS					
B.9	<p>Ensure commitment from internal and external consultees</p> <ul style="list-style-type: none"> - Seek improvement commitments on speed of return of consultations. 	<p>Head of Development Services /</p> <p>Technical Planning Manager /</p> <p>Business Transformation Manager /</p> <p>Team leaders</p>	<p>June 2018</p> <p>December 2018</p>	☹	Ongoing work to ensure that external consultees provide timely comments.
B.10	<p>Check all legal agreements – monthly planning legal liaison meeting to check progress on cases in consultation with One Legal relating to live cases</p> <ul style="list-style-type: none"> i) Benchmark position June 2018. 	<p>Head of Development Services /</p> <p>Technical Planning Manager /</p> <p>Business Transformation Manager</p>	June 2018	✓	Monthly meetings are taking place, the position has been benchmarked and an action plan is being implemented.

APPENDIX 1 - DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
B – DEVELOPMENT MANAGEMENT ACTIONS					
B.11	Prepare framework/protocol for undertaking Planning Performance Agreements and publicise.	Head of Development Services / Technical Planning Manager / Business Transformation Manager	October 2018	✓	A Protocol and template for Tewkesbury has been prepared and is currently being piloted on a scheme.
B.12	Review whether to propose Local Development Orders (LDO's) for areas where no permitted development rights.	Head of Development Services / Technical Planning Manager / Business Transformation Manager	October 2018 March 2020	☹	Changes to the fee regulations now require a fee for applications resulting from the removal of permitted development rights which reduces the potential benefits of LDO's. Action to be suspended for a year to enable a cost/benefit analysis to be undertaken.

APPENDIX 1 - DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
B – DEVELOPMENT MANAGEMENT ACTIONS					
B.13	Review process of agreeing Section 106 spend i) Workshop S106 review of process and monitoring of spend and process of agreeing spend	Head of Development Services / Technical Planning Manager / Business Transformation Manager	July 2018	✓	The Executive Committee approved a new process for administering and approving Section 106 spending in July 2018.
	ii) Create and publicise s106 templates & standard clauses – web accessible	Head of Development Services / Technical Planning Manager / Business Transformation Manager	July 2018 March 2020	☹	This is also an action in the LEP “Barriers to Development” Action Plan for Gloucestershire. Therefore it is recommended that the timetable be aligned with the Barriers Action Plan.

APPENDIX 1 - DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
B – DEVELOPMENT MANAGEMENT ACTIONS					
B.14	Prepare Enforcement Plan	Head of Development Services / Technical Planning Manager / Business Transformation Manager / Enforcement Officer	June 2018	✓	The Planning Enforcement Plan was adopted by the Executive Committee at the beginning of July 2018.
B.15	Ensure more user-friendly enforcement information is available for Members on planning web via Idox - Survey of all Members' information <ul style="list-style-type: none"> • requirements • Action • Training 	Head of Development Services / Senior Planning and Enforcement Officer Technical Planning Manager	April 2018 October 2019	☹	This action has been delayed due to vacancies in the Planning Enforcement Team and the focus of the team has been on progressing the backlog of high profile enforcement cases. This action will be progressed when the new Senior Planning and Enforcement Officer starts in May 2019. A questionnaire will be sent to Members to ascertain what information would be helpful. The revised target date is October 2019.

APPENDIX 1 - DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
B – DEVELOPMENT MANAGEMENT ACTIONS					
B.16	Maximise digital opportunity <ul style="list-style-type: none"> – Uniform as the main file and point of all contact – Back scan all files in PSC and index – Planning on line to maximise self-service – one-click on polygon to gain info on policy, constraints and planning history 	Head of Development Services / Technical Planning Manager / Business Transformation Manager	Project Plan June 2018	✓	A project plan is in place. Progress to date is being monitored however there has been a delay in implementing some of the actions although it is anticipated that a contract for the scanning and indexing of files will be let in the Summer of 2019.
B.17	Review “duty” service <ul style="list-style-type: none"> ii) Plan and rota iii) Increased service train hub ambassadors – ensure hub-ready 	Head of Development Services / Technical Planning Manager / Business Transformation Manager	June 2018	✓	The planning team is piloting the hub-ready service with the Growth Hub.

APPENDIX 1 - DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
B – DEVELOPMENT MANAGEMENT ACTIONS					
B.18	Implement Development Team approach link to Planning Performance Agreement and Place Strategy 'From Plan to Place'– pilot on scheme.	Head of Development Services / Technical Planning Manager / Business Transformation Manager / Team Leaders	June 2018	✓	Planning Performance Agreements are in place and require a development team approach.
B.19	Ensure business friendly approach to development. Designate senior planning officer as a Business Champion – first contact for business in relation to planning issues.	Head of Development Services / Technical Planning Manager / Business Transformation Manager	May 2018	✓	Hub ambassadors appointed and operating in the Growth Hub.

APPENDIX 1 - DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
B – DEVELOPMENT MANAGEMENT ACTIONS					
B.20	Manage five key officer-led workstreams <ul style="list-style-type: none"> i) Validation ii) Consultation Responses iii) Communication with customers iv) Pre-app speed and consistency v) Communication and understanding of planning process 	Head of Development Services / Technical Planning Manager / Business Transformation Manager / Development Management officers	June 2018	✓	Key officers have been nominated to lead these workstreams and the outcomes will feed into the procedures manual.
B.21	Improve clarity of “who’s who” and what is happening at Planning Committee: <ul style="list-style-type: none"> – Explanatory pamphlet – Introduction from the Chair – Recap of decision made (to the public gallery) 	Head of Development Services / Technical Planning Manager / Business Transformation Manager	December 2018	✓	Explanatory pamphlet for Planning Committee published for the December 2018 Committee.

APPENDIX 1 - DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
B – DEVELOPMENT MANAGEMENT ACTIONS					
B.22	Member training — Devise training schedule — Deliver training	Head of Development Services / Technical Planning Manager / Business Transformation Manager	April 2018	☹	A corporate induction and training programme is being prepared for the new Council in May 2019 and will include the Planning requirements. This action will therefore be deleted from the Development Services action plan.

APPENDIX 1 - DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
C – PLANNING POLICY					
C.1	Refresh Statement of Community Involvement to respond to development agenda, to reflect development team approach to aid in community engagement and 'Place Development Strategy – 'From Plan to Place'.	Planning Policy Manager / Development Services Management Team	June 2018 March 2019	☹	This has stalled due to the focus of the work on the Joint Core Strategy and the Tewkesbury Borough Plan. However work is now progressing following the appointment of an officer to undertake this work.
C.2	Produce Supplementary Planning Documents (SPDs) to help deliver development agenda i) Program of SPD roll out project plan.	Planning Policy Manager / Development Services Management Team	June 2019	✓	SPD on Flood Management has been adopted alongside the preparation of the SPD on Tewkesbury Town. Future roll out of SPDs will be undertaken following the next stages of the Tewkesbury Borough Plan.
	ii) Produce supplementary planning document to support introduction of JCS and Community Infrastructure Levy (CIL) which set out relationship between CIL and Section 106 (and Section 278 of the Highways Act) and approach to non –plan compliant schemes.		June 2018 June 2019	☹	Following implementation of Community Infrastructure Levy an SPD/Guidance note can be produced to show the relationship with CIL/S106/S278. This will be prepared in line with the discussions on the Countywide Developers Guide.

APPENDIX 1 - DEVELOPMENT SERVICES ACTION PLAN

hRef.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
C – PLANNING POLICY					
C.3	Implement policy maps online and link to constraints and planning history files and validation requirements.	Planning Policy Manager	July 2018 December 2018 June 2019	☹	This action is linked to the production of the Tewkesbury Borough Plan. Now the plan- is at its next substantial stage, the maps associated with it can be subject to this project. A meeting between the Policy manager and the IT Manager has provided a way forward to secure the mapping within current software capabilities.
C.4	Prepare conservation technical advice notes – produce project plan.	Planning Policy Manager/ New conservation specialist	February 2019 June 2019	☹	Planning Policy Manager and conservation specialist will prepare advice notes. Delayed due to work on the Borough Plan.
C.5	Review Conservation Strategy and produce project plan for implementation- CA appraisals and local list.	Planning Policy Manager	March 2019	☹	Conservation Strategy in place and plan for conservation appraisals project plan produced.
C.6	Prepare analysis of specialist knowledge required to help support policy development and consider resources required to deliver.	Planning Policy Manager	June 2018 December 2018	✓	Undertaken as part of the Joint Core Strategy work.

APPENDIX 1 - DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
D – ECONOMIC DEVELOPMENT					
D.1	Coordinate all economic development activities bringing together planning, economic development and the Growth Hub to deliver the operational plan.	Economic Development Manager / Growth and Enterprise Manager	June 2018	✓	The Growth and Enterprise Manager has been appointed and the hub and the Economic Development service are working collaboratively together. The planning team are piloting the hub-ready service with the growth hub.
D.2	Ensure coordination of business needs and activity through business-friendly plan with action plan.	Economic Development Manager / Growth and Enterprise Manager / Development Services Management Team	June 2018	✓	A Growth Hub operational plan has been produced with structures and engagement for each service area. The planning team and the Environmental Health team are testing and piloting structured sessions with businesses. The plan allows for surgery sessions where businesses can come and have specific specialist contact with officers.

APPENDIX 1 - DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
E – The Growth Hub					
E.1	Produce gannt chart and delivery plan for implementation of hub - produce project plan	Growth & Enterprise Manager	March 2018	✓	Project plan with key actions developed to implement the build and operation of the hub
E.2	Ensure all Heads of Service are engaged and manage engagement and commitments <ul style="list-style-type: none"> i) Establish Operational Group ii) Commitment through Hub Operational Group iii) Workshop iv) Action Plan 	Growth and Enterprise Manager	April 2018	✓	The operational plan to deliver the hub through the frontline services has been prepared, a number of key workshops have been held which identified business opportunities for services within the Council which has led to an operational business plan (flow chart) for each service area. This is in line with the requirements of the Local Enterprise Partnership.
E.3	Create commitment with each service area. Operational agreements.	Growth and Enterprise Manager	April 2018	✓	Commitment from each of the service areas has been forthcoming and pilots of service models with Growth Hub customers have been delivered in roll out phase.

APPENDIX 1 - DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
E – The Growth Hub					
E.4	Maximise external opportunities of service help (business to business) and monitor.	Growth and Enterprise Manager	June 2018 ongoing	✓	The Growth and Enterprise Manager has sourced a number of key businesses to advocate the Growth Hub in Tewkesbury Public Services Centre.

APPENDIX 1 - DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
F - Sports Development and Healthy Living					
F.1	Introduce Implications of decision on healthy lifestyles on report templates	Community & Economic Development Manager	April 2018		Review of the report template is an action in the Democratic Services action plan for 2018/19, to be completed in March 2019. Action to be deleted from the Development Services Action Plan.
F.2	Implement Gloucestershire Moves in the Borough and associated delivery plan within wider health framework.	Community & Economic Development Manager	April 2018	✓	Policies within the emerging review of the Joint Core Strategy and the Tewkesbury Borough Plan seek to ensure that the principles of the wider health framework objectives are being prepared. A workshop was held with Active Gloucestershire and a draft action plan developed based on priorities in the borough. Regular meetings with Active Gloucestershire scheduled and joint priorities agreed.

APPENDIX 1 - DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
G – COMMUNITY DEVELOPMENT					
G.1	Hold Operational Managers and Heads of Service workshop on the place approach and prepare timely action plan and roll out	Community & Economic Development Manager	June 2018 May 2019	☹	Prior to holding a session with Heads of Service and Operational Managers a session with the Lead Members for Health and Wellbeing and Community was held to scope the next stages in moving forward with the place approach. All Member seminar held in January 2019 which set out the way forward for Place.. This approach is now being implemented. The Place approach ties into the Locality Partnership in engaging partners.
G.2	Ensure Place Development Officers integrated into Development Team approach	Community & Economic Development Manager	June 2018	✓	The Place Officers are involved in significant pre-app discussions, in early scoping of Section 106 discussions and with the implementation of Community Infrastructure Levy.
G.3	Ensure that Place Development Officers have support from all HOS and operation managers to deliver tasks required. Hold regular Place meetings with Ops Managers	Community & Economic Development Manager / All Operational Managers	June 2018 June 2019	☹	This will flow from G.1 above.

APPENDIX 1 - DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
G – COMMUNITY DEVELOPMENT					
G.4	<p>Hold Member session on MAIDen Place priorities workshop.</p> <p>Roll out Place meetings across three areas.</p>	Community & Economic Development Manager	June 2019	☹	<p>Information was gathered from Maiden and will help shape the discussions with key Members on the place approach (see G.1 above). MAIDeN to provide training in the next quarter.</p> <p>Priorities being discussed with key partners including Gloucestershire Association of Town and Parish Councils, Gloucestershire Rural Community Council and Voluntary Community Sector Alliance.</p>

APPENDIX 1 - DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
H – Tourism					
H.1	Discuss tourism role with Members and partners.	Community & Economic Development Manager	May 2018 June 2019	☹	Officers have had conversations with key partners in terms of delivery of the tourism role. Current uncertainty over funding of tourism and the models and governance to be employed in Tourism services nationally will be required to be built into any future decisions on the role, scope and scale of the future of the tourism service.
H.2	Action and implementation of Tewkesbury 2021 proposals from Tewkesbury Borough Council and maintain contact reporting to Members .	Community & Economic Development Manager	March 2018	✓	The Community and Economic Development Manager is the main contact on the Tewkesbury 2021 project and updates Members when appropriate.
H.3	Augmented reality project – Horizon project – Battlefield project plan to be prepared.	Community & Economic Development Manager / Deputy Chief Executive	March 2018	☹	A number of key lines of information have been prepared in connection with this project, in terms of discussions with Bristol University regarding the augmented reality project and visits to other projects around the UK. A meeting has been held in March 2019 with key partners including the Battlefield Society to look at how the

APPENDIX 1 - DEVELOPMENT SERVICES ACTION PLAN

					Borough Council can support the Battlefield.
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STATUS KEY

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

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	9 April 2019
Subject:	Community Safety Partnership Update
Report of:	Head of Community Services
Corporate Lead:	Deputy Chief Executive
Lead Member:	Lead Member for Community
Number of Appendices:	One

Executive Summary:

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

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

This countywide partnership is now in place and "Safer Gloucestershire" has considered the countywide community safety priorities. Priorities are gained from an analysis of statistics across the county from a document called the Gloucestershire Community Safety Strategic Needs Assessment (GCSSNA) which contains countywide data on crime, anti-social behaviour and health etc.

The Tewkesbury Borough Community Safety Partnership has been reconstituted and has met twice. The first meeting was in order to agree the terms of reference and deal with the setting up of the new partnership and the second was to start considering the countywide and local priorities.

Recommendation:

To CONSIDER the update on the Community Safety Partnership.

Reasons for Recommendation:

The terms of reference for the Tewkesbury Borough Community Safety Partnership states that regular reports will be brought to this Committee to inform members of progress on the development and activities arising from the Community Safety Strategy.

Resource Implications:

None arising directly as a result of this report.

Legal Implications:

Community Safety Partnerships (CSPs) were set up under Sections 5-7 of the Crime and Disorder Act 1998. They are made up of representatives from 'responsible authorities' which are the local authorities, police, fire and rescue, probation and health. Community Safety remains a responsibility of second tier Councils.

Risk Management Implications:

None arising directly as a result of this report.

Performance Management Follow-up:

An annual report on the work of Safer Gloucestershire and the local Community Safety Partnership will be produced for this Committee to consider.

Environmental Implications:

None arising directly as a result of this report.

1.0 INTRODUCTION/ BACKGROUND

- 1.1** Community safety is about feeling safe, whether at home, in the street or at work. It relates to quality of life and being able to pursue and obtain the fullest benefits from your domestic, social and economic lives without fear or hindrance from harm, crime and disorder.
- 1.2** Community Safety Partnerships (CSPs) were set up under Sections 5-7 of the Crime and Disorder Act 1998. They are made up of representatives from 'responsible authorities' which are the local authorities, police, fire and rescue, probation and health although they can invite other strategic partners to be part of the partnership if they wish.
- 1.3** Locally the CSP was suspended pending the outcome of the countywide review. Now that review is completed, Safer Gloucestershire is established and the local Tewkesbury Borough Community Safety Partnership has been reconstituted.

2.0 SAFER GLOUCESTERSHIRE

- 2.1** The review into community safety in Gloucestershire concluded that, whilst the responsibility for dealing with community safety and coordinating the local CSP sits with second tier authorities, it would be beneficial to have a countywide view of the work that is being undertaken.
- 2.2** The overall purpose of Safer Gloucestershire is to develop the strategic vision for community safety so that the residents of Gloucestershire feel safer. It will achieve this through:
- Strong and Effective Leadership
 - Encouraging improved co-ordination and integration of joined up services
 - Identifying the needs and priorities of Gloucestershire residents using countywide and local data sources

- 2.3** In April 2018, Safer Gloucestershire undertook a Strategic Needs Assessment (SNA), utilising expertise and capacity within GCC's Public Health Team, as the basis for future planning and delivery. This identified six priority areas:
- Locality based crime
 - Deprivation and vulnerability
 - Safeguarding children
 - Substance/alcohol misuse
 - Domestic abuse/sexual violence
 - Criminal exploitation – link County Lines, Modern Slavery and Human Trafficking
- 2.4** The Tewkesbury Borough Community Safety Partnership will support these countywide priorities and where possible will engage in activities to promote them as priorities.
- 3.0 TEWKESBURY BOROUGH COMMUNITY SAFETY PARTNERSHIP**
- 3.1** The Tewkesbury Borough Community Safety Partnership has been reconstituted with the remit and governance as set out in the agreed Terms of Reference. Members will note that the Tewkesbury Borough Community Safety Partnership will take a strategic approach to dealing with community safety in the borough. This means using an evidence-based approach to problem solving.
- 3.2** The Terms of Reference for the Tewkesbury Borough Community Safety Partnership have been agreed and are appended to this report.
- 3.3** Due to the Tewkesbury Borough Community Safety Partnership not being in place for a number of years, the necessary infrastructure has not in place e.g. there is currently no coordinated method for collating and tracking anti-social behaviour complaints across the partnership. This has been addressed in part by the Community Services Review and restructure which introduced a community support team to coordinate anti-social behaviour and other community safety related issues across the partnership.
- 3.4** This has seen some improvement of coordination across the partners and officers are now working more closely together to tackle problem areas and individuals; however, at the moment there is no single case management system for tracking ASB cases in order to allow the partners to track cases and trends and identify hotspot areas. A bid has been made to the Gloucestershire Police and Crime Commissioner in order to allow the partnership to develop this tool.
- 3.5** The last meeting of the Tewkesbury Borough Community Safety Partnership also heard from two external speakers who can support the Tewkesbury Borough Community Safety Partnership in developing its partnership strategy in terms of the mapping of crime and anti-social behaviour data and training partners to develop additional skills in community engagement which would enable communities to assist themselves better in solving local problems.
- 3.6** Work has also started on the community services strategy for the borough, building on the priorities already set by Safer Gloucestershire; it is thought that local priorities will align very well to these. It is the intention to have a draft of this strategy for discussion by the Tewkesbury Borough Community Safety Partnership partners at the next meeting in June and it will be brought back to this Committee in due course.
- 4.0 OTHER OPTIONS CONSIDERED**
- 4.1** None

5.0 CONSULTATION

5.1 None

6.0 RELEVANT COUNCIL POLICIES/STRATEGIES

6.1 None

7.0 RELEVANT GOVERNMENT POLICIES

7.1 None

8.0 RESOURCE IMPLICATIONS (Human/Property)

8.1 None

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

9.1 None

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

10.1 None

11.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

11.1 None

Background Papers: None

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Appendices: Appendix 1 - Tewkesbury Borough Community Safety Partnership
Terms of Reference

Tewkesbury Community Safety Partnership Terms of Reference

1.0 Overview

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

The 'responsible authorities' are:

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

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

- Bromford Housing
- Any other partner as may be necessary from time to time as agreed

2.0 Working together to keep Tewkesbury Borough Safe

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

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

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

3.0 Remit

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

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

4.0 Membership

Organisation	Title
Tewkesbury BC	Head of Community Services
Tewkesbury BC	Lead Member for Community
Gloucestershire Constabulary	Tewkesbury Neighbourhood Inspector
Gloucestershire F&R Services	Station Manager – Tewkesbury District
Probation Services	TBC
Clinical Commissioning Group	Health & Social Care Commissioning Manager
Bromford Housing	Head of Housing
Tewkesbury BC	One Councillor representative appointed annually by the Council
Tewkesbury BC	Housing Services Manager
Tewkesbury BC	Environmental Health Manager
Tewkesbury BC	Community & Economic Development Manager
Tewkesbury BC	Minutes / CSP Coordinator

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

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

- To champion and provide leadership for the CS agenda,
- To develop problem solving approach of the partnership,
- To develop strong relationships whilst providing challenge,
- To act in the best interest of the partnership,
- Feed in information about issues, needs and priorities to develop the local priorities,
- Appropriately influence the use of resources within own organisation for dealing with agreed partnership priorities,
- Ensure that they have delegated responsibilities and can make decisions,
- Act as committed partners,
- Commit to regularly attend and represent their organisation effectively,

- Key performance indicators are identified in the Community Safety Strategy (most measured centrally quarterly) and will be reported at each meeting when available.

6.0 Governance

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

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

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

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

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	9 April 2019
Subject:	Customer Care Strategy Action Plan
Report of:	Head of Corporate Services
Corporate Lead:	Chief Executive
Lead Member:	Lead Member for Customer Focus
Number of Appendices:	One

Executive Summary:

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

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

The action plan is reviewed annually, and this report provides an overview of the progress in delivering the 2018/19 Action Plan.

Recommendation:

To CONSIDER the progress made in relation to the actions contained within the Customer Care Strategy Action Plan 2018/19.

Reasons for Recommendation:

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

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

Resource Implications:

None directly resulting from this report.

Legal Implications:

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

Risk Management Implications:

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

Performance Management Follow-up:

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

Environmental Implications:

None.

1.0 INTRODUCTION/BACKGROUND

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

2.0 PROGRESS ON THE CUSTOMER CARE STRATEGY ACTION PLAN

- 2.1** A review of the 2018/19 actions for the Customer Care Strategy can be found at Appendix 1. The table shows the specific actions, a brief description of what work has been carried out for each action and their current status.
- 2.2** The majority of actions have been completed and a brief commentary supports each action. The Customer Care Standards continue to be embedded into services across the Council and help us to promote internally, and to our customers, the need to ensure a consistent service from the Council. Customer service training for front line staff took place in May 2018, which received excellent feedback from staff attending. The training focused around our standards, stressing the importance of placing the customer at the heart of everything we do.
- 2.3** During 2018/19, in support of our digital ambitions, a significant amount of work has been undertaken to improve our online forms. The number of online forms we now have on our website stands at around 50, which is, in fact, a reduction from last year; however, this is because we have been working hard to amalgamate forms to make reporting/paying/applying for our services as easy as possible. Whilst undertaking this work, it must be stressed that we retain a commitment to delivering a service to those that are not digitally enabled.

3.0 CUSTOMER CARE STRATEGY – 2020 ONWARDS

- 3.1** Our Customer Care Strategy was first introduced in 2016. Since that time, we have made excellent progress in achieving the annual actions and putting our customers at the heart of what we do; however, we recognise that, after three years, it is time for the strategy to be refreshed and updated reflecting the changes we have made. It is therefore proposed that, rather than including a 2019/20 action plan, a new strategy and action plan is developed for approval in 2020. During 2019, the ongoing actions within the current plan will continue and the full review of Advice and Information Centres (AICs) will be carried out.

4.0 OTHER OPTIONS CONSIDERED

- 4.1** None

5.0 CONSULTATION

- 5.1** The strategy was taken to a workshop of Overview and Scrutiny Committee on 11 January 2016. The Customer Care Standards were reviewed by the Corporate Management Team, Operational Team Managers and Group Managers prior to the workshop.

6.0 RELEVANT COUNCIL POLICIES/STRATEGIES

- 6.1** The Council Plan and Digital Strategy.

7.0 RELEVANT GOVERNMENT POLICIES

- 7.1** None

8.0 RESOURCE IMPLICATIONS (Human/Property)

- 8.1** None directly

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

- 9.1** None

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

- 10.1** None

11.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

- 11.1** None

Background papers: None

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Appendices: Appendix 1 - Customer Care Strategy Action Plan 2018/19

APPENDIX 1 - CUSTOMER CARE STRATEGY ACTION PLAN 2018/19

Action/Recommendation	Responsible Officer	Target Date	Status	Comments on progress to date
To review the effectiveness of the Advice and Information Centre (AIC) buildings	Corporate Services Manager	July 2018	☹	<p>There has been a delay to this project due to other commitments but initial scoping work is set to take place from April and will include gaining insight into the current usage of our AICs, and carrying out user research to understand what customers want from them.</p> <p>Following this initial work, it is proposed that an Overview and Scrutiny Working Group is established to identify the future use of our AICs.</p>

Action/Recommendation	Responsible Officer	Target Date	Status	Comments on progress to date
<p>Make online forms as customer-friendly as possible:</p> <p>To encourage customers to use our online services and ensure that our online forms are accessible and easy-to-use new forms are regularly being created – ensure a customer service representative has input.</p>	Corporate Services Manager	July 2018	😊	<p>Officers continue to develop new online forms and website improvements. e.g. recent changes to the online missed bin form ensure officers are able to now capture more accurate information in terms of repeat missed bins, which will make reporting more accurate as well as helping to identify where repeat problem areas occur.</p> <p>The Council's digital team is also continuing to research tools such as webchat and interactive voice response to improve customer engagement. Interactive voice response (IVR) is a technology that allows a computer to interact with humans through the use of voice and tones input via a keypad.</p> <p>Officers have had contact from a number of webchat and IVR suppliers and the team is carrying out further work to identify what benefit it would bring to a Council of our size, and whether customer satisfaction will be met if we were to introduce this sort of engagement method. This work will feed into the CRM project.</p> <p>The Customer Services team has received training via webinar to offer an assisted digital service for our EU Citizens going through the EU Settlement scheme. All EU citizens need to apply to the scheme if they want to stay in the UK beyond 31 December 2020. Our assisted digital service will offer our EU residents (expected to be those at risk or vulnerable) face-</p>

Action/Recommendation	Responsible Officer	Target Date	Status	Comments on progress to date
				to-face support to make their applications.
To further embed the customer care standards in teams across the Council.	Corporate Communications Manager	April 2019	😊	<p>The customer care standards have been promoted to all teams in the Council, supported by specific customer service training provided in May.</p> <p>The training was directly linked to the customer care standards and tailored to be very interactive so that teams were able to directly relate the application of the training to their service area.</p>

Action/Recommendation	Responsible Officer	Target Date	Status	Comments on progress to date
<p>To introduce a method of gathering service-level feedback from the website:</p> <p>To work with the Web Design Officer to implement a method to gather customer feedback, and work with the operational managers to ensure feedback is used to shape future service delivery.</p>	Corporate services manager	September 2018	✓	<p>Every page of the Council website now has a link towards the bottom of the page where users (customers) can submit feedback anonymously about the website. This is recorded and where possible either the website is updated to reflect the feedback provided, or the feedback is passed onto the associated department(s) for consideration.</p> <p>The 'Contact us' webpage is easily accessible on our website and enables customers to directly contact Council department/service areas via email or telephone.</p> <p>Feedback on service areas can also be collected via online forms - an example of this is the current 'Planning pre-application questionnaire'. Data collected from the forms is emailed to the service areas and also stored on a database which can be extracted as a spreadsheet to build reports for statistical use.</p> <p>Using Google Analytics and Squarespace Analytics, our Web Officer is able to identify which areas of the website are receiving traffic and what users are searching for. This can be used to identify where we aren't meeting users' needs. An example of this is where the website was receiving search requests for the 'Blue Badge scheme' and 'Tewkesbury Half Marathon' which we had no information on. This led to the</p>

Action/Recommendation	Responsible Officer	Target Date	Status	Comments on progress to date
				officer finding the desired information and adding it to the website.
To work with the Head of Development Services and improve the customer focus of the planning service.	Corporate services manager	April 2019	☺	In terms of improving customer contact, Planning Officers are piloting (householders in the first instance with future roll-out to the remainder of applications) an electronic method of notifying applicants and agents of the progress on their planning application. The intention is to provide a modern and proactive service which customers now expect.
To ensure that customers are aware and able to make use of Office 365 applications: Applications such as Business SKYPE and webchat may provide benefits to the customer. Review and launch relevant applications to customers.	Corporate services manager in liaison with the IT manager	Dec 2018	☹	The new internal target date for the roll-out of Office 365 is October 2019. A new revised ICT policy has been drafted and is going to Executive Committee for approval, and this policy encompasses the use of these Office 365 applications. Training will take place for staff and Members in the new financial year.

Action/Recommendation	Responsible Officer	Target Date	Status	Comments on progress to date
<p>Ensure that any new CRM system introduced is customer focused and improves the customer experience:</p> <p>To work with the project teams to ensure that the experience and knowledge within the Customer Services teams is captured throughout the decision making/launch processes.</p>	Customer services team leader	December 2018	😊	<p>Methods Digital was commissioned to help us build a business case in terms of whether the Council would benefit from a corporate-wide CRM. As part of Methods Digital's scoping work, customer services (along with all other front-line services) played a key role in identifying opportunities, pain points and risks with our current customer engagement. This feedback was used by Methods Digital to identify whether a CRM would benefit us internally as well as customers who want to engage with us.</p> <p>The final report from Methods Digital has now been received (March 2019) and will be presented to Management Team in April and Transform soon after.</p> <p>A final business case will then be developed on the Council's agreed approach.</p>
<p>GDPR compliance is mandatory but this is also an opportunity to review our administration structure and process and ensure that customer care standards are applied and that the customer experience as a result of any changes is positive.</p>	Customer services team leader	Sept 2018	✓	<p>Throughout the introduction of GDPR, any changes made to the website and/or administration processes were considered in respect of the impact they could have on our customer. It was important that any changes were made in a way that could be easily understood by customers of all ages and backgrounds.</p>

Action/Recommendation	Responsible Officer	Target Date	Status	Comments on progress to date
<p>To support customer focused Council Plan actions:</p> <p>Ensure customer care is at the heart of the customer –focused Council Plan actions.</p>	Various officers overseen by the corporate services manager	April 2019	😊	<p>An excellent example of a project which has put the customer at the very heart of it is the garden waste renewal project. This year (2019) is the first year customers will have had to renew their stickers, and the process has been developed to ensure the customer finds the experience extremely easy and satisfying – e.g. pre-populating the online renewal form with the customer’s details.</p> <p>In addition, the garden waste newsletter includes a range of offers from local businesses – an initiative which is not only supporting our local businesses but is also helping to ensure our garden waste customers are getting excellent value for money from the service.</p> <p>A further example of customer care being at the heart of customer-focused Council Plan actions is the development of a dog-fouling campaign. To continually proactively enforce against dog fouling is a key Council Plan action and, alongside the introduction of the Public Space Protection Order, a dog fouling campaign is set to be launched in April 2019, which will include a range of resident engagement methods, including an animated video for social media.</p>

STATUS KEY

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

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	9 April 2019
Subject:	Annual Overview and Scrutiny Report 2018/19
Report of:	Head of Corporate Services
Corporate Lead:	Chief Executive
Lead Member:	Lead Member for Organisational Development
Number of Appendices:	One

Executive Summary:

The role of the Overview and Scrutiny Committee is to assure that the Council's work is transparent, the Council is held accountable for its decision-making, and the needs of the community are considered. Reporting the work of the Overview and Scrutiny Committee through an annual report provides an opportunity for both the Council and the public to view the work of the Committee. It is also a requirement of the Council's Constitution that the Committee reports annually to Council.

Recommendation:

To APPROVE the Annual Overview and Scrutiny Report 2018/19.

Reasons for Recommendation:

It is important to ensure that the activities of the Overview and Scrutiny Committee are promoted both internally and publicly to reinforce transparency and accountability in the democratic process. It is also a requirement of the Council's Constitution that the Overview and Scrutiny Committee reports annually to Council.

Resource Implications:

None.

Legal Implications:

None.

Risk Management Implications:

None.

Performance Management Follow-up:

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

Environmental Implications:

None.

1.0 INTRODUCTION/BACKGROUND

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

2.0 OVERVIEW AND SCRUTINY COMMITTEE ANNUAL REPORT

- 2.1** Not only is it a requirement of the Council's Constitution to report the activities of the Committee on an annual basis but it is good practice. The annual report demonstrates the broad coverage of activities that the Committee has scrutinised and reviewed during the year. This coverage has been undertaken through a combination of the following:
- Progress reports from officers on the delivery of key strategies and policies. For example, the Committee receives update reports on key Council strategies such as Economic Development and Tourism Strategy, Housing Strategy, Communications Strategy etc.
 - Quarterly performance management reporting – The Committee receive a quarterly performance tracker report on the progress of delivering Council Plan actions, Key Performance Indicators and financial outturn performance. Further scrutiny led to individual reports on key actions around the potential re-development of Healings Mill and maximising the commercial opportunity of the trade waste service.
 - Working Groups to review specific areas of interest. During the year, a Working Group was set up specifically to review grass cutting. Other work concluded in the year was the final Working Group report on the 2017 water outage and an update report on Working Group recommendations in relation to Tewkesbury Borough News.
 - Presentations from officers and external organisations. Presentations were received during the year from organisations such as Citizens' Advice Bureau and Gloucestershire Healthwatch.
 - Scrutiny review of new strategies and policies. The Committee reviewed the new Workforce Development Strategy and has requested an update on Single Use Plastics.
- 2.2** Following approval of the annual report it will be presented by the Chair of Overview and Scrutiny Committee at Council on 16 April 2019. This fulfils the reporting requirement within the Council's Constitution. The 2018/19 annual report can be found at Appendix 1.

3.0 OTHER OPTIONS CONSIDERED

- 3.1** None.

4.0 CONSULTATION

- 4.1** None.

- 5.0 RELEVANT COUNCIL POLICIES/STRATEGIES**
- 5.1 None.
- 6.0 RELEVANT GOVERNMENT POLICIES**
- 6.1 None.
- 7.0 RESOURCE IMPLICATIONS (Human/Property)**
- 7.1 None
- 8.0 SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)**
- 8.1 None
- 9.0 IMPACT UPON (Value For Money/Equalities/E-Government/Human Rights/Health And Safety)**
- 9.1 None
- 10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS**
- 10.1 None.

Background Papers: None

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01684 272002 graeme.simpson@teWKesbury.gov.uk

Appendices: Appendix 1 – Annual Overview and Scrutiny Committee Report
2018/19

Overview and Scrutiny Committee's annual report

2018-19



March 2019

Message from the Chair of Overview and Scrutiny Committee, Councillor Phil Awford



I am pleased to present the annual report of Tewkesbury Borough Council's Overview and Scrutiny Committee for 2018-19. I have chaired the committee for over three years, supported by Councillor Ron Allen as vice chair, and a very able and committed group of councillors.

This has been another interesting year for the Overview and Scrutiny Committee with a range of topics examined. The committee has once again been at the heart of the council's decision making process helping to shape and inform council decisions and providing support to key areas, acting as a critical friend to the Executive Committee.

This year saw the conclusion of the committee's review of the water supply outage. On 24 April 2018, a public hearing was held and the Overview and Scrutiny Committee asked a series of questions to all the agencies involved with the aim of being able to produce a report which would be useful to all agencies in the future. The review is the biggest piece of work that has been undertaken by the Overview and Scrutiny Committee during the council term with a tremendous amount of dedication shown by all involved. This work has culminated in a multi-agency action plan, which will deliver positive outcomes to our communities.

As well as the review of the water supply outage, the committee has continued to monitor the progress of important activities

such as Ubico performance, enviro-crimes, delivery of key strategies such as the Housing Strategy and the Economic Development and Tourism Strategy, formal complaints and more.

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

It is important that the committee builds its knowledge and understanding of how our partners help deliver our priorities. To help do this, the committee receives presentations from key bodies such as Healthwatch Gloucestershire and Citizen's Advice Bureau.

Looking ahead, there is a great opportunity for the Overview and Scrutiny Committee to support the council through its future challenges and I am positive the committee will add even greater value through the work currently being carried out around grass cutting within the borough and enviro-crimes.

I would like to take this opportunity to thank all the committee members for their support over the last four years. I am sure the new committee, which will be formed as part of the new Council, will carry on this exceptional work.

Best wishes

Councillor Phil Awford

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The role of overview and scrutiny

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

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

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

- Holding the Executive Committee to account by thoroughly scrutinising their decisions - ensuring the council continues to provide the best services possible for residents.
- Supporting the Executive Committee by reviewing council policies and strategies, making recommendations where appropriate.
- Overseeing topics of interest to the committee and members of the council – including feedback from the Gloucestershire Police and Crime Panel, Gloucestershire Health and Care Overview and Scrutiny Committee and Gloucestershire Economic Growth Scrutiny Committee.
- Council Plan performance and financial monitoring and, where relevant, individual service improvements.
- Commissioning reviews of services that impact on the council or on the lives of Tewkesbury Borough residents.
- Overseeing complaints – on an annual basis

a report is received which helps to identify trends and potential opportunities to improve or make changes to services.

- Setting up 'task and finish groups' to focus on specific reviews and recommend ways to improve existing practices within the council. A flow chart on how to consider potential scrutiny reviews can be found at Appendix A (page 10).

Overview and scrutiny activity during 2018-19

Scrutiny reviews of policy and strategy

Review of housing strategy monitoring report 1 May and 16 October 2018

One of the council's key priorities is 'growing and supporting communities', and reflecting this is the council's Housing Strategy. This is one of the council's most important strategies, recognising how important it is for residents to access good quality housing and housing-related services that make a real difference to their lives. Not only is housing important for the health and well-being of individuals and families, but it is an important part of building and maintaining strong communities and supporting the overall economic prosperity of the borough.

Overview and Scrutiny Committee plays a key role in monitoring the outcomes of the strategy. As part of its scrutiny, the committee wanted to delve deeper into the cost of providing bed and breakfast accommodation – an often expensive option and one that isn't always suitable for

families. The committee was reassured that the housing team is exploring a range of alternatives, this includes working with partners to explore modular housing - an innovative solution which allows construction of housing to be carried out offsite, with the finished units transported to the development site for installation. The advantages include its affordability, speed and impact on the environment.

As part of the explorative work, members visited a modular housing site in Nuneaton and were impressed with the approach taken. The committee was pleased, therefore, with an update in October that reported Rooftop Housing and Severn Vale Housing Society are now considering these modern methods of construction on former garage sites at Winchcombe and Staverton.

Customer Care Strategy **1 May 2018**

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

The strategy is supported by an annual action plan, which includes key actions such as making online forms as customer-focused as possible, and reviewing the complaints system to ensure it is fit for purpose. As part of its role in monitoring the action plan, the Overview and Scrutiny Committee reiterated its desire to ensure that the customer services standards are

embedded into the way each service conducts its work.

Economic development and tourism strategy 12 June 2018

The Economic Development and Tourism Strategy was developed by an Overview and Scrutiny working group and adopted in June 2017. 'Promoting and supporting economic growth' is one of the council's four key priorities. The committee was pleased to hear that significant progress had been made in delivering actions within the strategy. For example, the successful launch of the UK's first district council-located growth hub received national attention, and the launch of a new business grants scheme is helping to support the borough's small and medium sized organisations to grow.

The action plan for 2018-19 demonstrates the council's ambition to maximise economic growth. Actions include, developing a masterplan for J9 of the M5, creating an Airport Strategy and producing a Joint Inward Investment campaign with other districts in the county.



Review of communications strategy

12 June 2018

To communicate effectively means to listen as well as broadcast. It only works, when what we are saying is clear and easy to understand. Given we are a council delivering a wide range of complex services to more than 85,000 residents, we face a significant challenge to communicate well. The Communications Strategy explores how we do this, and is supported by an action plan which is monitored by Overview and Scrutiny Committee.

The committee was informed about the range of work being carried out by the communications team, including being the lead on Joint Core Strategy communications, supporting the communications for the new garden waste system, introducing a new magazine format for Tewkesbury Borough News, and growing the council's social media accounts through increased engagement and creative postings.

The planned action plan for 2018-19 included a review of the council's media protocol, formulating a new approach to Parish Matters, as well as carrying out a formal competitive tender exercise for the Tewkesbury Borough News magazine.

Presentations made to overview and scrutiny

Citizens' Advice Bureau (CAB)

12 June 2018

A Citizens' Advice Bureau service is held in our Public Services three times a week, giving people the knowledge and confidence they need to find their way forward – whoever they are, and

whatever their problem.

Supporting their work in Tewkesbury Borough, we provide the CAB with a grant of £52,000 and the Overview and Scrutiny Committee plays a role in monitoring the effectiveness of this grant. During a presentation in June, the committee was informed that in the first nine months of 2018, the service helped 1213 clients with the main issues being around benefits, debt, relationships, employment and housing. Since, April 2018, the committee was pleased to hear that clients have benefited from £231,272 of financial gains.

Gloucestershire healthwatch

12 February

Healthwatch is the country's independent health and social care champion – and it exists to ensure that people are at the heart of care. Healthwatch Gloucestershire comprises of a dedicated team of staff and volunteers who listen to what people like about local health and care services, and what could be improved. These views are then shared with the decision-making organisations so a real difference can be made.

During a presentation providing members with an overview of the service, the committee was told about their current focus on mental health services. It was highlighted that Tewkesbury Borough was one of the least represented areas in terms of volunteers, and members made suggestions as to possible avenues for Healthwatch to explore in order to gain more interest, including contact with the council's community development officers and exposure through Tewkesbury Borough News. Officers will

work with Gloucestershire Healthwatch to progress these suggestions.

Overview and Scrutiny working groups

Scrutiny review of the water supply outage

24 April 2018 and 12 March 2019



In December 2017, 10,000 homes, a significant number of businesses, agricultural farmers, the community hospital and 17 schools were left without water in the run-up to Christmas. The scale of the incident was significant and there was national coverage in the media. There had also been two previous outages in August and October 2017.

Due to the impact on the local community, a working group was set up to review the incident and capture any lessons that could be learnt. Over four sessions, the working group engaged with businesses, partners and other members of the community to understand the impact and how effective the response to the incident was. The information gathered was then used to develop a hearing process, and a public hearing was held on 24 April 2018.

The aim of the hearing was to have a discussion based on a series of questions, which would help bring forward information and actions to help agencies in the future.

In attendance were representatives from Gloucestershire Fire and Rescue Service, Gloucestershire Local Resilience Forum, Gloucestershire Police and Severn Trent Water.

The questions aimed at bringing out useful information for future incidents were around:

- Maintenance and infrastructure
- General questions to the organisations represented
- Communications
- Water distribution
- Impact to businesses

The hearing revealed that the root cause of the incident was a burst in one of the three pipes which fed into Tewkesbury (located at the Ham) and initial attempts to re-direct water had been unsuccessful due to an unknown cross-connection.

The discussion was a really useful and positive one, and while there were some challenging and at times complex questions, it was felt that the hearing was extremely useful and benefitted all agencies in attendance.

A report outlining the actions resulting from the hearing was taken to Overview and Scrutiny Committee on 4 September 2018. It highlighted 20 actions including considering a real time communications system for emergency incidents, revising the bottled water distribution plan and a review on how data on vulnerable people is shared between agencies. It was confirmed that all partners were fully engaged and committed with delivering the action plan.

At its meeting in March 2019, the committee was really positive about the update from Severn Trent who confirmed all relevant actions had been implemented or were programmed for implementation. Given this assurance, the committee was satisfied to 'sign off' the work of Severn Trent. A further update of the last few actions outstanding which are mainly the responsibility of the council, will be brought back in six months' time.

Members extended their thanks to all involved in the review.

Grass cutting improvement plan working group

27 November 2018

Following an unacceptable level of complaints being received about grass cutting from members of the public in the early part of 2018, the Executive Committee expressed concern about the level and quality of grass cutting across the borough. In response, a Grass Cutting Improvement Plan was adopted by the Executive Committee with responsibility for monitoring given to the Overview and Scrutiny Committee.

The Overview and Scrutiny Committee had detailed discussions about the grass cutting service, and the Grass Cutting Improvement Plan, at its meetings on 17 July and 4 September 2018. From those discussions, it was apparent there was some detailed work to be done, in particular on the future standard of the service, number of cuts, level of cuts in different areas and resources etc.

It was felt important to involve members to get their feedback and views on various aspects of

the service, including the future level of service and Key Performance Indicators. As such, a small working group was established to work with the head of community services on all aspects of the Grass Cutting Improvement Plan.

The committee's working group met three times and considered the improvements already in place, including:

- Grass cutting maps are now up to date and accurate
- Rounds were in the process of being put into logical order for best use of crews' time.
- Increased and effective supervision is now in place.

The contribution of the working group was excellent with lots of suggestions and ideas being discussed between members, officers and our contractors Ubico. As well as developing new key performance indicators, the group recommended introducing a new electronic mapping system, for Ubico to undertake an audit of all equipment, monitoring the level of additional land adopted by the council and considering, where appropriate, to increase the grounds maintenance budget.

The working group also felt it important that a new member group be established with effect from the new council to oversee delivery of the council's grounds maintenance service. The report of the working group and recommended actions were approved by Executive Committee on 6 March 2019.

Other general areas of review

Performance management quarterly reports

The committee has an important role in scrutinising the delivery of actions within the Council Plan. To achieve this, on a quarterly basis, the committee receive detailed information through our 'Council Plan Performance Tracker'. This provides a range of qualitative and quantitative information which allows the committee to review missed target dates, progression of actions, financial performance and, where appropriate, refer for a response or action from the Executive Committee.

Three additional Key Performance Indicators (KPIs) were added for the 2018/19 performance tracker around the number of visitors entering the growth hub, percentage of Freedom of Information (FOI) requests answered on time and percentage of formal complaints answered on time. During the year, the committee has scrutinised a wide range of service activity including sickness absence, benefits, planning processing times and Ubico financial overspend. In relation to slippages in timescales, committee requested individual reports on trade waste and Healings Mill so they could understand, more fully, the issues relating to progressing these actions.

Enviro-crime report

12 June 2018 and 8 January 2019

Overview and Scrutiny Committee has been at the forefront of driving our enviro-crimes agenda and vast improvements have been made over the past year.

The committee plays a key role in monitoring our approach to tackling enviro-crimes, and update reports are provided on a six-monthly basis. It was agreed that moving forward the first report issued in January would focus more on outcomes, such as number of fly-tips reported, number of fixed penalties issues, and the annual report issued in June would provide a more detailed review of the achievements and outcomes of the previous year.

Members were pleased to note that positive steps have been made with prosecutions relating to fly-tipping, however other areas such as dog fouling and littering, continue to present a challenge and be a significant concern for local communities.

Encouragingly, a number of positive steps have been taken to combat this, including:

- Launching a Public Space Protection Order, which helps enforce against dog owners who allow their dogs to foul in public without picking it up. As part of this, dog walkers can be fined £100 for not picking up after their dogs and they can also be fined £100 for not carrying dog poo bags.



- The introduction of a new regulation, which empowers councils to issue fixed penalties to be issued when litter is thrown out of cars.

To help encourage increased reporting of environmental crimes, the committee suggested a member seminar be arranged for later in the year, to help raise awareness of the various mechanisms available with ward members.

Now the 2018/19 action plan has been delivered, officers are in the process of drawing up the 2019/20 action plan.

Ubico performance report 8 January 2019

Ubico has been delivering our waste, recycling, grounds maintenance and street cleansing services since April 2015. These services have a direct impact on our communities and the Overview and Scrutiny Committee plays a key role in monitoring Ubico's performance. A report was brought to committee in January outlining the service and financial performance for the first half of the year. Following a request from committee, the information Ubico provided was much more detailed than it had been previously, giving members a really in-depth view of how the contractor is performing. Members were generally satisfied with performance, particular praise being given to the successful Christmas bin collections. As it is a high profile service, committee will continue to monitor performance, particularly around financial outturn.

Community Safety Partnership (CSP) update

17 July 2018 and 9 April 2019

At its meeting in July 2018, the committee was pleased to hear about the reconstitution of the Tewkesbury CSP. This is a multi-agency approach to dealing with issues such as anti-social behaviour, domestic abuse and hate crime. The partnership has an approved terms of reference and it is now in the process of setting local priorities for the borough. Work has started on the community services strategy for the borough building on the priorities already set by Safer Gloucestershire. A draft strategy will be brought to Overview and Scrutiny Committee in the first half year of 2019/20.

Complaints report 4 September 2018

Understanding and responding to complaints is an important element of our customer care and the council is consistently benchmarked as being one of the best performers in relation to the low number of complaints we receive.

Between April 2017 and March 2018, we received 157 formal complaints, of which 145 related to council services. Over half of the complaints relate to our waste service – a high profile service with nearly 4million collections during the course of the year. The majority of these complaints related to the change in waste rounds and the impact of snow, and the number of complaints in proportion to the number of collections is really very small. Overall, members of the committee were really pleased with council performance.

Development Services review action plan

16 October 2018

The Development Services Review was approved by Council in April 2018. The action plan is a dynamic document, which is being used as a tool to help manage service improvement, and the Overview and Scrutiny Committee was specifically tasked with monitoring it. The committee was pleased to see that following a new structure for Development Services, key appointments have been made.

Members raised concerns around the performance of planning enforcement and the change in target dates. It was decided a further update would be brought to the committee in six months' time and a report on Planning Key Performance Indicators would be brought to the Overview and Scrutiny Committee meeting on 8 January 2019.

Planning key performance indicators

8 January 2019

As part of its monitoring of the Development Services review action plan, the committee requested a separate report on Key Performance Indicators for the planning service.

The indicators focus on a number of themes including validation of planning applications, number of dwellings and affordable homes permitted and planning enforcement cases.

Given these are a new set of KPIs, the committee was keen to ensure they were sensible and realistic, and they were reassured by officers that despite them being challenging

they are achievable – there had been a significant recruitment drive and the planning service is now fully staffed.

Tewkesbury Borough News review

12 February 2019

Tewkesbury Borough News is the council's main proactive communication tool, and is delivered to all households across the borough.

A member working group was set up to review Tewkesbury Borough News, and it introduced some significant changes to its format and style.

The group recommended a change from newspaper format to magazine format, and for it to be delivered twice a year instead of three times a year. The magazine format would enable a different, and more informal, tone to be applied across the articles and it would lend itself well to more interviews and features on people and organisations across the borough.

In February, members were updated on progress in terms of the review's final recommendations. There was concern among members that the delivery of the magazine wasn't consistent across the borough, and officers assured members that this would be investigated. Members were informed that feedback of the new format was positive, and the next steps would be to carry out a formal competitive tender exercise. A suggestion from members to introduce a section for readers' feedback was also well received and will be included in the next edition of the magazine.

Trade waste**12 February 2019**

We offer businesses in the borough a commercial waste collection service at a competitive price. Run by waste contractors Ubico, the weekly services provides a range of options to choose from.

The effectiveness of the trade waste service was picked up by the Overview and Scrutiny Committee through the performance tracker, and members requested that a report be provided highlighting what the next steps were going to be in respect of making improvements.

It was noted that the service operates at a small deficit and officers have been looking at options for the future development of the service, and an action plan was presented for the committee's consideration.

The action plan included items such as mapping the customer base, carrying out targeted marketing, and exploring alternative options to run the service – for example, joining up the service with other councils for economies of scale.

The committee questioned whether the council really needed to run a trade waste service given current cost to the council. Although, it was also noted that the Tewkesbury Borough Council brand should not be underestimated - it was recognised and trusted.

It was also pointed out by the committee that we currently don't offer a trade recycling service and that this is a shortcoming of the service given that most businesses in the borough accept they have a responsibility to recycle.

The committee agreed that an additional action should be added to the plan, to investigate the

potential of another organisation collecting trade waste on our behalf. A progress report will be provided to committee in December 2019, which will include a recommendation on the long-term sustainability of a trade waste service going forward.

Annual review of the effectiveness of the council's involvement in the Gloucestershire health and care overview and scrutiny committee**12 February 2019**

Along with all other Gloucestershire districts, we make a contribution of £2,500 to Gloucestershire Health and Care Overview and Scrutiny Committee. A member of our Overview and Scrutiny Committee represents the council and reports back on the work being carried out and the action being taken at a county level.

On an annual basis, the committee is asked to consider if the council should continue to be involved in the health and care committee, and whether value for money is being achieved.

Given the wealth of reports on vital issues which impact the lives of people across the borough, and how it enables us to act as an advocate for the communities in the borough, members felt strongly that we continue to have a representative on the committee and that we continue to make the payment.

Flood risk management group annual report**12 March 2019**

Flooding remains a key issue for the council, and we are committed to protecting our borough from future risk of floods.

The Overview and Scrutiny Committee is provided with an annual summary report of the Flood Risk Management Group. The group monitors land drainage and flood risk projects from the flood risk management action plan – a living document where opportunities can be added as and when they arise.

The committee was pleased to hear about the significant progress that has been made on the Grange Field project in Bishop's Cleeve and the watercourse maintenance works. An innovative approach to improve the water channel was taken – leading to the creation of an improved meandering watercourse with wetland and wildflower meadow features. Work on the soft landscaping will progress over the next three years, and feedback from park users and local residents has been overwhelmingly positive. The approach has multiple benefits for flood risk, water and air quality, biodiversity and amenity.

The committee was also informed of plans to consider increasing the land drainage revenue budget, as it has not increased in the past decade despite the rise in development and adoption of land. The FRMG will be working with officers over the coming months to consider increasing the fund as part of the 2020/21 budget proposals.

A significant success factor in delivering flood related projects is through partnership working. Details were provided on how the council is working with partners such as Gloucestershire County Council and Gloucestershire Rural Community Council. Additionally, how successful external funding has been obtained to progress projects in Bishops Cleeve, Woodmancote and Southam, Churchdown and Brockworth.

Review of workforce development strategy

12 March 2019

The development of this strategy was a key recommendation from an external peer review facilitated by the Local Government Association. In light of this, it is a key strategy that the committee was keen to review prior to approval.

In recent years there have been significant changes in national, regional and local job markets impacting on all councils. These have been driven by uncertainties over Brexit, continued growth of the UK economy and the growing impact of new technologies on how jobs are performed. These factors are expected to grow in influence over the coming years and will be compounded by significant demographic changes which will impact the job market even further.

Developed by officers with support from an Overview and Scrutiny workshop, the Workforce Development Strategy is a necessary response to those pressures and challenges, and reflects good practice in local authorities setting out plans and priorities for its most expensive resource – its staff. It identifies how we will meet current and future workforce needs so that we have skilled people to deliver high quality services, and sets out the critical challenges, opportunities and threats regarding workforce requirements, outlining a flexible set of responses to meet them.

Healings Mill

12 March 2019

Although the Mill is not owned by the council, it is an action within the Council Plan for the council to help in whatever way to support its

redevelopment. The Overview and Scrutiny Committee asked for a report on the progress of this, particularly given the number of challenges associated with the site (such as flood risk and heritage status) and the limited role the council is able to play due to it being privately owned.



Healing's Mill is an important piece of the fabric of Tewkesbury Town Centre – and the council has made clear its aspirations to see the mill redeveloped both in the emerging Tewkesbury Borough Plan and the draft Supplementary Planning Document (SPD) for Tewkesbury Town Centre.

The committee was informed that following discussions with agents working on behalf of the owners, a strategy for the delivery of a scheme to regenerate the mill appear to be viable and will be forthcoming. At this point in time, negotiations are commercially sensitive and it was agreed a report be brought back in six months to ascertain progress.

Looking forward

The committee has an exciting work programme for the forthcoming year with important topics being addressed such as a single use plastic policy and the reviews of key policies such as our enforcement policy and our complaints policy. The committee will also scrutinise the final year of the current council plan (2016-2020) which has delivered significant achievements to date. There will also be on-going work to ensure the Ubico contract is satisfactorily delivered, the success of enviro-crimes work is continued and service related improvements are delivered, such as the Development Services action plan.

The committee's work programme is flexible so any new areas for review can be added throughout the year. The 2019-20 work programme can be found in Appendix B (page 14).

The committee also looks forward to challenging its effectiveness, particularly as the committee will have new membership. The new committee will be well supported at officer level, ensuring it continues to play an important role in helping deliver successful outcomes for both the council and its communities.

Members of the Overview and Scrutiny Committee 2018-19



Chair
Councillor Phil Awford



Vice Chair
Councillor Ron Allen



Councillor Graham
Bocking



Councillor Kevin
Cromwell



Councillor Janet
Day



Councillor David
Foyle



Councillor Pauline
Godwin



Councillor Ruth
Hatton



Councillor Heather
McLain



Councillor Terence
Spencer



Councillor Pearl
Stokes



Councillor Philip
Surman



Councillor Mike
Sztymiak

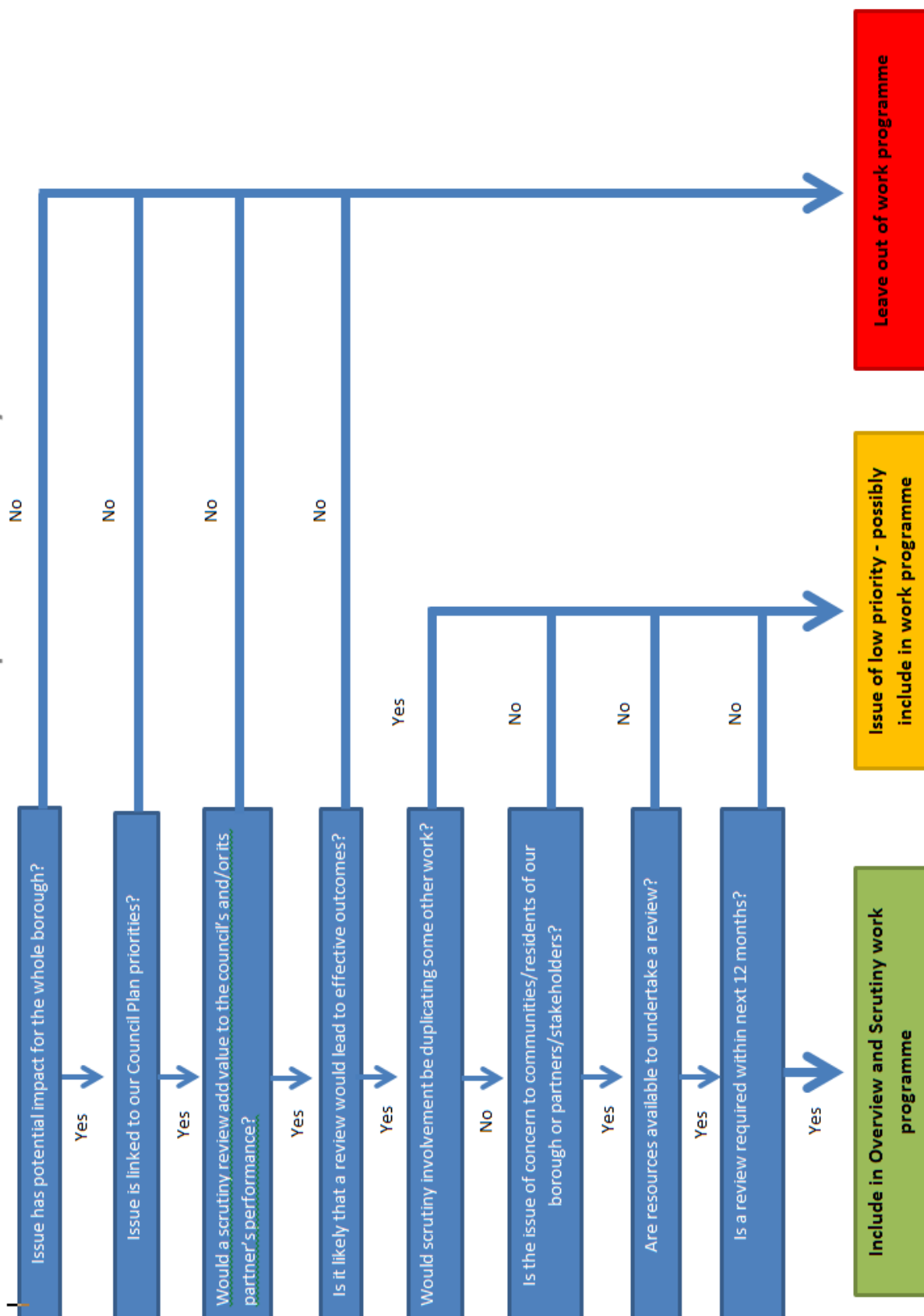


Councillor Harry
Turbfield



Councillor Mark
Williams

Flowchart on how to select a potential scrutiny review



OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2019/20

REGULAR ITEMS:

- Executive Committee Forward Plan
- Overview and Scrutiny Committee Work Programme 2019/20

Committee Date: 18 June 2019			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Citizens' Advice Bureau Presentation	To consider the annual update on Citizens' Advice Bureau activity in the borough.	Economic and Community Development Manager	No.
Economic Development and Tourism Strategy 2017-21	To consider the progress made against the delivery of the Economic Development and Tourism Strategy during year two and the actions identified for 2019/20.	Economic and Community Development Manager	No.
Performance Management – Quarter 4 and Full Year 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.
Single Use Plastic Policy	To consider the actions undertaken to implement the Council motion on single use plastic.	Deputy Chief Executive	No.
Enviro-Crimes Annual Report	To consider the annual Enviro-Crime report and action plan.	Head of Community Services	No.

Committee Date: 18 June 2019			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Disabled Facilities Grants Review Monitoring Report	To consider progress against the actions arising from the Disabled Facilities Grants Review and to determine what, if any further monitoring arrangements are required, including timescales, or whether Members are content to sign off the action plan.	Head of Community Services	No.
Review of Communications Strategy	To consider the progress made against the actions within the Communications Strategy during 2018/19 and to endorse the action plan for 2019/20.	Head of Corporate Services	No.
Corporate Policies and Strategies	To consider the corporate policies and strategies and identify which will be reviewed by the Overview and Scrutiny Committee during 2019/20.	Head of Corporate Services	No.
Gloucestershire Economic Growth Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (5 June 2019).	N/A	No.

Committee Date: 23 July 2019			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Ubico Report 2018/19	To consider the Ubico performance report for 2018/19.	Head of Community Services	No.
Community Services Improvement Plan	To consider the progress made against the Community Services Improvement Plan.	Head of Community Services	No.
Review of Planning Enforcement Plan	To review the effectiveness of the Planning Enforcement Plan.	Head of Development Services	No.
Gloucestershire Police and Crime Panel Update	To receive an update from the Council's representative on matters considered at the last meeting (19 July 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 (16 July 2019).	N/A	No.

Committee Date: 10 September 2019			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Report – Quarter 1 2019/20	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.
Complaints Report	To consider the annual update to provide assurance that complaints are managed effectively.	Head of Corporate Services	No.
Review of Water Supply Outage Monitoring Report	To consider the progress made against the remaining actions arising from the review.	Head of Community Services	No.
Healings Mill	To receive an update on progress made in respect of the redevelopment of the Healings Mill site.	Head of Development Services	No.

Committee Date: 22 October 2019			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Gloucestershire Joint Waste Committee Update	To consider the progress made to date in relation to the 2019/20 Gloucestershire Joint Waste Committee Action Plan.	Head of Community Services	No.
Development Services Improvement Plan	To consider the progress made against the actions within the plan.	Head of Development Services	No.
Housing Strategy Monitoring Report	To consider the progress made in respect of the outcomes identified in the Housing Strategy Action Plan.	Head of Community Services	No.
Warm and Well Update	To consider the update in respect of the Warm and Well Scheme.	Head of Community Services	No.
Gloucestershire Police and Crime Panel Update.	To receive an update from the Council's representative on matters considered at the last meeting (13 September 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 (10 September 2019).	N/A	No.

Committee Date: 3 December 2019			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Report – Quarter 2 2019/20	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.
Gloucestershire Police and Crime Panel Update	To receive an update from the Council's representative on matters considered at the last meeting (12 November 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 (19 November 2019).	N/A	No.
Gloucestershire Economic Growth Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (30 October 2019 PROVISIONAL and 20 November 2019)	N/A	No.

Committee Date: 14 January 2020			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Trade Waste Report	To review progress against the action plan and make a recommendation on the long-term sustainability of a trade waste service going forward.	Head of Community Services.	No.
Enviro-Crimes Interim Report	To consider the six month interim report Enviro-Crimes and progress made against the action plan.	Head of Community Services	No.

Committee Date: 11 February 2020			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Tewkesbury Borough News Review	To consider the progress made against the recommendations arising from the Tewkesbury Borough News Review.	Corporate Services Manager	No.
Annual review of the effectiveness of the Council's involvement in the Gloucestershire Health, Community and Care Overview and Scrutiny Committee	To conduct the annual review of the effectiveness of the Council's involvement in the Gloucestershire Health 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: 10 March 2020			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Report – Quarter 3 2019/20.	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 consider the annual summary report of the Flood Risk Management Group and to make a recommendation to the Executive Committee as to whether there is a continuing role for the Group.	Head of Community Services	No

Committee Date: 14 April 2020			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Overview and Scrutiny Committee Work Programme 2020/21	To approve the Overview and Scrutiny Committee Work Programme for the forthcoming year.	Head of Corporate Services	No.
Overview and Scrutiny Committee Annual Report 2019/20	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.
Community Safety Partnership Update	To consider the report on local arrangements for community safety.	Head of Community Services	No.
Housing Strategy Monitoring Report	To consider the progress made in respect of the outcomes identified in the Housing Strategy Action Plan.	Head of Community Services	No.
Customer Care Strategy	To consider the progress made in relation to the actions contained within the Customer Care Strategy Action Plan 2019/20 and to endorse the action plan for 2020/19.	Corporate Services Manager	No.

PENDING ITEMS

Agenda Item	Overview of Agenda Item
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. A report to Overview and Scrutiny Committee on 18 June 2019 will mitigate the need for a workshop.
Planning Key Performance Indicators – Annual Review of Committee Overturns	To approve the template for the annual review of Committee overturns – agreed by Overview and Scrutiny Committee at its meeting on 8 January 2019.
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.

ITEMS FOR INCLUSION IN 2020/21 WORK PROGRAMME

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NB – Changes from previous work programme highlighted in bold

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