

10 June 2019

Committee	Overview and Scrutiny
Date	Tuesday, 18 June 2019
Time of Meeting	4:30 pm
Venue	Tewkesbury Borough Council Offices, Avon Room

ALL MEMBERS OF THE COMMITTEE ARE REQUESTED TO ATTEND

Agenda

1. ANNOUNCEMENTS

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

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

2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

To receive apologies for absence and advise of any substitutions.

3. DECLARATIONS OF INTEREST

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



	Item	Page(s)
4.	MINUTES To approve the Minutes of the meeting held on 9 April and 28 May 2019.	1 - 12
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.	13 - 19
6.	OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2019/20 To consider the forthcoming work of the Overview and Scrutiny Committee.	20 - 29
7.	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 and to recommend to the Executive Committee that authority to make amendments to the strategy be delegated to the Lead Member for Economic Development/Promotion in consultation with the Deputy Chief Executive and Head of Development Services.	30 - 55
8.	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.	56 - 108
9.	ENVIRO-CRIME ANNUAL REPORT To consider the annual enviro-crime report and action plan.	109 - 135
10.	SINGLE USE PLASTICS UPDATE To endorse the actions undertaken and proposed in order to eliminate single-use plastics from the Council's operations and to consider the extracts from the Government Waste Strategy in relation to single-use plastics.	136 - 143
11.	DISABLED FACILITIES GRANTS REVIEW MONITORING REPORT To consider progress against the actions arising from the Disabled Facilities Grants Review and to approve closure of the review.	144 - 152
12.	REVIEW OF COMMUNICATIONS STRATEGY To consider the progress made against the actions within the Communications Strategy during 2018/19.	153 - 163
13.	PARKING STRATEGY REVIEW To establish a Working Group to undertake a review of the Parking Strategy.	164 - 168

DATE OF NEXT MEETING**TUESDAY, 23 JULY 2019****COUNCILLORS CONSTITUTING COMMITTEE**

Councillors: G J Bocking, C L J Carter, K J Cromwell (Chair), P A Godwin, H C McLain, P D McLain, H S Munro, J W Murphy (Vice-Chair), P W Ockelton, J K Smith, R J G Smith, S A T Stevens, P D Surman, M J Williams and P N Workman

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, 9 April 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, J E Day, D T Foyle, P A Godwin, R M Hatton, H C McLain,
T A Spencer, M G Sztymiak, H A E Turbyfield and M J Williams

also present:

Councillor G F Blackwell

OS.98 ANNOUNCEMENTS

- 98.1 The evacuation procedure, as noted on the Agenda, was taken as read.
- 98.2 The Chair welcomed the Lead Member for Organisational Development to the meeting who was present as an observer.

OS.99 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

- 99.1 Apologies for absence were received from Councillors P E Stokes and P D Surman. There were no substitutions for the meeting.

OS.100 DECLARATIONS OF INTEREST

- 100.1 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.
- 100.2 There were no declarations made on this occasion.

OS.101 MINUTES

- 101.1 A Member drew attention to Minute No. OS.92.8 in relation to the Ubico overspend which had been reported as part of the Performance Management Report and questioned which Committee would be taking this forward given that it had also been discussed by the Executive and Audit and Governance Committees. In response, the Head of Community Services provided assurance that Officers were liaising with senior management at Ubico to ensure that these problems did not continue and, going forward, consideration was being given as to how to involve Members with Ubico issues across the board, potentially through establishing an overarching Working Group following the Borough Council elections in May. The Head of Finance and Asset Management explained that he had met with the Managing Director of Ubico that morning and would be receiving information

regarding the overspend by the end of the week which would be shared with Members of both the Executive and Overview and Scrutiny Committees. The Minutes of the meeting held on 12 March 2019, copies of which had been circulated, were subsequently approved as a correct record and signed by the Chair.

OS.102 EXECUTIVE COMMITTEE FORWARD PLAN

102.1 Attention was drawn to the Executive Committee Forward Plan, circulated at Pages No. 16-22. 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.

102.2 It was

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

OS.103 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2019/20

103.1 Attention was drawn to the report of the Head of Corporate Services, circulated at Pages No. 23-36, which attached, at Appendix 1, the draft Overview and Scrutiny Committee Work Programme 2019/20. Members were asked to approve the Work Programme.

103.2 The Head of Corporate Services advised that the Work Programme detailed at Appendix 1 contained the core work activities of the Committee and was a combination of standing agenda items such as performance management information, complaints, policy and strategy updates, and new areas of review that had emerged and been built into the programme, for instance, Healings Mill and Trade Waste. It was noted that the workshop in relation to the Single Use Plastic Policy had been removed from the pending items as a full report would now be brought to the Overview and Scrutiny Committee in June. Members were also advised that the Workforce Development Strategy, which had been considered by the Overview and Scrutiny Committee at its last meeting, had been approved by the Executive Committee at its meeting on 3 April 2019 and a report would be brought to the Overview and Scrutiny Committee on an annual basis in order to monitor delivery.

103.3 With regard to the Single Use Plastic Policy, a Member indicated that he had understood it might be necessary to establish a Member Working Group in order to look at how this could be developed once any 'quick wins' had been delivered. The Head of Finance and Assessment Management confirmed that there would be an opportunity for Members to discuss this further when the report was brought to the Committee in June; however, Officers were not experts in this field and it was felt there was a lack of material for a workshop to discuss wider actions around the elimination of single use plastic in the building and supply chain. Notwithstanding this, Officers were more than happy to look into any particular suggestions Members had for progressing the project. The Member felt it was important to eliminate single use plastic from all Council-owned buildings, including the Leisure Centre, and the Head of Finance and Asset Management confirmed that Places for People, who managed the Leisure Centre, had an extensive policy which could be included in the Council's report.

103.4 A Member indicated that the Committee had asked for a report on Planning Committee overturns which was currently listed under 'pending items' and he asked when that would come forward. The Head of Development Services confirmed that a populated version of the template would be included on the Agenda for the July meeting. It was subsequently

RESOLVED That the Overview and Scrutiny Committee Work Programme 2019/20 be **APPROVED**.

OS.104 GLOUCESTERSHIRE POLICE AND CRIME PANEL UPDATE

- 104.1 The Chair advised that the Council's representative on the Gloucestershire Police and Crime Panel had been unable to attend the last meeting of the Panel and there was no update on that basis, although the Minutes of the meeting were available on the Gloucestershire County Council website.

OS.105 GLOUCESTERSHIRE ECONOMIC GROWTH SCRUTINY COMMITTEE UPDATE

- 105.1 The Chair indicated that, whilst he was the Council's representative on the Gloucestershire Economic Growth Scrutiny Committee, it was chaired by one of the Overview and Scrutiny Committee Members and he invited that Member to give a brief update.

- 105.2 With regard to the review of scrutiny, the Chair of the Gloucestershire Economic Growth Scrutiny Committee advised that the Council had recently agreed that the heavy workload of the existing Environment and Communities Scrutiny Committee and the complexity of the governance arrangements around a joint Environment with Economic Growth Committee meant that it was probably better to retain separate committees. With regard to the fact that adult social care was not given adequate attention, the proposed separation of Health and Adult Social Care would provide an opportunity for proper scrutiny of both areas. In addition, it was noted that there would be two joint meetings per year specifically to consider issues around integration. This separation meant that there would be one additional Committee, the Adult Social Care and Communities Committee. District Councils would continue to be represented on the Health Overview and Scrutiny Committee and the Economic Growth Scrutiny Committee would be retained in its current format.

- 105.3 It was

RESOLVED That the update from the Council's representative on the Gloucestershire Economic Growth Overview and Scrutiny Committee be **NOTED**.

OS.106 GLOUCESTERSHIRE JOINT WASTE COMMITTEE - SIX MONTH UPDATE REPORT

- 106.1 The report of the Head of Community Services, circulated at Pages No. 37-74, gave an update on progress against the Joint Waste Action Plan 2018/19 as adopted by the Gloucestershire Joint Waste Committee. Members were asked to consider the report.

- 106.2 The Head of Community Services drew attention to the additional Appendix, circulated separately, which provided a Tewkesbury Borough Council specific project plan and he apologised for this being omitted from the original report. He pointed out that Page No. 39, Paragraph 4.0 of the report discussed the future of the Gloucestershire Joint Waste Committee and the Joint Waste Team and he was now able to speak openly about the fact that Cheltenham Borough Council had given notice of its intention to withdraw from the Committee in December 2019. This left a number of options for Tewkesbury Borough Council including remaining in the partnership with fewer partners, dissolving the partnership or continuing in a less formal partnership arrangement without a formal Committee. An options appraisal was currently being carried out, the outcomes of which would be

presented to the Council in due course. It was noted that the future of the Joint Waste Team was also part of the consideration with one possibility being that staff would be employed by the individual organisations. The Head of Community Services advised that himself and the Lead Member for Clean and Green Environment had made representations to the Joint Waste Committee expressing their preference for a Gloucestershire-wide strategy which they felt was more beneficial than working individually.

- 106.3 The remainder of the report gave an update on the Joint Waste Team and the elements that were specific to the Borough Council and particular reference was made to Page No. 72 which outlined the Javelin Park Energy from Waste project and the street cleansing review. In terms of Javelin Park, a successful solution had been reached through negotiation which would mean that 30% of Tewkesbury Borough residual waste would be delivered directly to Javelin Park – Gloucestershire County Council had commissioned a waste transfer station within Tewkesbury Borough at Wingmoor Farm where the remaining 70% waste would be tipped. This would avoid vehicles having to travel from the north of the borough all the way to Javelin Park which would take a considerable amount of time and subsequently put pressure on the Council's waste services. This had been a significant piece of work and it had taken a long time for the Council, Joint Waste Team and Ubico to secure a beneficial deal.
- 106.4 A Member raised concern at the late circulation of the appendix as it gave very little time for the Committee to scrutinise the information. He was immediately struck by the absence of any 'red' projects and raised concern that this was not a true reflection. He drew attention to Page No. 56 of the report which included a street cleaning operational review which had been given a target date of March 2019 and pointed out that this was included on the appendix with a new date of October 2019 but had been given a 'green' status. In his opinion, the original delivery date of March 2019 had been missed and therefore it should be red or amber – this was just one example and he questioned how many more had not been picked up. The Head of Community Services took the point regarding the late circulation of the appendix and undertook to ensure that it was provided to Members in good time in future. With regard to the comments on the street cleaning review, he clarified that, although work had commenced during 2018/19, Javelin Park had taken considerable Officer resource which had meant that it could not be completed and had to be added to the new 2019/20 work plan which Members had before them. The Member indicated that he had no problem with the fact the project had moved, rather that it had not been correctly flagged as having slipped. This point was taken on board by Officers and it was accepted that the action plan needed to clearly show when particular projects had not been delivered within the original timeframes.
- 106.5 A Member indicated that he was very concerned about the future of the Gloucestershire Joint Waste Committee; in his view the Committee was a positive thing and he hoped its future would be considered carefully. The Head of Community Services assured Members there was an absolute will to continue to work in partnership across the county, but it was a question of how that happened and what the mechanism for governance would be. In response to a question as to whether the business plan would be obsolete if the Committee was dissolved, confirmation was provided that the work contained within the plan still had to be delivered no matter what, although clearly there would be some changes. In response to a query regarding the roles of the Joint Waste Team, Members were advised that the Environment and Waste Policy Officer was responsible for dealing with the issues which came up on a daily basis; the Contracts Manager was Line Manager for the Environment and Waste Policy Officer and also looked after the Forest of Dean District Council. It was intended for the team to work on larger projects across the county, for instance, there was a will to align waste services in Tewkesbury Borough, Cheltenham Borough and Gloucester City to ensure that residents who were living on opposite sides of the road, but fell within different local

authority areas, were receiving the same level of service, and the Joint Waste Team worked closely with both authorities on cross-boundary issues. The Contracts Manager explained that, when the Joint Waste Team was established, the Officers working for each individual authority had been put into the team – the Officer from Tewkesbury Borough Council continued to be the resource for Tewkesbury Borough. The Joint Waste Committee comprised two members from each of the partner authorities and was responsible for delivering the work plan. She stressed that this was no different from each authority having its own action plan but the work was shared in order to make the best use of resources. She and the Environment and Waste Policy Officer were also responsible for contract procurement and management on behalf of Tewkesbury Borough Council and they regularly fed back any issues to the management team in order to work together to make improvements. She confirmed that she had sight of the other authorities' contracts which allowed comparison and sharing of best practice; however, there were differences as everyone worked on different systems. The main point was that the same people would be responsible for delivering the service for each of the local authorities regardless of whether they were in a team.

- 106.6 A Member raised concern that there was currently no consistency between the waste services offered by Tewkesbury Borough, Cheltenham Borough and Gloucester City Councils; Tewkesbury Borough Council's waste collection service was very good and he was concerned that this would be compromised should there be a move to align services and also questioned whether the budget was adequate for the forthcoming year. The Head of Community Services reassured Members that there would be no drop in services as the plan was to look at those elements the authorities were already doing similarly and to add consistency to those services with benefits such as fleet procurement etc. Whilst Tewkesbury Borough Council prided itself on its recycling and would not want to see any reduction in levels, Stroud District Council was virtually the best performing authority in the country in relation to recycling so if any lessons could be learnt to further improve the service this would be welcomed. In terms of finances, he reminded Members that the Joint Waste Team's finances were separate from Ubico and the team had not contributed to the Ubico overspend. The Head of Finance and Asset Management confirmed that the Ubico budget was £3.87M which was an increase of £200,000 and he explained that a 5.5% contingency had been incorporated to cover justified costs, for example, agency staff, and should ensure there was no impact on the Council's bottom line.

- 106.7 It was noted that the Overview and Scrutiny Committee was due to receive an update from the Gloucestershire Joint Waste Committee in October and the Head of Community Services indicated that he was happy to continue to report back to the Committee; if Tewkesbury Borough Council was not involved in the Joint Waste Partnership, the report would be more concise and specific to the Borough Council and any other areas that might impact upon it. Having considered the information provided and views expressed, it was

RESOLVED That the progress made in relation to the Gloucestershire Joint Waste Committee Action Plan 2018/19 be **NOTED**.

OS.107 HOUSING STRATEGY MONITORING REPORT

- 107.1 The report of the Head of Community Services, circulated at Pages No. 75-104, provided a summary of the key activities during 2018/19 and the changes in activity for year three of the Housing Strategy. Members were asked to consider the progress made to date in respect of the outcomes identified in the Action Plan.
- 107.2 The Housing Manager advised that the Executive Committee had approved the Housing Strategy Action Plan for 2019/20 at its meeting in January 2019; this was attached at Appendix 1 to the report and included updated targets. Members were

reminded that the strategy contained four key priorities to meet the housing needs of the borough: increasing the supply of housing; prevent homelessness; meet the housing needs of specific groups; and improving the health and wellbeing of local people. In terms of increasing the supply of housing, Members were informed that two modular housing projects had commenced on former garage sites with a planning application received for the site in Staverton and an application due to be submitted for the site in Winchcombe later in the year. With regard to homelessness and prevention, the government had recently introduced a number of funding opportunities. Tewkesbury Borough Council had led a partnership bid for the Ministry of Communities, Housing and Local Government private sector access funding along with the other Gloucestershire authorities and West Oxfordshire District Council and had been awarded £363,408 which it was hoped would assist 180 households in one year. There had been a raft of other opportunities through partnership working and it was noted that Gloucestershire County Council had been awarded £553,289 of Rapid Rehousing funding to operate two 'Somewhere Safe to Stay' centres which would be located in Gloucester and Cheltenham and would link in with the countywide homeless single person pathways. With regard to Universal Credit, the demand on discretionary housing payments had increased significantly and new claims during homelessness were resulting in higher costs to the authority whilst in emergency accommodation. In relation to improving the health and wellbeing of local people, it was noted that new regulations had come into force in October 2018 altering the definition of Houses In Multiple Occupation (HMO) which required mandatory licensing. This had resulted in 11 new applications which were currently being processed and, as part of these activities, an unlicensed HMO in very poor condition had been identified in Tewkesbury resulting in seven prohibition notices on individual units and an improvement notice on the entire building; Housing Services had rehomed the affected households and the landlord had been prosecuted for being unlicensed. In summary, the Head of Community Services indicated that it had been a really big year and the Homelessness Reduction Act had been very resource intensive so the achievements in the strategy were extremely positive and the team had worked very hard.

- 107.3 A Member drew attention to Page No. 91 of the report which stated that Tewkesbury Borough Council's rough sleeper figure for 2018 was one and he questioned what was being done in relation to that single person. In response, the Head of Community Services explained that this was calculated based on the number of people observed 'bedded-down' between 2300 and 0400 hours; in reality, between 30 and 40 people were homeless and rough sleeping within the borough at some point during the course of a year. With regard to the one person referenced in the figures, it was noted that this individual had mental health problems and had been spending time in both Tewkesbury and Cheltenham Boroughs – the individual had now gone into supported accommodation. Another Member drew attention to Page No. 94 and the actions to procure cost effective temporary accommodation within Tewkesbury Borough for accepted households with poor tenancy histories who were difficult to rehouse, including properties suitable for households with mobility needs, and to stop the use of private bed and breakfast accommodation except in emergencies, and questioned whether the homeless shelters would help to improve the situation. In response, the Housing Manager explained that, unfortunately, it was not the people who continued to be vulnerable under the Homelessness Reduction Act who would use the shelters. Bromford Housing would be providing 12 properties within its stock which would be suitable for use by homeless people; however, it would not consider more chaotic households, therefore this would not eliminate bed and breakfast use altogether. It was noted that the Council was looking at purchasing a property for use as a HMO or similar but it was important to find the right property in the right place at the right cost. In response to a query regarding how to ensure this was retained as temporary accommodation, as opposed to having someone move in and stay in the property, the Head of Community Services explained that Stonham Housing currently managed five

properties on behalf of the Council; however, this would not continue beyond April 2020, therefore, they would either need to be managed in-house or the Council would need to enter into a partnership arrangement with another housing authority to take over their management. His preference would be for the Council to have total control over the properties but this would be dependent on the outcome of the business case which was currently being worked up. A Member questioned whether the action to eliminate use of bed and breakfast accommodation was realistic and was informed this was a government target and it was hoped that, with the assistance of Bromford Housing, this could be limited to emergency use rather than 'business as usual'.

- 107.4 Members congratulated Officers on the amount of funding which had been secured and felt that more should be done to promote this. It was subsequently

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

OS.108 DEVELOPMENT SERVICES REVIEW ACTION PLAN

- 108.1 The report of the Head of Development Services, circulated at Pages No. 105-138, gave an update on progress against the Development Services Action Plan that had been approved by Council in April 2018. Members were asked to consider the report.

- 108.2 Members were reminded that, whilst planning and development management were significant elements, the action plan covered all of the service areas within the remit of the Head of Development Services. It was a strategic document and was a tool to help manage service improvements. With regard to development management, the Head of Development Services indicated that the Key Performance Indicators had previously been presented to the Committee and would be reported back as part of the performance management report; Planning Performance Agreements had been implemented for two planning applications with discussions ongoing in relation to a number of potential others; and re-validation checklists had been published to improve the opportunity for customers to self-serve. In terms of planning policy, the focus had been on 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 they would continue to be a focus for the foreseeable future. Work had also commenced on the development of the Statement of Community Involvement which was hugely important. With respect to economic development, the integration of the Growth Hub as a service within the Council was progressing and surgeries and briefing sessions had allowed better communication between services. Community development was critically important in terms of the place approach and a Member workshop had been held to clarify and define its role.

- 108.3 A Member noted that concerns had previously been expressed about planning application recommendations being contrary to pre-application advice and she questioned what had been done to address that. The Head of Development Services explained that this could happen for a number of reasons, not least changes in planning policy – this was significant in terms of the Joint Core Strategy and the five year housing land supply. Officers always tried to be open and transparent with developers and householders and positive conversations at the pre-application stage would not be over-ruled by a Senior Officer without good reason. Regular meetings with the teams and the Officers responsible for signing-off decision notices had helped with this. A Member drew attention to Page No. 123, Action B.13 ii) which related to creating and publicising Section 106 templates and standard clauses and indicated that the target date had changed from July 2018 to March 2020. He raised concern that people were not aware that Section 106 money was available and made particular reference to a football club in Churchdown which needed new pitches and a cricket club in Down Hatherley that

required a changing room, both of which may benefit from such funding. The Head of Development Services advised that the Executive Committee had approved a new process for administering Section 106 spending in July 2018 and, under that process, where the money was not to be provided to the Parish for provision of community facilities, it would be advertised on the Council's website and bids invited. In many cases, the Council had already received notification of community groups looking for funding. The bids were considered by a Panel which comprised the Lead Members for Community, Finance and Asset Management and Health and Wellbeing as well as herself and Officers from One Legal and Community Services. The Member questioned whether Ward Members could be informed when Section 106 money was available within their Wards and the Head of Development Services undertook to provide updates before the money was allocated. Another Member queried what the process was for payment of Section 106 monies as he was aware of a delay in one particular Parish and the Head of Development Services advised that she would look into this outside of the meeting. The Chair asked for the Executive Committee report and Minutes to be circulated to the Overview and Scrutiny Committee to help Members understand exactly what had been approved.

- 108.4 A Member drew attention to Page No. 137, Action H.1 – Discuss tourism role with Members and partners - and indicated that this was quite concerning. The Head of Development Services reassured Members that tourism was very important to the authority and, whilst there was uncertainty in relation to funding and the models of governance in tourism services nationally, it was more about establishing what opportunities there were for additional funding and ensuring that the Council was best placed to maximise those opportunities. It was noted that Officers worked with various destination management organisations, such as Cotswold Tourism, in order to promote Tewkesbury Borough as a tourist destination. A Member made reference to the recent archaeological findings at a site in Innsworth and indicated that, should they prove to be historically important, he would be keen to ensure this was promoted as a tourist attraction. The Head of Development Services confirmed that once the archaeological findings had been unearthed and recorded, consideration could be given as to how they could best be promoted. Another Member questioned how the Growth Hub would be assessed in terms of value for money and was informed that it had its own targets in relation to footfall and number of businesses assisted. The Member felt it would be beneficial to include these in the report going forward.
- 108.5 A brief discussion ensued in relation to the successful garden village bid at Ashchurch and the need to deliver high quality development. The Head of Development Services indicated that the garden village would bring huge opportunities but also significant challenges and it would be important to ensure that the right resources were available to deliver an appropriate scheme for Tewkesbury. The Joint Core Strategy and Tewkesbury Borough Local Plan set out the policies to give the Council 'teeth' to ensure that development within the borough was of a high standard, and this would be particularly relevant in terms of the garden village. Whilst Officers were aware of issues with sub-standard housebuilders, she was confident that appropriate safeguards were in place in terms of planning policy and building control.
- 108.6 A Member noted that a lot of the actions within the plan had been ticked, suggesting that vast improvements had been made within the department, and he queried how the Committee could be assured that was the case. The Head of Development Services explained that a lot of the actions related to structural and procedural changes which had been delivered; notwithstanding this, she provided assurance that nobody was resting on their laurels and Officers were always looking for opportunities to make further improvements. In response to a query as to whether she felt that the changes had made a difference, she indicated that she could see a positive impact in the day-to-day running of the service, but it was ultimately for users of the services to judge whether they had seen an improvement. The Deputy

Chief Executive expressed the view that the Head of Development Services and her team had worked very hard to implement changes and, in his view, this was starting to pay dividends.

108.7 It was

RESOLVED That the progress made against the Development Services Review Action Plan be **NOTED**.

OS.109 COMMUNITY SAFETY PARTNERSHIP UPDATE

109.1 The report of the Head of Community Services, circulated at Pages No. 139-145, provided an update on the Community Safety Partnership. Members were asked to consider the report.

109.2 Members were advised that the report gave an update on the work of Safer Gloucestershire, the countywide group, and the local Tewkesbury Borough Community Safety Partnership (CSP) which had been reconstituted. Safer Gloucestershire had identified six priority areas: locality-based crime; deprivation and vulnerability; safeguarding children; substance/alcohol misuse; domestic abuse/sexual violence; and criminal exploitation. Tewkesbury Borough CSP would support those priorities and engage in activities to promote them where possible. The CSP had now met twice and had agreed its Terms of Reference, attached at Appendix 1 to the report. It was noted that it would take a strategic approach to dealing with community safety in the borough which meant using an evidence-based approach to problem solving. The Head of Community Services reminded Members that, as the CSP had not been in place for a number of years, there was a lack of infrastructure, for example, there was currently no co-ordinated method for collating and tracking anti-social behaviour complaints. It would take time to address these issues but progress was steadily being made and work had started on the community safety strategy for the borough which would be brought back to the Committee in due course.

109.3 A Member raised concern that community safety issues were not being fed back locally as they had been under the previous CSP when representatives from the Police and other partner organisations had attended parish meetings. The Head of Community Services accepted this point but reiterated that the CSP had taken time to establish its priorities and he hoped that Members would soon start to feel more informed. He stressed that the Police had previously indicated to the Committee that they would be happy to send representatives to community meetings on request but did not have the resources to attend every meeting.

109.4 It was

RESOLVED That the Community Safety Partnership update be **NOTED**.

OS.110 CUSTOMER CARE STRATEGY ACTION PLAN

110.1 Attention was drawn to the report of the Head of Corporate Services, circulated at Pages No. 146-156, which provided an update on the progress against the actions contained within the Customer Care Strategy Action Plan. Members were asked to consider the report.

110.2 Members were advised that the Customer Care Strategy had been endorsed by an Overview and Scrutiny Committee workshop in January 2016 and committed to supporting customers by going the extra mile through providing an efficient service, delivered by welcoming and knowledgeable professional staff. In order to achieve this, the strategy was supported by an action plan which was reported to the Committee on an annual basis. A review of the 2018/19 actions was attached at Appendix 1 to the report and it was noted that the majority had been completed.

Members were advised that the review of the effectiveness of the Advice and Information Centres (AICs) had been delayed due to other commitments; however, work had now commenced on the scoping of the project and it was proposed that an Overview and Scrutiny Committee Working Group be established to undertake the review later in the year. In addition, a new target date of October 2019 had been set for the roll-out of Office 365 and a new revised IT Policy had recently been approved by the Executive Committee to facilitate this. It was noted that, as the Customer Care Strategy had been in place since 2016, it was proposed to develop a new strategy and action plan for approval in 2020 to reflect the changes that had been made and the new challenges going forward.

110.3 A Member raised concern that, with the introduction of the General Data Protection Regulation (GDPR), it was unclear how Members should be dealing with queries they were not able to respond to directly and he felt this could mean that customers did not always get the best possible service. The Corporate Services Manager undertook to look into this following the meeting but she understood that Members should seek permission from the individual concerned if they intended to pass on any personal data e.g. contact information, to anyone who was not an Officer of the Council.

110.4 It was

RESOLVED That the progress made in relation to the actions contained within the Customer Care Strategy Action Plan 2018/19 be **NOTED**.

OS.111 ANNUAL OVERVIEW AND SCRUTINY REPORT 2018/19

111.1 The report of the Head of Corporate Services, circulated at Pages No. 157-187, attached, at Appendix 1, the Annual Overview and Scrutiny Report 2018/19. Members were asked to approve the report.

111.2 A Member drew attention to Page No. 164 which contained a reference to Severn Vale Housing and he questioned whether that should be updated in light of the fact that it no longer existed. In response, the Head of Corporate Services advised that the report looked back at the work that had been undertaken by the Committee during the year and it was accurate in that Severn Vale Housing had been in existence at the time the housing strategy report had been presented, as such, it was appropriate to retain this reference.

111.3 The Chair thanked the Officers for the report which he felt was a good reflection of the hard work of the Committee throughout the year. He extended his thanks to Members for their tenacious scrutiny over the Council term and his appreciation to Officers for their support. It was

RESOLVED That the Annual Overview and Scrutiny Report 2018/19 be **NOTED**.

The meeting closed at 6:35 pm

TEWKESBURY BOROUGH COUNCIL

Minutes of a Meeting of the Overview and Scrutiny Committee held at the Council Offices, Gloucester Road, Tewkesbury on Tuesday, 28 May 2019 commencing at 6:15 pm

Present:

Chair
Vice Chair

Councillor K J Cromwell
Councillor J W Murphy

and Councillors:

G J Bocking, C L J Carter, P A Godwin, H C McLain, P D McLain, H S Munro, P W Ockelton, J K Smith, R J G Smith, P D Surman, M J Williams and P N Workman

OS.1 ELECTION OF CHAIR

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

1.2 It was proposed and seconded that Councillor K J Cromwell be nominated as Chair of the Committee. Upon being put to the vote it was

RESOLVED That Councillor K J Cromwell be elected as Chair of the Overview and Scrutiny Committee for the ensuing Municipal Year.

OS.2 APPOINTMENT OF VICE-CHAIR

2.1 Councillor K J Cromwell took the chair and invited nominations for Vice-Chair of the Committee.

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

RESOLVED That Councillor J W Murphy be appointed as Vice-Chair of the Overview and Scrutiny Committee for the ensuing Municipal Year.

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

3.1 The Chair invited nominations for a representative and a reserve representative to sit on the County Council's Health and Care Overview and Scrutiny Committee for the ensuing Municipal Year. It was proposed and seconded that Councillor J K Smith be the representative; there was no reserve representative nominated. Accordingly, it was

RESOLVED That Councillor J K Smith be appointed as the Council's representative on the Gloucestershire Health and Care Overview and Scrutiny Committee for the ensuing Municipal Year.

OS.4 NOMINATION TO GLOUCESTERSHIRE ECONOMIC GROWTH SCRUTINY COMMITTEE

- 4.1 The Chair invited nominations for a representative and a reserve representative to sit on the County Council's Economic Growth Scrutiny Committee for the ensuing Municipal Year. It was proposed and seconded that Councillor J W Murphy be the representative; there was no reserve representative nominated. Accordingly, it was

RESOLVED That Councillor J W Murphy be appointed as the Council's representative on the Gloucestershire Economic Growth Scrutiny Committee for the ensuing Municipal Year.

OS.5 GROUNDS MAINTENANCE WORKING GROUP

- 5.1 The Chair invited nominations for four Overview and Scrutiny Committee Members to join the Lead Member for Clean and Green Environment on the new Grounds Maintenance Working Group.

- 5.2 Accordingly, it was

RESOLVED That Councillors K J Cromwell, P D Surman, M J Williams and P N Workman, along with the Lead Member for Clean and Green Environment, comprise the Grounds Maintenance Working Group.

The meeting closed at 6:20 pm

EXECUTIVE COMMITTEE FORWARD PLAN 2019/20

REGULAR ITEM:

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

Addition to 12 June 2019

- Private sector access fund project.
- Ashchurch Bridge Project.
- Confidential Item: Human Resources Service.

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.
Community Infrastructure Levy (CIL) Governance and Policy	To approve the governance and policy for the Community Infrastructure Levy (CIL).	Head of Development Services	No.
ICT Strategy.	To approve the ICT Strategy.	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)).

Changes from previously published Plan shown in bold

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.
Homeseeker Plus Sub-Regional Choice-Based Lettings Allocation Policy.	To approve the Homeseeker Plus Sub-Regional Choice-Based Lettings Allocation Policy.	Head of Community 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
Shopfronts Supplementary Planning Document (SPD).	To agree the document for the purposes of consultation.

OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2019/20

REGULAR ITEMS:

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

Additions to 18 June 2019

- Car Parking Strategy Review

Deletions from 18 June 2019

- Citizens' Advice Bureau Presentation – moved to September 2019
- Corporate Policies and Strategies
- Gloucestershire Economic Growth Scrutiny Committee Meeting Update – removed as meeting cancelled

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.
Planning Key Performance Indicators - Annual Review of Committee Overturns	To approve the template for the annual review of Committee overturns.	Head of Development Services	No - agreed by Overview and Scrutiny Committee at its meeting on 9 April 2019.

NB – Changes from previous work programme highlighted in bold

Committee Date: 23 July 2019 continued...			
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 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
Citizens' Advice Bureau Presentation	To consider the annual update on Citizens' Advice Bureau activity in the borough.	Economic and Community Development Manager	Yes – moved from June 2019 due to length of Agenda.
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 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 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 Overview and Scrutiny Committee	To conduct the annual review of the effectiveness of the Council's involvement in the Gloucestershire Health 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.
Gloucestershire Police and Crime Panel Update.	To receive an update from the Council's representative on matters considered at the last meeting (3 February 2019).	N/A	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
Workforce Development Strategy Review	To consider progress made against delivery of the Workforce Development Strategy.	Head of Corporate Services	No – agreed at Overview and Scrutiny Committee meeting on 9 April 2019.

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.
Gloucestershire Police and Crime Panel Update.	To receive an update from the Council's representative on matters considered at the last meeting (27 March 2019).	N/A	No.

NB – Changes from previous work programme highlighted in bold

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.
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

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny
Date of Meeting:	18 June 2019
Subject:	Economic Development and Tourism Strategy
Report of:	Head of Development Services
Corporate Lead:	Deputy Chief Executive
Lead Member:	Lead Member for Economic Development/Promotion
Number of Appendices:	2

Executive Summary:

In June 2017 the Executive Committee resolved to adopt the Economic Development and Tourism Strategy 2017-2021.

This report outlines progress to date on the year two action plan, as well as outlining the actions for 2019/20.

Recommendation:

- 1. 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.**
- 2. To RECOMMEND TO THE EXECUTIVE COMMITTEE that authority to make amendments to the strategy be delegated to the Lead Member for Economic Development/Promotion in consultation with the Deputy Chief Executive and Head of Development Services.**

Reasons for Recommendation:

To inform members on progress of the Economic Development and Tourism Strategy, provide actions for the coming year and provide opportunities for the committee to scrutinise the action plan.

The Economic Development and Tourism Strategy is an essential component of the Council's delivery, supporting business growth across the borough. The strategy sets the context within which the Borough Council will deliver its Economic Development and Tourism Service, as well as influencing other departments. Economic development is one of the key themes with the Council's current Council Plan.

Resource Implications:

Regarding the strategy, there are no resource implications directly resulting from the report, although the strategy will set the priorities and actions for staff involved in the Economic Development and Tourism service.

Legal Implications:

No legal implications directly resulting from the report recommendation but consideration will be given to any specific legal implications arising from specific actions/workstreams.

Risk Management Implications:

None directly.

Performance Management Follow-up:

Annual progress is reported through the Overview and Scrutiny Committee.

Performance management is also reported through the quarterly performance tracker.

Environmental Implications:

None directly.

1.0 INTRODUCTION/BACKGROUND

1.1 Tewkesbury Borough Council has had a proactive approach to supporting local business growth, which has been a central priority within the Council Plan since 2011.

1.2 In June 2015 the Overview and Scrutiny Committee resolved to establish a working group to develop a new Economic Development and Tourism Strategy. A key element for the Working Group was the commissioning and development of an employment land review, economic assessment and business survey. This work was carried out by Bruton Knowles and funded through the Large Sites Infrastructure Fund. This study was fundamental in the development of the strategy and providing key recommendations for the Council to take forward. As a result of the Working Group discussions, and in particular taking account of the Bruton Knowles report findings, a strategy was produced.

1.3 The Strategy provides five key priorities:

1. Employment Land Planning.
2. Transport Infrastructure Improvement.
3. Business Growth Support.
4. Promoting Tewkesbury Borough.
5. Employability, Education and Training

1.4 Under each of these five headings were a number of objectives, which can be found in the strategy. In addition, a number of annual actions have been outlined under each objective.

1.5 The Overview and Scrutiny Committee endorsed the strategy at its meeting in May 2017. Following this, the Executive Committee adopted the strategy in June 2017.

2.0 ECONOMIC DEVELOPMENT AND TOURISM STRATEGY ACTION PLAN

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

- The launch and operation of Tewkesbury Growth Hub and Service.
- Launch of Hub Surgery Sessions for businesses with Planning Champion.
- Successful bid to establish Countywide Inward Investment Service with Local Authority partners and GFirst LEP.
- The launch of 'Uncover the Cotswolds' project to attract more visitors from European markets.
- Successful business engagement events, including the launch of the Growth Hub and training events hosted at the Hub.
- Successful, ongoing delivery of Small Business Grant Scheme.
- LEADER funds allocated to businesses within Tewkesbury Borough.
- Future High Streets fund expression of interest submitted.

3.0 ACTION PLAN 2019/20

3.1 In view of the Council's clear aspirations for economic growth and the positive achievements from 2018/19, the action plan for 2019/20 sets out positive interventions to facilitate and encourage economic growth. Within Appendix 1, a number of actions have been developed for 2019/20. These sit below the priorities identified in the strategy

3.2 . Key priorities include:

- Deliver year two Growth Hub support.
- Explore Growth Hub extension plans.
- Deliver annual business engagement, courses and training.
- Deliver countywide Inward Investment service working with key partners.
- Establish J9 business Group to support Masterplan and Garden Town Delivery as part of the wider Governance of the Garden Town.
- J9 area masterplan progression/Garden Town project development
- Work with partners to deliver the Rail and Air Strategies.
- Work with LEADER Programme and partners to identify replacement funding streams.
- Deliver 'Uncover the Cotswolds' Project - Year 2.
- Work with Gfirst LEP to develop and shape Local Industrial Strategy.
- Increase the heritage offer of Tewkesbury Battlefield.

3.3 Therefore, based on the action plan in Appendix 1, the Committee is asked to consider the progress on year two of the action plan and the actions identified for year three.

4.0 UPDATING THE STRATEGY

- 4.1** The strategy was originally developed in 2017. Due to the focus on growth and a number of changes in the economic development field, the strategy would benefit from being updated. For example, there have been a number of new initiatives and policies including Garden Towns, the High Street Fund, potential airport growth and the Local Industrial Strategy. Therefore, it is requested that the Overview and Scrutiny Committee recommend to the Executive Committee that authority be delegated to the Lead Member for Economic Development/Promotion, in consultation with the Deputy Chief Executive and Head of Development Services, to update the current strategy. A new version of the Strategy is due to be produced in 2021.

5.0 OTHER OPTIONS CONSIDERED

- 5.1** None.

6.0 CONSULTATION

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

7.0 RELEVANT COUNCIL POLICIES/STRATEGIES

- 7.1** Tewkesbury Borough Employment Land and Economic Development Strategy Review.
Strategic Economic Plan for Gloucestershire.

8.0 RELEVANT GOVERNMENT POLICIES

- 8.1** Government Industrial Strategy.
EU Structural and Investment Funds Strategy.

9.0 RESOURCE IMPLICATIONS (Human/Property)

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

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

- 10.1** As outlined within the report and action plan.

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

- 11.1** None directly.

12.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

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

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

Contact Officer: Community and Economic Development Manager
01684 272094 andy.sanders@teWKesbury.gov.uk


Appendices: Appendix 1 – Action Plan
Appendix 2 – Economic Development and Tourism Strategy 2017-2021

Economic Development and Tourism Strategy 2017 – 2021


Annual Delivery Plan Review 2018/2019

Annual Delivery Plan Actions 2019/2020


1. Employment Land Planning			
Development Services will support the Council Plan economic development objectives through:			
a) Practical solutions to facilitate business growth needs on existing and potential commercial sites			
Actions for 2018/19	Status	Progress on 2018/19 actions	Actions for 2019/20
1. To progress the Borough Plan, incorporating employment land allocations and policies 2. Commence JCS review to include consideration of future employment land requirements 3. To instigate new co-ordinated service approach to businesses, incorporating planning business champion, as part of the launch of the Growth Hub 4. The J9 area masterplan is progressed.	☺	1. Consultation on the Preferred Options Borough Plan took place during October and November 2018. Plan is progressing to pre-submission stage. 2. JCS review has commenced with an Issues and Options consultation which took place during November 2018 to January 2019. 3. Growth Hub opened with planning business champion in place, assisting with relevant surgeries and clients. 4. Ashchurch Concept Masterplan was published and consulted on as part of the JCS Issues and Options consultation.	1. Facilitate multi-discipline roundtable meetings in the Growth Hub to offer practical solutions to commercial site growth. 2. Provide business support and funding advice to business expansion clients.
b) Delivering sufficient employment land to meet the needs of the strategic plan			


Actions for 2018/19	Status	Progress on 2018/19 actions	Actions for 2019/20
<ol style="list-style-type: none"> 1. To progress the Borough Plan, incorporating employment land allocations and policies 2. Commence JCS review to include consideration of future employment land requirements. Monitor overall position of employment land in the borough through comprehensive sites portfolio. 3. Establish an Employment Land Task Group 4. The J9 area masterplan is progressed. 		<ol style="list-style-type: none"> 1. Consultation on the Preferred Options Borough Plan took place during October and November 2018. Plan is progressing to pre-submission stage. 2. JCS review has commenced with an Issues and Options consultation which took place during November 2018 to January 2019. 3. Existing and new employment land sites being assessed through Borough Plan and JCS. 4. Officer task force in place and reviewing current availability and deliverability of employment land in the borough. 5. Ashchurch Concept Masterplan was published and consulted on as part of the JCS Issues and Options consultation. 	<ol style="list-style-type: none"> 1. To progress the Borough Plan, incorporating employment land allocations and policies 2. Commence JCS review to include consideration of future employment land requirements 3. Ensure employment needs are met through the Garden Towns and Ashchurch Masterplan project.


c) Positive application of land use policy in delivery of achievable employment land sites.			
Actions for 2018/19	Status	Progress on 2018/19 actions	Actions for 2019/20
<ol style="list-style-type: none"> 1. To progress the Borough Plan, incorporating employment land allocations and policies 2. Commence JCS review to include consideration of future employment land requirements 3. The J9 area masterplan is progressed. 	☺	<ol style="list-style-type: none"> 1. Consultation on the Preferred Options Borough Plan took place during October and November 2018. Plan is progressing to pre-submission stage. 2. JCS review has commenced with an Issues and Options consultation which took place during November 2018 to January 2019. 3. Ashchurch Concept Masterplan was published and consulted on as part of the JCS Issues and Options consultation. 	<ol style="list-style-type: none"> 1. Work with Development Management team to encourage sustainable employment growth. 2. Deliver planning surgery sessions for businesses through the Growth Hub.
d) Supporting key business park areas			
Actions for 2018/19	Status	Progress on 2018/19 actions	Actions for 2019/20
<ol style="list-style-type: none"> 1. To carry out a feasibility study for a BID in the J9 area. 2. Put together an annual business engagement programme, including and utilising the Growth Hub. 3. Support business parks in their growth plans. 	☺	<ol style="list-style-type: none"> 1. Scope of action has changed following Garden Town status, there is new focus to explore this working alongside the Masterplan. 2. Extensive engagement programme with businesses, including regular training workshops and events and successful Growth Hub launch. 3. Emerging Borough Plan policies provide flexible approach to employment growth, including assisting businesses and business park owners through 	<ol style="list-style-type: none"> 1. Support business parks in their growth plans. 2. Through Garden Town project, initiate communication strategy with businesses and establish a group. 3. Deliver annual engagement programme with businesses through events and visits.


		the Growth Hub.	
2, Transport Infrastructure Improvement			
Improve the three core transport links for the borough, vital to commercial prosperity, by working closely with partner authorities and agencies:			
a) Road – promote traffic flow improvements to M5 Junctions 9, 10, 11 and 11a, strategic routes A46, A417 and A40, and any associated roads.			
Actions for 2018/19	Status	Progress on 2018/19 actions	Actions for 2019/20
<ol style="list-style-type: none"> 1. Continue to work with Homes England and other agencies to develop a programme for delivery of the HIF project. 2. Active involvement, influence and foster partnership working with Midlands Connect to ensure Tewkesbury seen as a key component to the delivery of the wider A46 partnership. 3. Explore opportunities through the LEP to maximise the potential of the M5 Growth Zone. 4. To take initiative with Highways England regarding strategic routes and road 		<ol style="list-style-type: none"> 1. Work is ongoing, looking at the options to deliver a bridge across the railway to secure delivery of key sites. 2. TBC an active member of A46 partnership to influence Midlands Connect strategy. 3. Actively working with the LEP by incorporating projects into the revised SEP (Strategic Economic Plan) and other possible funding opportunities. 4. Working closely with Highways England through the Gardens Towns and Ashchurch Masterplan projects, midlands connect and the A46 Partnerships to develop a case for J9 A46 Improvements. A business case for J10 M5 has been submitted to secure delivery of the J10 improvements to realise wider aspirations for growth. 	<ol style="list-style-type: none"> 1. Work with Highways England and Midlands Connect through Garden Town's project to secure transport infrastructure improvements to A46/M5. 2. To take initiative with Highways England regarding strategic routes and road implementation schemes.

implementation schemes.			
b) Air – support Gloucestershire Airport business expansion and highway access improvements			
Actions for 2018/19	Status	Progress on 2018/19 actions	Actions for 2019/20
<ol style="list-style-type: none"> 1. To develop an air strategy 2. To progress the Borough Plan, incorporating the policy approach to enable further airport growth. 3. Hold a business engagement event in conjunction with Gloucestershire Airport 	☺	<ol style="list-style-type: none"> 1. Developed draft air strategy priorities, to add as an appendix to wider ED&T Strategy 2. Emerging borough plan includes specific policies to enable airport growth. 3. Engagement event programmed for 2019, to be hosted at Gloucestershire Airport 	<ol style="list-style-type: none"> 1. Deliver air strategy, working with Gloucestershire Airport and key partners. 2. To progress the Borough Plan, incorporating the policy approach to enable further airport growth. 3. Work with Gloucestershire Airport and Aviation related businesses to promote apprenticeship and training opportunities.
c) Rail – Support rail service improvements, including Ashchurch for Tewkesbury Station and the Gloucestershire Warwickshire Steam Railway expansion			
Actions for 2018/19	Status	Progress on 2018/19 actions	Actions for 2019/20
<ol style="list-style-type: none"> 1. Through Cotswold Tourism, promote the newly opened GWSR expansion 2. Work with partners to develop a rail strategy for improved rail infrastructure and services at Ashchurch for Tewkesbury Railway Station. 	☺	<ol style="list-style-type: none"> 1. GWSR promoted heavily through the TBC and Cotswolds Tourism including social media, website and press coverage. 2. Commissioned SLC Rail to prepare and help deliver a rail strategy focussed upon improved services and infrastructure at Ashchurch for Tewkesbury. 	<ol style="list-style-type: none"> 1. Work with SLC Rail and partners to deliver Rail Strategy for improved infrastructure and services at Ashchurch for Tewkesbury Railway Station. 2. Work with partners to develop a countywide rail strategy.

3. Business Growth Support			
a) Instigate business support initiatives to promote economic growth.			
Actions for 2018/19	Status	Progress on 2018/19 actions	Actions for 2019/20
<ol style="list-style-type: none"> 1. Deliver year two business engagement programme of events and 1:1 meetings. 2. Continue to work with key partners to support business expansion and retention opportunities within the borough and support emerging and key growth sectors. 3. A pilot business incentive scheme is developed. 4. Support and work in partnership on Countywide Inward Investment Service Bid. 		<ol style="list-style-type: none"> 1. Established a calendar of events, including social media and business growth workshops. One-to-one support meetings with clients held regularly per week. 2. Multi agency meetings held with clients bringing in partners and wider council services in Growth Hub to support business expansion plans across the borough. 3. A report on business incentive was presented to Executive. 4. Following successful bid, Countywide Inward Investment service launched with TBC a key partner. 	<ol style="list-style-type: none"> 1. Deliver year three business engagement programme of events and 1:1 meetings. 2. Continue to work with key partners to support business expansion and retention opportunities within the borough and support emerging and key growth sectors. 3. Explore pilot business incentive scheme. 4. Deliver county Inward Investment service engagement programme and marketing plan, working with partners.

b) Promote rural businesses and economic growth in rural areas of the borough			
Actions for 2018/19	Status	Progress on 2018/19 actions	Actions for 2019/20
<ol style="list-style-type: none"> 1. Continue to promote and support the delivery of the LEADER Grant Programme to businesses across the borough, to promote rural economic growth. 2. Work with Fastershire and business community to understand where broadband quality needs improving to support business growth. 		<ol style="list-style-type: none"> 1. LEADER Grant Programme successful grants awarded to 18 projects in Tewkesbury Borough to value of £495k 2. Programme coming to an end, future replacement funding schemes being reviewed. 3. Fastershire holding a series of meetings to explain roll out of ultra-fast broadband 	<ol style="list-style-type: none"> 1. Work with businesses successful with LEADER funding to complete their projects. 2. Work with partners to identify replacement funding streams for LEADER. 3. Work with Fastershire to promote further phase of roll-out and events.


c) Stimulate business start-ups and enterprise growth rates, incorporating the development of a Growth Hub			
Actions for 2018/19	Status	Progress on 2018/19 actions	Actions for 2019/20
<ol style="list-style-type: none"> 1. Delivery of Council's Small Business grant scheme and advice. 2. Launch, open, promote and operate the new Growth Hub within the PSC 3. Work with business support providers, such as SAGE, GEL and GAINs to deliver annual programme of workshops, training and seminars within the Growth hub and Civic Suite area. 4. Continued work with Join in China, Business West, Growth Hub and other organisations to promote export opportunities – including events and delegations. 		<ol style="list-style-type: none"> 1. Grant scheme ongoing - successful allocation of 18 grants. 2. Tewkesbury Growth Hub successfully launched, promoted and in operation. 3. Delivered successful calendar of events and regular event providers signed up, including business growth and marketing specialists. 4. Continued programme of promotion of export events to local businesses and Growth Hub incubator tenants. 	<ol style="list-style-type: none"> 1. Develop and expand the Growth Hub offer in Tewkesbury Borough, exploring hub extension plans. 2. Develop business event offer through hub and range of support providers. 3. Continued delivery of small business grant scheme. 4. Deliver and extend council business champion programme.

d) Work Jointly with Gloucestershire LEP to seek commercial investment from outside the borough and actively secure available public funding.			
Actions for 2018/19	Status	Progress on 2018/19 actions	Actions for 2019/20
<p>1. Continue to identify funding opportunities, in line with the county's Strategic Economic Plan (SEP), through the Gloucestershire Growth Deal and Gloucestershire Infrastructure Investment Fund (GIIF)</p> <p>2. Work with other districts and the LEP on the second phase of the Inward Investment application</p> <p>3. Work with the LEP in the development of Industrial Strategy priorities.</p> <p>4. Work with Cotswold Tourism to deliver Discover England bid, if successful</p>		<p>1. Referrals into GIIF and other funding programmes including, Gloucestershire Economic Growth - Capital Investment Pipeline (CIP) and Innovate UK.</p> <p>2. Successful bid and inward investment programme launched.</p> <p>3. Working group membership and submission of local evidence to Local industrial strategy.</p> <p>4. Uncover the Cotswolds project successfully developed and launched to offer new experiences to overseas markets.</p>	<p>1. Work with county inward investment team to encourage business investment in the borough.</p> <p>2. Continue to identify funding opportunities, in line with the county's revised Strategic Economic Plan (SEP) and emerging Local Industrial Strategy.</p> <p>3. Work with the LEP in the development and delivery of the Industrial Strategy priorities.</p> <p>4. Work with Cotswold Tourism to deliver 'Uncover the Cotswolds' year 2.</p>

e) Encourage investment to improve the provision of visitor accommodation			
Actions for 2018/19	Status	Progress on 2018/19 actions	Actions for 2019/20
1. Through the Growth Hub offer a seminar on improving visitor accommodation for tourism businesses, incorporating funding opportunities. 2. Continue to build upon relationships with tourism providers/businesses in the area. 3. Growth Hub will provide support and expertise for tourism businesses	😊	1. LEADER funding opportunity promoted through hub and supported visitor accommodation improvements. 2. Discover England engagement events, promoting tourism events and attractions. 3. Supported tourism businesses through the Growth Hub, including Elmwicke Campsite and Hillview Lakes.	1. Actively promote opportunities for improving and raising standards for visitor accommodation within the borough. 2. Support tourism businesses with growth plans through the Growth Hub.
f) Drive retail centre growth through regeneration projects			
Actions for 2018/19	Status	Progress on 2018/19 actions	Actions for 2019/20
1. Adopt Tewkesbury Masterplan as a Supplementary Planning Document. Development of investment brochure/marketing material. 2. Launch and promote shop front guide 3. Investigate with business community the potential for 'slow cities' movement 4. Year 2 support for WDYT Campaign	😊	1. Tewkesbury Regeneration SPD adopted. Brochure and website continue to be promoted. 2. Draft shopfront guide in progress. 3. In consultation with 'slow cities' to discuss potential for Tewkesbury 4. Social media campaign to promote retail, continued social media promotion across the three retail centres, including events promotion. 5. Future High Streets fund expression of interest submitted.	1. If High Street Fund Expression of Interest successful, develop bid for funding. 2. Bid for other emerging high street funding and support opportunities. 3. Participate in the parking strategy review. 4. Develop Spring Gardens options for consultation. 5. Launch Shop Front Guide. 6. Deliver final JCS Retail Study

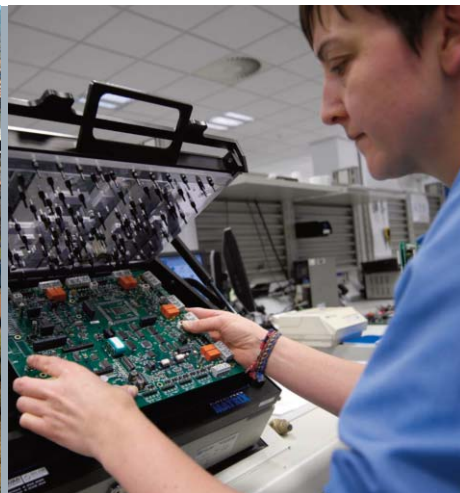
3. Promoting Tewkesbury Borough			
a) Promote Tewkesbury Borough and the 'M5 Growth Corridor' as the uniquely connected business location.			
Actions for 2018/19	Status	Progress on 2018/19 actions	Actions for 2019/20
1. Develop an investor contact database 2. Delivery of inward investment support and information service, linking with Growth Hub services and countywide inward investment bid. 3. Database of investment and job creation in the Borough produced	☺	1. Developed key investor database with new inward investment project. 2. Countywide inward investment team in place and working out of the Hub on a regular basis to help promote the borough. 3. Database commenced.	1. Deliver Inward Investment promotion for Borough, linking with County Team. 2. Promote investor database to encourage investment in the borough. 3. Through Garden Town's work, develop programme of promotion and engagement.
b) Promote Tewkesbury Borough to visitors, working with Cotswold Tourism and other partners, including neighbouring tourism destinations.			
Actions for 2018/19	Status	Progress on 2018/19 actions	Actions for 2019/20
1. Ensure that Tewkesbury Borough has an active role in delivering the annual marketing plan for Cotswold Tourism 2. Investigate opportunities for further partnership working with the Forest and Severn Vale, as well as Worcestershire 3. Deliver Year Two of the Winchcombe Tourism Marketing Plan 4. Further investigate potential	☺	1. Council a key member within Cotswolds Tourism and delivering elements of the marketing plan on behalf of other partners e.g. Tstats, social media and FAM trips for press and overseas travel trade experts. 2. Working closely in partnership with Forest and Severn Vale through Discover England funding, a new LEP visitor and tourism economy group initiated. 3. Winchcombe Tourism Marketing Plan in progress, including new Winchcombe visitor leaflet, social media blogging day	1. Deliver Year 2 of the 'Uncover the Cotswolds' project. 2. Develop proposals for digital and tech offer for visitors. 3. Develop plans for increased heritage offer in Tewkesbury.

for Battlefield interpretation		and 'huddle' event with businesses. 4. Regular meetings with Battlefield society in progress and establishing scope of project.	
Employability Education and training			
a) Promote initiatives to improve education and training relevant to local employment			
Actions for 2018/19	Status	Progress on 2018/19 actions	Actions for 2019/20
<p>1. Through the Growth Hub, deliver skills initiatives and courses for the business community.</p> <p>2. Work with Gloucestershire Economic Intelligence Working Group, developing and co-ordinating workforce and skills data and survey results.</p>	☺	<p>1. A range of courses delivered throughout the year, including sales, website development and marketing. Employability workshops delivered in partnership with Job Centre Plus (JCP)</p> <p>2. Worked with Gloucestershire Economic Intelligence Working Group to create a set of skills data. It is now available.</p>	<p>1. Deliver skills and training courses through the Growth Hub, including back to work courses with JCP.</p> <p>2. Build links between education providers and business community working with schools.</p>

b) Facilitate links between local schools/colleges/universities and local businesses			
Actions for 2018/19	Status	Progress on 2018/19 actions	Actions for 2019/20
<p>1. Utilise the Growth Hub as a focus point to bring education and business community together and create closer links.</p> <p>2. Work with apprenticeship providers, including Glos College, SWAC and the GOAL (Growing Opportunities for Apprenticeships Locally) project to promote opportunities through drop in sessions/ events, utilising the Growth Hub.</p>		<p>1. In the progress of setting up business school liaison group and number of officers involved in mentoring programme at schools. Work through hub to link businesses with schools.</p> <p>2. Promoted apprenticeships through the Growth Hub. Partners have provided one-to-one sessions with clients at the Hub.</p>	<p>1. Host school / business liaison event(s) through the Growth Hub</p> <p>2. Work with GFirst to meet Headteachers and business leaders to understand the skill needs of the business community.</p> <p>3. Promote apprenticeship opportunities and events through Hub, with sector focus where appropriate.</p>

Economic development and tourism Strategy

2017-2021





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

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

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





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

Introduction

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

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

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

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

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

Background to the strategy

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

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

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

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

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



Economic context and key business sectors

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

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

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

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

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

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

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

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



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





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

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

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

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

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

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

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

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



Economic activity

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

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

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

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

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

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

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

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

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

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



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

The Council Plan objectives:

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

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

The Council Plan defines the economic development objectives as:

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

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

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

The purpose

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

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

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

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

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

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



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



Strategy 2017-2021

Tewkesbury Borough Council will focus on the following strategic priorities:

1. Employment land planning

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

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

2. Transport infrastructure improvement

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

3. Business growth support

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

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

4. Promoting Tewkesbury Borough

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

5. Employability education and training

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



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



TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	18 June 2019
Subject:	Performance Management – Quarter 4 2018/19
Report of:	Head of Corporate Services
Corporate Lead:	Chief Executive
Lead Members:	Lead Member for Commercial Transformation
Number of Appendices:	6

Executive Summary:

New Council Plan priorities (2016-20) were approved by Council on 25 April 2018. Supporting the priorities is a set of objectives and actions. Progress in delivering the objectives and actions are reported through a Council Plan Performance Tracker (Appendix 1). The tracker is a combined document which also includes a set of Key Performance Indicators (KPIs). The report also includes the Revenue Budget Summary Statement (Appendix 2), the Capital Monitoring Statement (Appendix 3) and the Reserves Position Summary (Appendix 4). This performance information is reported to the Overview and Scrutiny Committee on a quarterly basis and the outcome is then reported to the Executive Committee by the Chair of the Overview and Scrutiny Committee.

Recommendation:

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

Reasons for Recommendation:

The Overview and Scrutiny Committee Terms of Reference require it to review and scrutinise the decisions and performance of the Council and its committees.

Resource Implications:

None directly associated with this report.

Legal Implications:

None directly associated with this report.

Risk Management Implications:

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

Performance Management Follow-up:

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

Environmental Implications:

None directly associated with this report.

1.0 INTRODUCTION/BACKGROUND

- 1.1** New Council Plan priorities (2016-20) were approved by Council on 25 April 2018. Supporting the priorities is a set of objectives and actions. Progress in delivering the objectives and actions are reported through a Council Plan Performance Tracker (Appendix 1). The tracker is a combined document which also includes a set of Key Performance Indicators (KPIs). The report also includes the Revenue Budget Summary Statement (Appendix 2), the Capital Monitoring Statement (Appendix 3) and the Reserves Position Summary (Appendix 4). This performance information is reported to the Overview and Scrutiny Committee on a quarterly basis and the outcome is then reported to the Executive Committee by the Chair of the Overview and Scrutiny Committee.
- 1.2** This is the fourth quarterly monitoring report for 2018/19. The majority of information within the performance tracker reflects the progress of Council Plan actions as at the time of writing the report. The KPI information is of a statistical nature so represents the position as at the end of March 2019 (quarter 4).

2.0 COUNCIL PLAN PERFORMANCE TRACKER

- 2.1** The Council Plan (2016-20) has four priorities which contribute to the overall Council Plan vision "*Tewkesbury Borough, a place where a good quality of life is open to all*". The priorities are:
- Finance and resources
 - Promoting and supporting economic growth
 - Growing and supporting communities
 - Customer Focused Services

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

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

😊 – action progressing well

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

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

Grey – project has not yet commenced

✓ – action complete or annual target achieved

For monitoring of KPIs the following symbols are used:

↑ - PI is showing improved performance on previous year

↔ - PI is on par with previous year performance

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

2.3 This report presents the final quarter of the third year of the Council Plan therefore the majority of actions are reported as progressing well or complete. Key activities to bring to Members' attention since the last performance report include:

- Garden waste renewals continue to perform strongly with over 17,000 stickers sold generating £820,000 of income.
- Implementation of a trade waste marketing campaign.
- The Tewkesbury Supplementary Planning Document (SPD) was approved for adoption at Council in April.
- Spring Gardens project is progressing in accordance with key milestones with a report due to be taken to Executive Committee in July.
- Input from Overview and Scrutiny Committee in the development and approval of a new Workforce Development Strategy.
- 'Place' approach Member Seminar held in the final quarter of the year - the approach is now being tailored to what works most effectively in each of the three areas.
- The Council's car pool project has had a very strong start with 4,940 miles travelled over 183 trips since it was launched in March. Phase two of the project is to look at the installation of electric charging points.
- Successful partnership working has led to 'Uncover the Cotswolds' being launched in April. This is a Discover England fund project to discover and promote new experiences to the travel trade.
- The Down Hatherley, Norton and Twigworth Neighbourhood Development Plan (NDPs) was 'made' at Council on 28 May. We now have a total of six 'made' NDPs across the borough.
- A total of 277 affordable homes have been delivered in 2018/19, surpassing the target of 200.
- The Council successfully won its bid for Garden Town status for the Ashchurch area. A number of meetings have been held with Homes England to ascertain the best way to deliver the project.

2.4 Due to the complex nature of the actions being delivered, inevitably some may not progress as smoothly or quickly as envisaged.

Actions with either a ☹️ or 😊 are highlighted below:

Action	Status and reason for status
Conduct a retail study in partnership with Cheltenham Borough Council and Gloucester City Council.	☹️ Target date has been amended to July 2019. The consultants (GVA) are due to report back on the draft study by the end of June 2019.
Develop a programme with partners to progress Healings Mill and other key development opportunity sites to support the regeneration of Tewkesbury.	😊 Target date has been amended to reflect the request of a report to update Overview & Scrutiny Committee in September 2019.
Review the tourism resources to maximise the tourist provisions in the borough.	☹️ New target date of October 2019, to consider partnering options for the Old Hat Shop.
Develop a programme to work with landlords to ensure residents have a supply of rented properties to meet their needs.	☹️ Target date amended from March 2019 to June 2019. To allow time for a report to be taken to Executive Committee on 12 June.
Implement the One Legal business review and associated case management system replacement.	☹️ To allow time for the Public Sector Network (PSN) security compliance to be completed and approved (anticipated October 2019). Following this, work can commence on implementing a case management system. Target date has been amended to April 2020.
Explore options to provide online public access to interactive planning policy information maps.	☹️ The interactive maps will be piloted on the website once the Tewkesbury Borough Plan policies have been adopted – so the date has been changed to March 2020 to reflect this.
Introduce the option for paperless billing for council tax and business rates.	😊 The implementation stage is underway and due to go live with council tax by the end of June.
Explore options and deliver a corporate-wide customer relationship management (CRM) system.	😊 A new target date of September 2019 reflects the amount of further work required to establish which system is most appropriate.

3.0 KEY PERFORMANCE INDICATORS (KPIs)

3.1 The set of Key Performance Indicators (KPIs) are a combination of contextual indicators and target related indicators. The set of KPIs must remain flexible to ensure they meet our needs. The data reported is the position at end of March 2019.

3.2 Of the 17 indicators with targets, their status as at the end of quarter four is:

😊 (target achieved)	😐 (on par with target)	😞 (target not achieved)
9	2	6

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

↑ (better performance than last year)	↓ (not as good as last year)	↔ (on par with previous year performance)
8	8	2

3.3 Key indicators of interest include:

- KPI 7 - a total of 751 visitors entered the Growth Hub within the first two quarters of the hub opening.
- KPI 12 - a strong quarter four for the percentage of major applications determined within 13 weeks – at 100%. Overall for 2018/19 the Council determined 93.3% of major applications within the timeframe, which is above the 85% target and outturn for 2017/18.
- KPI 14 - the percentage of ‘other’ planning applications determined within eight weeks was 86.17% overall for the year. This is down from both last year’s outturn of 91.32% and the 2018/19 target of 90%.
- KPI 17 - during 2018/19 Citizens’ Advice Bureau (CAB) clients have benefited from £374,207 in financial gains, which is nearly £100,000 more than last year.
- KPI 19 – the Council supported 193 community groups with funding advice and this resulted in supporting groups raise £318,984 in external grants.
- KPI 27- average number of sick days per full time equivalent is higher than the target of 7 days due to long term sickness at the beginning of the year.
- KPI 28 - 52.6% of waste was recycled or composted during 2018/19, which is above target but lower than last year’s outturn of 54.55%.
- KPI 31 - the Council received 166 freedom of information requests within quarter four. A total of 599 were received in 2018/19 - an increase of 224 requests from the previous year.
- KPI 32 – the Council received 34 formal complaints during quarter four. A total of 192 were received during 2018/19 – an increase of 35 from the previous year.

4.0 FINANCIAL SUMMARY - REVENUE POSITION

- 4.1** In February 2019, the quarter three outturn position was reported to Executive Committee. The report confirmed a surplus of £664,478 for this period.
- 4.2** The final general fund revenue outturn position for the full year can now be reported as a £2.68m surplus. This is a significant increase against the quarter three position and can be primarily attributed to strong performance in treasury and commercial activities; additional business rates retention, including the impact of the successful 100% retention pilot; and substantial external grant funding being received.
- 4.3** The table below summarises the service performance which has generated the reported surplus. In addition, the table highlights the non-service related activity and other aspects of the overall budget to provide a whole view of the Council's general fund. The table concludes with the budgeted transfer to reserves of £777,720 and the actual transfer totalling £3,463,217.

4.4 General Fund outturn summary

	Full Year Budget	Outturn Position	Savings /(deficit)
	£	£	£
Employees	9,319,411	9,159,512	159,899
Premises	610,297	533,937	76,360
Transport	165,777	135,772	30,005
Supplies & services	1,913,446	2,003,907	-90,461
Payments to third parties	5,438,570	5,982,432	-543,862
Transfer payments	4,382	-54,625	59,007
Income	-6,889,995	-8,370,713	1,480,718
Service Total	10,561,888	9,390,223	1,171,665
Treasury activity	117,260	46,502	70,758
Commercial activity	-1,928,859	-2,210,041	281,182
Corporate savings targets	-17,500	0	-17,500
New Homes Bonus	-3,179,723	-3,179,723	0
Business rates income	-2,694,620	-3,874,011	1,179,391
Other adjustments	-3,636,166	-3,636,167	1
Council total / transfer to reserves	-777,720	-3,463,217	2,685,497

4.5 The outturn position for direct service expenditure shows a positive variance of £1,171,665 and is mainly attributable to the major items outlined below:

- the employee's full year budget is underspent largely as a result of staff turnover and vacancies in most service groupings;
- premises is underspent as a result of savings on utilities and the release of new homes bonus monies to support the asset maintenance programme in future years;
- savings on transport have been generated across all service areas and result from reduced car allowance scheme costs plus reduced business mileage;
- payments to third parties is showing a significant overspend and is as a result of the overspend on the Ubico contract (see information in paragraphs below) as well as payments for work undertaken in areas such as the Community Infrastructure Levy (CIL) and Joint Core Strategy (JCS) where partner finance or reserves exist to cover the cost; and
- Council income is showing additional income levels of £1.48m over the budgeted provision. The majority of fees and charges budgets, with the exception of planning fees, have been delivered on budget during the year with a few areas, such as garden waste, being beyond expected levels. The large variance is therefore as a result of substantial external grant income being received during the year. The Council has received a number of new burdens grants from the government but has also attracted significant service specific grants, particularly in relation to the delivery of the requirements for the Joint Core Strategy. In addition, the Council has attracted significant funding to support its housing and homeless activities.

4.6 A full explanation of all variances exceeding £40,000 at a group subjective level is contained at Appendix 2. The appendix also contains an explanation of the variance on the corporate codes with a more detailed explanation within Paragraphs 4.11 to 4.16.

4.7 As highlighted previously and within paragraph 4.5, the Ubico contract sum has been overspent in 2018/19 by £268,866. This is an increase of £37,979 on the reported position at quarter three of a deficit of £230,887. A full breakdown of expenditure by service on the contract sum, including a variance analysis by subjective heading, is contained at Appendix 5. In summary, the overspend can be analysed as follows:

Employment Costs	£108,980
Transport Costs	£93,765
Supplies & Services	£23,054
Statutory & Regulatory	-£3,951
Indirect Expenditure	£47,062
Income	-£46
Total variance	£268,866

- 4.8** In terms of explanation of the overspend, the majority of the additional expenditure on employee costs can be attributed to the use of agency to cover an increased amount of sickness within the workforce. Additional costs were also incurred at the beginning of the year to meet the grounds maintenance requirements. In relation to the supplies and services overspend, this is mainly in relation to additional Personal Protective Equipment being purchased during the year. Indirect expenditure represents recharges from the fleet operation, the cost of senior management and general company costs. The overspend being reported under this heading includes further allocations from the workshops to cover small parts and general supplies, additional overtime incurred and the cost of a management restructure.
- 4.9** Transport costs report an outturn overspend of £93,765, the majority of which is from an overspend on tyres of circa £61,000. Other contributing factors include the additional hire of vehicles, vehicle cleaning and directly attributable spare parts. The overspend on tyres was highlighted earlier in the year as an area of concern and Ubico has undertaken further analysis of the area to identify the main reasons behind the overspend. A briefing note has been produced and this is attached at Appendix 6.
- 4.10** Whilst this type of service can attract large overspends given the nature of the service provided, it was disappointing that quarter three position came as a surprise to the Council and was not supported by a detailed analysis and justification. As a result, Ubico has been working on an improvement programme within its operational and financial management to ensure timely communication of detailed information. This includes an overhaul of the reporting pack being issued, improved controls with regard to purchase ordering and financial training for supervisors and management. These improvements should ensure that future financial reporting does not contain any 'nasty surprises.'
- 4.11** Treasury performance has again been strong in 2018/19 with both investment and borrowing decisions contributing towards an overall surplus of £70,758. Of the surplus, circa £137,000 has been generated from investments. Whilst an increase in the portfolio balance and a slight increase in market rates has benefited the portfolio, the main reason for the surplus is the investment in the CCLA pooled property fund in May 2017 which is currently generating income returns of around 4.5%. Balances in this fund were increased to £4m within the year. An overspend on borrowing of £67,000 has occurred during the year as a result of the acquisition of two new commercial properties at a cost of £8.5m. This was more than budgeted for but the income from the properties has more than covered the borrowing overspend.
- 4.12** As highlighted above, the Council acquired a further two commercial investment properties in the year which has resulted in increased rental generation against budget of £281,000. The two properties - one an office building and one a retail outlet - have a combined yield in excess of the targeted yield and were purchased sooner than envisaged. The two new properties, combined with the existing units, will make a significant contribution to the Council's core budget in the coming years.
- 4.13** For the second year running, the Council is able to report a positive position on the retained business rates scheme. The Council has seen little impact on its position as a result of successful appeals in year, partly as a result of a number of unsuccessful appeals but also because of the provisions it has made against successful appeals. Against this backdrop, additional income has been generated as a result of underlying growth and the Council has received substantial grants from central government to cover the cost of changes made to the scheme in recent years.

- 4.14** In addition to the base position with respect to retained business rates, Tewkesbury Borough Council was a member of the 100% business rate retention pilot in Gloucestershire for 2018/19. This has allowed all authorities in Gloucestershire to retain additional rates this year. The outturn figures for the pilot highlight a net gain for Gloucestershire of £14.272m with the overall gain between the pilot and the base non-pooled 50% scheme being £17.347 million. Of this gain:
- £3.47m was allocated to the Strategic Economic Development Fund held by Gloucestershire Economic Growth Joint Committee
 - £7.63m was allocated to Gloucestershire County Council
 - £6.25m was allocated to be shared by the six districts in line with growth in individual areas
 - Tewkesbury Borough Council's additional windfall from the pilot was £882,000
- 4.15** The final row in the table picks up all of the remaining items within the base budget to reconcile back to the budgeted transfer to reserves. This row mainly contains the precepts on the tax payer for both the Borough Council and Parish Councils but also contains other items such as the minimum revenue provision.
- 4.16** Overall, the Council is able to transfer to reserves a gross total of £3.46m.

5.0 CAPITAL BUDGET POSITION

- 5.1** The Council has committed to a substantial capital programme in the last few years and this is highlighted in the level of capital expenditure incurred in 2018/19, totalling £10.67m. The bulk of the expenditure has been on the purchase of further investment properties (£8.5m), the refurbishment of the Public Service Centre (£1.1m) and disabled facilities grants (£0.5).
- 5.2** The capital programme saw over the purchase of two investment property in 2017 totalling £8.5m. This was less than the budgeted amount of £15.1m, hence a reported slippage on the land and buildings programme, but the balance of £6.6m has been carried forward to support the purchase of an industrial unit once sourced and secured in 2019.
- 5.3** An underspend of £182,236 (85%) is reported against the remaining capital balances from the community grants programme. The variance is outside of the Council's control as the draw-down of awarded capital grants is subject to applicants progressing the agreed scheme. A report to Executive Committee on project progress is due to be presented in November 2019.
- 5.4** The summarised capital programme is shown at Appendix 3 together with the sources of finance used. In summary, the Council expended £10.67m on capital projects in 2018/19 utilising £1.05m of capital reserves, £0.90m of capital grants, £0.20m of revenue contributions and £8.5m from borrowing. Following the allocation of capital receipts - primarily from right-to-buy receipts but also including some small asset sales such as the Staverton former garage site - the balance on capital reserves, both receipts and grants, has reduced to £1.2m as at 31 March 2019 with commitments totalling £9.29m over the next three years. The commercial property investment programme and the regeneration of Tewkesbury Town will require the Council to borrow monies from external sources with the cost of borrowing being financed from new income streams associated with the capital investments. Capital grants are expected to continue to cover the annual cost of the disabled facilities grant programme.

6.0 RESERVES POSITION

- 6.1** A breakdown of the reserves of the Council as at 31 March 2019 is shown at Appendix 4. Also included is a breakdown of the previous year's reserves, under the same strategic headings, so as to inform Members about the movement on those reserves in the last two years.
- 6.2** Total revenue reserves of the Council stood at £14.69m as at the end of March 2019 and include earmarked reserves, planning obligations and the general fund working balance. The increase in overall revenue reserves totals £4.08m and is as a result of a number of factors:
- In year surplus within the general fund including external grant funding as highlighted in section two.
 - The net position on developer contributions, expenditure against contributions already received and expenditure on existing reserves of £615,042.
 - The budgeted transfer to reserves of £777,720 in respect of the vehicle fleet and the commercial property portfolio.
- 6.3** The significant surplus on the general fund revenue account has allowed the creation of new reserves and the topping up of existing reserves to meet future needs or specific projects. The proposals contained in Appendix 4 include the following:
- Confirmation of the approved new £500,000 borough growth reserve.
 - An additional £250,000 allocated to the working balance of the Council.
 - An additional £133,000 allocated to the Medium Term Financial Strategy reserve.
 - In addition to the planned contribution of £400,000 to the vehicle replacement programme, a further sum of £200,000 is set aside.
 - An additional sum of £200,000 for the business transformation programme of the Council.
 - The planned contribution of £175,000 to the commercial property portfolio reserve.
- 6.4** The reserves list also includes substantial set asides in relation to housing, homeless and the delivery of the JCS all of which have been financed from government grants received during the year. Other government grants received and new burdens funding which have now been carried forward include transparency funding, clean high streets, parks and play areas, exit from the European Union and various new burdens funding in relation to welfare reform.
- 6.5** Where significant movements have occurred during the year, a note has been included in Appendix 4, to explain the reason for the movement.

7.0 OTHER OPTIONS CONSIDERED

- 7.1** None

8.0 CONSULTATION

- 8.1** None

9.0 RELEVANT COUNCIL POLICIES/STRATEGIES

- 9.1** Council Plan 2016-20.

10.0 RELEVANT GOVERNMENT POLICIES

10.1 None directly.

11.0 RESOURCE IMPLICATIONS (Human/Property)

11.1 None directly.

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

12.1 Linked to individual Council Plan actions.

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

13.1 Linked to individual Council Plan actions.

14.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

14.1 Council Plan 2012-16 approved by Council 25 April 2018.

Background Papers: None

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Appendices: Appendix 1 – Council Plan Performance Tracker Quarter 4 2018/19
Appendix 2 - Revenue Budget
Appendix 3 - Capital Budget
Appendix 4 - Reserves
Appendix 5 - Ubico outturn
Appendix 6 - Tyre wear briefing

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2018-19 Progress

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

PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 1. Seek to be financially independent of the government's core grants.				
a) Deliver the council's transformation programme to deliver a balanced budget.	Target date: March 2019	Corporate Leadership Team (CLT) Lead Member for Organisational Development	✓	Since the implementation of the Transformation Programme in 2014, significant projects have been successfully delivered. For example; new leisure centre, new website, commercial property investments, public services centre refurbishment. The current programme includes a number of projects which all have different delivery dates. The March 2019 target date is an annual date and will reflect the success of the programme in that financial year. With regards to current performance, the Public Service Centre refurbishment (incl Growth Hub), garden waste project (generating in excess of £800k), implementation of a car pool pilot, completion of Community Services restructure, introduction of workforce development strategy. Current projects include the proof of concept for a customer relationship management system and spring gardens re-development.

PRIORITY: FINANCE AND RESOURCES

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 1. Seek to be financially independent of the government's core grants.				
b) Maximise retention around business rates.	Target date: March 2019	Head of Finance & Asset Management Lead Member for Finance and Asset Management	✓	Figures for the Q4 outturn position of the Gloucestershire pilot suggest that both Tewkesbury individually and the Gloucestershire pilot overall are performing slightly in excess of expectations. Figures at this point suggest a windfall to Tewkesbury of circa £880,000 of which £500,000 has already been allocated toward the Borough Growth reserve.
c) Work to reduce the council's deficits, outlined in the Medium Term Financial Strategy (MTFS). 88	Target date: December 2018 January 2019 (reported to O&S 27 November 2018)	Head of Finance and Asset Management Lead Member for Finance and Asset Management	✓	Completed – MTFS approved in January 2019 with the budget for 19/20 being approved in Feb 2019
Objective 2. Maintain a low council tax.				
a) Produce a Medium Term Financial Strategy which ensures that council tax remains in the lowest quartile nationally.	Target date: December 2018 January 2019 (report to O&S 27 November 2018)	Head of Finance & Asset Management Lead Member for Finance and Asset Management	✓	MTFS, approved at Council in January, includes an annual council tax increase. Tewkesbury remains in the lower quartile for 2019/20 at £114.36 per annum for a band D household. The proposed increase for 2019/20 will keep Tewkesbury Borough within the lowest seven authorities nationally.




PRIORITY: FINANCE AND RESOURCES

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 3. Investigate and take appropriate commercial opportunities.				
a) Deliver the aims and objectives of the commercial property investment strategy.	Target date: March 2019	Corporate Leadership Team (CLT) Lead Member for Finance and Asset management	✓	The purchase of a £3.8m office property was completed in August and a further £4.6m retail property was completed in October. These two purchases take the total commercial portfolio to £39.5m producing an annual gross income of £2.4m. A further £6.7m is available within the capital programme to support the portfolio. No suitable purchases within the industrial sector have been identified as yet.
6 b) Undertake a review of the discretionary trade waste service to ensure it is operating on a viable commercial level.	Target date: April 2017 July 2017 August 2017 April 2018 April 2019 December 2019 (date reported to O&S 12 February 2018)	Head of Community Services Lead Member for Clean and Green Environment	😊	A report was taken to O&S committee on 12 February. This includes an action plan for increased marketing of the service, which will be undertaken during the course of the calendar year. It was agreed to bring back a report at the end of the calendar year to decide on the future of trade waste.
c) Explore opportunities to increase commercial activity in all services.	Target date: March 2019	Heads of service Deputy Chief Executive / Lead member for Finance and Asset Management.	✓	The Commercial Strategy was approved by Executive Committee in November. A 12-month action plan has been completed detailing how commercial opportunities will be identified and investigated within service areas.

PRIORITY: FINANCE AND RESOURCES

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 4. Use our assets to provide maximum financial return.				
a) Explore options for the regeneration of Spring Gardens.	Target date: June 2019 July 2019 (revised date reported to O&S 12 March 2019)	Head of Finance and Asset Management Lead Member for Finance and Asset Management	☺	Report is due to be presented to the working group in June followed by formal reporting in July. It will outline the development principles, review a number of options and discuss a phased delivery route. It will also recommend the detailed work required under the next phase to take the project forward.
b) Explore options for the Ministry of Agriculture, Food and Fisheries (MAFF) site.	Target date: March 2019	Head of Finance & Asset Management Lead Member for Finance and Asset Management	✓	Options have been explored and it was the decision of the Executive Committee to dispose of the site. The disposal of the site will form a new action in the forthcoming year of the Council Plan.
70 c) Deliver the council's asset management plan.	Target date: March 2019	Head of Finance & Asset Management Lead Member for Finance and Asset Management	✓	Delivery of plan in the fourth quarter has included: <ul style="list-style-type: none"> Supporting the Spring Gardens development advisors to progress the regeneration project Delivery of the works to Lower Lode depot to partly refurbish remaining building Agreement of a service contract for the management of the closed churchyard at Bishops Cleeve Completion of sale of land at Staverton to Rooftop housing Agreement on the responsibility for maintenance of the tip road at Stoke Orchard. Work to commence 10 June. Refurbishment of homeless property which included a new kitchen, bathroom, re-wire, new glazing and new locks. Delivery of car pool project and investigation into supply of electric charging points.

PRIORITY: PROMOTING AND SUPPORTING ECONOMIC GROWTH

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Deliver our strategic plans.				
71 a) Deliver the Economic Development and Tourism Strategy.	Target date: June 2019	Head of Development Services Lead Member for Economic Development/ Promotion		<p>The Economic Development and Tourism Strategy was approved at Executive committee in June 2017.</p> <p>Annual delivery plan activities this quarter include:</p> <ul style="list-style-type: none"> • High street fund expression of interest submitted • Growth Hub operations (see below) • LEADER funding continuing to be allocated and promoted, with a number of projects in the Tewkesbury Borough area • Launch of Uncover the Cotswolds - development of visitor itineraries as part of a successful funding bid of £250k from Cotswold Tourism (of which Tewkesbury Borough Council is a partner) submitted to Discover England • Countywide Inward Investment Bid • JCS Area Retail study
b) Launch a business growth hub in the Public Services Centre.	Target date: Spring 2018 July 2018 October 2018 (reported to O&S on 4 September 2018)	Head of Development Services Lead Member for Economic Development/ Promotion		Growth Hub opened in October, the official launch event took place on 21 November 2018, it was very well attended and received a high level of media coverage. Delivered 12 successful business support and training events. Events have included social media, website development and sales techniques, mental health awareness and IT software.
c) Conduct a retail study in partnership with Cheltenham Borough council and Gloucester City Council.	Target date: March 2019 New revised date: July 2019 (reported to O&S on reported 18 June 2019)	Head of Development Services Lead Member for Economic Development/ Promotion		<p>The consultant team, GVA, was appointed in October 2018. Due to staff resource issues, with the consultants, the team are behind schedule which had an impact on the original target date of March 2019.</p> <p>Despite this, a household survey, has been completed in which 2,000 properties took part. A stake holder group has been established, with local businesses including Tewkesbury Town Traders. GVA are currently preparing evidence to ascertain what the retail trends and needs are within the borough and JCS areas. The study will provide evidence to support the</p>

				retail policy for the JCS. The team are due to report back on a draft study by the end of June 2019.
d) Work with the Local Enterprise Partnership (LEP) and other partners to contribute to the Local Industrial Strategy.	Target date: December 2019	Head of Development Services Lead Member for Economic Development/Promotion	😊	We are working with the LEP to help deliver the strategic action required through the Local Industrial Strategy (LIS) in the Economic Development and Tourism Strategy. This will also help to inform the JCS review. The LIS is expected to be finalised in December 2019.

PRIORITY: PROMOTING AND SUPPORTING ECONOMIC GROWTH

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 2. Deliver employment land.				
72 a) Deliver employment land through the Joint Core Strategy (JCS) and Tewkesbury Borough Plan (TBP).	JCS target date: Autumn 2019 (Draft JCS Consultation)	Head of Development Services Lead Member for the Built Environment	😊	Following adoption of the JCS, which includes 112ha of employment land. planning and economic development officers are working to promote employment land in the borough. The take up of employment land will be monitored in the Authority Monitoring Report (AMR) which government planning guidance requires the council to publish. The JCS review is underway which will consider future employment land needs. The initial Issues and Options consultation was completed on 11 January 2018. Responses to the consultation are now being considered in order to progress the review to Draft Plan stage. This will include further evidence gathering on employment needs. Target date has been amended to reflect the next stage of the JCS.
	Borough plan target date: Spring/Summer 2019 December 2019 (reported to O&S 4 Sept)		😊	The Preferred Options was approved at a meeting of the Council on 26 September 2018. The plan was subject to public consultation between 10 October and 26 November 2018. Responses to the consultation are now being processed and analysed in order to inform the development of the Pre-Submission plan to be approved by Council in Summer 2019.

				The Tewkesbury Borough Plan will identify further employment sites which will be informed by the Employment Land Review. As part of the development of the next stage of the Borough Plan, the potential employment sites have been assessed to see if they would make sustainable allocations for inclusion in the plan. This has been supported by a number of evidence base documents to support evidence of deliverability.
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PRIORITY: PROMOTING AND SUPPORTING ECONOMIC GROWTH

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
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Objective 3. Maximise the growth potential of the M5 junctions.

73	a) Produce a concept masterplan for the J9 area.	Target date: March 2017 March 2018 June 2018 October 2018	Head of Development Services Lead Member for Economic Development/ Promotion	✓	The Ashchurch Concept Masterplan was approved at a meeting of the Council on 15 October for public consultation. Consultation on the Masterplan closed on 11 January 2019 as part of the wider JCS Review. Responses to the consultation are now being considered to inform the next stage of the Masterplan, which will include more detailed planning of a Phase 1 development area. This will in turn inform the development of the Draft JCS to be published in Autumn 2019.
	b) Work with partners to secure transport infrastructure improvements around the borough, including the all-ways Junction 10, Junction 9 and A46 improvements.	Target date: 2021 (approved business case)	Head of Development Services Lead Member for Economic Development/ Promotion	😊	All-ways Junction 10 Led by Gloucestershire County Council with district council support, the business case for all – ways J10 has been submitted. Subject to Government's review, it is expected that the outcome will be made available in the summer. This consists of an all-ways motorway junction and associated link roads to the development sites, notably the Cyber Park and based upon the funding criteria is to be delivered by 2023. J9 and A46 Whilst unsuccessful for the HIF funding, Tewkesbury Borough Council continues to be actively engaged in both the A46 Partnership and Midlands Connect to promote the development opportunities at Ashchurch and hence the need for an off-line solution. The Council hopes to host a A46 session for MPs in June, in conjunction with Midlands Connect, which will allow the showcasing of the J9 A46 area and the areas importance to be highlighted.

PRIORITY: PROMOTING AND SUPPORTING ECONOMIC GROWTH

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 4. Deliver regeneration for Tewkesbury town.				
a) Develop a supplementary planning document for Tewkesbury Town.	Target date: April 2018 September 2018 October 2018 November 2018 April 2019 (revised date reported to O&S 12 March 2019)	Head of Development Services Lead Member for Built Environment	✓	The Supplementary Planning Document (SPD) was approved for adoption at a meeting of the Council on 16 April 2019.
74 b) Develop a programme with partners to progress Healings Mill and other key development opportunity sites to support the regeneration of Tewkesbury.	Target date: September 2017 January 2018 March 2018 September 2018 March 2019 (reported to O&S 4 Sept) September 2019 (reported to O&S 18 June 2019)	Head of Development Services Lead Member for Economic Development/ Promotion	☹	Discussions are being held with the developer and agencies to explore what options may exist to try and bring forward an acceptable development proposal. However, this site remains very difficult due to a number of constraints, for example flooding and heritage issues, which are incorporated in the discussions. The site is referenced as an opportunity site in the recently adopted Tewkesbury Town Supplementary Planning Document and was referenced in the recently submitted High Streets Bid. The site has recently been designated as a grade II listed building which brings with it further challenges. Officers have met with the owners to discuss the opportunities and constraints with this designation in place. Officers are also looking to submit a bid for high street heritage funds once details of it have been released. An update report was presented to O&S in March and has requested a six-month update due in September 2019. This is reflected in the new target date.

PRIORITY: PROMOTING AND SUPPORTING ECONOMIC GROWTH

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 5. Promote the borough as a visitor attraction.				
a) Explore with partners- including the Battlefield Society- the potential to increase the heritage offer at the Battlefield site.	Target date: Complete feasibility - December 2017. April 2018 September 2018 December 2018 March 2019 (revised date reported at- O&S committee 12 March 2019)	Head of Development Services Lead Member for Economic Development/ Promotion	✓	Productive meetings have recently been held with representatives from the Battlefield Society. A project plan has been produced outlining the key milestones and potential council involvement. The potential to develop work alongside the 2021 celebrations is also being investigated with the aim of 2021 being a key, focal milestone for the Battlefield Interpretation.
5 Develop a programme to work with existing tourism attractions within the borough to promote historic heritage.	Target date: March 2019	Head of Development Services Lead Member for Economic Development/ Promotion	✓	The council has developed a programme with Cotswold Tourism for bookable experiences to promote the borough and wider Cotswolds area to new markets, particularly Italy, Norway, Denmark, Sweden and Spain. 'Uncover the Cotswolds' was launched in April 2019. A log of experiences have been created with businesses across Gloucestershire. New ones are continuing to be developed. Group travel FAM (familiarisation) visits have been held within the borough for foreign tour operators. The council also promotes historic heritage in a number of ways: <ul style="list-style-type: none"> • Cotswold Tourism Website • Visit Tewkesbury Website • Visitor enquiries (in person / electronic / phone) • Social Media • Literature • Press visits • Group Travel Shows Resulting from requests at O&S regarding Button Gwinnett interpretation,

				follow up has occurred with the Parochial Church Council and additional community funding advice provided. This is to explore methods and opportunities for further promotion of the site.
c) Review the tourism resources to maximise the tourist provisions in the borough.	<p>Target date: April 2019 June 2019</p> <p>New revised date: October 2019</p> <p>(revised date reported to O&S committee 18 June 2019)</p>	<p>Head of Development Services</p> <p>Lead Member for Economic Development/ Promotion</p>	☹	<p>Partnering options with regard to the Old Hat Shop are currently underway. A members' update will be provided as soon as an option has been progressed.</p> <p>Options for the delivery of a tourism strategy is being considered along with digital methods to encourage visitors to the borough.</p> <p>Discussions are ongoing with Winchcombe Town Trust regarding the Tourist Information Centre provision as a result of their successful LEADER European bid, which is to develop a new heritage centre. A planning application has been submitted for this.</p>

Key performance indicators for priority: Economic development

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
76											
1	Employment rate 16-64 year olds.	74.3%		84.7%						84.7% relates to 46,100 people within the borough. This is above the national rate of 75.0% (Source ONS April 2017 – March 2018 current figures).	Leader Member Economic Development/ Head of Development Services
2	Claimant unemployment rate.	0.9%		1.1%	1.3%	1.4%	1.5%			1.5% relates to 830 people within the borough. This rate is below the county rate of 1.8% and national rate 2.7% (Source: ONS)	Leader Member Economic Development/ Head of Development Services
3	Number of business births.	480 (2016 figure)				415 (2017 figure)					Leader Member Economic Development/

4	Number of business deaths	515 (2016 figure)				405 (2017 figure)					Head of Development Services
5	Number of visitors to Tewkesbury Tourist Information Centre (TIC)	29,034	31,000	8,305	12,142 (Q1 & Q2= 20,447)	4,102 (Q1-Q3 = 24,549)	3,250 (Q1-Q4= 27,697)	↓	☹	Figures relatively static with previous year. Since Easter, summer opening hours are in operation with the TIC open four days a week instead of six days.	Leader Member Economic Development/ Head of Development Services
6 77	Number of visitors to Winchcombe Tourist Information Centre (TIC)	9,913	10,000	3,923	3,800 (Q1 & Q2=7,723)	1,093 (Q1-Q3 = 8,816)	640 (Q1-Q4= 9,456)	↓	☹	Figures relatively static with previous year. Working with Winchcombe Town trust regarding future TIC provision in their building.	Leader Member Economic Development/ Head of Development Services
7	Number of visitors entering the Growth Hub	Not measured	1000			369	382 (Q3-Q4= 751)		☺	The target of 1000, has been agreed with LEP as part of the funding agreement. There have been 751 visitors to the hub from October 2018 – March 2019.	Leader Member Economic Development/ Head of Development Services

PRIORITY: GROWING AND SUPPORTING COMMUNITIES

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Increase the supply of suitable housing across the borough to support growth and meet the needs of our communities.				
a) Work with partners to ensure the delivery of housing growth through the Joint Core Strategy (JCS) and undertake the required reviews to meet JCS housing shortfalls.	Target date: Autumn 2019 (Draft JCS Consultation)	Head of Development Services Lead Member for the Built Environment	☺	<p>All three councils adopted the JCS in December 2017.</p> <p>The JCS Review and the initial Issues and Options consultation was completed on 11 January 2018. Responses to the consultation are now being considered in order to progress the review to Draft Plan stage.</p> <p>The review will consider future growth requirements in the area, including addressing the shortfalls identified in the adopted JCS.</p> <p>The Draft JCS is expected to be published in Autumn 2019.</p> <p>Key pieces of evidence for the review are being commissioned and capacity is being sought across the local planning authorities to ensure delivery of the JCS.</p>
78 Develop the Tewkesbury Borough Plan.	Target date: Winter 2018 Spring/Summer 2019 Autumn 2019 (reported to O&S 4 Sept)	Head of Development Services Lead Member for the Built Environment	☺	<p>The Preferred Options Tewkesbury was approved at a meeting of the Council on 26 September 2018. The plan was subject to public consultation between 10 October and 26 November 2018. Responses to the consultation are now being processed and analysed in order to inform the development of the Pre-Submission plan aimed to be approved by Council in summer 2019. The working group will meet to discuss the plan and its policies prior to the plan being presented to Council</p>
c) Support Neighbourhood Development Plans (NDP) where communities bring them forward.	Target date: March 2019	Head of Development Services Lead Member for the Built Environment	✓	<p>A total of 14 neighbourhood areas have now been designated across 16 parishes. A further application has been received from Deerhurst PC.</p> <p>We have six 'made' NDPs:</p> <ul style="list-style-type: none"> • Winchcombe & Sudeley • Highnam • Gothington • Twyning • Alderton • Down Hatherley, Norton and Twigworth

				<p>The Churchdown and Innsworth NDP was subject to public consultation between September and November 2018. This has now been completed. The NDP group has now submitted the plan to Tewkesbury Borough Council to undertake its consultation prior to submission for examination.</p> <p>The Ashchurch Rural NDP is being progressed and the group is working towards submitting the plan to Tewkesbury Borough Council to undertake its consultation prior to submission for examination.</p>
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PRIORITY: GROWING AND SUPPORTING COMMUNITIES





Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Increase the supply of suitable housing across the borough to support growth and meet the needs of our communities.				
79 d) Develop housing growth plans associated with the Junction 9 masterplan.	Target date: December 2019	Head of Development Services Lead Member for the Built Environment	☺	<p>The Ashchurch Concept Masterplan was approved by Council on 15 October for public consultation. Consultation closed on 11 January 2019 as part of the wider JCS Review. Responses to the consultation are now being considered to inform the next stage which will include more detailed planning of a Phase 1 development area. This will in turn inform the development of the Draft JCS to be published in Autumn 2019.</p> <p>Following designation of the Garden Towns Programme for Tewkesbury at Ashchurch, a number of meetings have been held with Homes England to ascertain the best way to deliver the project and secure planning status. Similarly work is ongoing to ensure appropriate capacity is in place to deliver the necessary governance to deliver a project of this magnitude.</p>
e) With partners, explore options for the provision of modular and innovative housing to meet housing needs.	Target date: December 2018 December 2019 (Revised date reported to O&S 12 March 2019)	Head of Development Services Lead Member for the Built Environment	☺	<p>There are ongoing meetings with our registered providers exploring options of modular development on a number of sites in the borough. Options are being drawn up but this is in the hands of developers rather than Tewkesbury Borough Council. We are looking at the options of using S.106 funds to support the development of affordable modular housing. A number of planning applications have been considered which allow for the delivery of modular housing. Officers are working across housing associations to deliver opportunities in a multi-disciplinary manner.</p>

PRIORITY: GROWING AND SUPPORTING COMMUNITIES

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 2. Maintain a five year supply of land.				
a) Ensure adequate land is allocated within the JCS and Tewkesbury Borough Plan to meet housing need.	Target date: Autumn 2019 (Draft JCS Consultation)	Head of Development Services Lead Member for the Built Environment	☺	<p>The JCS Review and the initial Issues and Options consultation was completed on 11 January 2018. Responses to the consultation are now being considered in order to progress the review to Draft Plan stage.</p> <p>The review will consider future growth requirements in the area, including addressing the shortfalls identified in the adopted JCS.</p> <p>The Draft JCS is expected to be published in Autumn 2019.</p> <p>The Council challenged the Government over the council's stance on its five year housing land supply. A hearing was heard in early May and we are currently awaiting the judgement.</p>
	Target date: Spring/ summer 2019 (TBP) Autumn 2019 TBP		☺	<p>The Preferred Options Tewkesbury was approved at a meeting of the Council on 26 September 2018. The plan was subject to public consultation between 10 October and 26 November 2018.</p> <p>Responses to the consultation are now being processed and analysed in order to inform the development of the Pre-Submission plan to be approved by Council in Summer 2019. The TBP working group is being re-established with the new council and will meet to consider the draft policies prior to them being considered by Council.</p>
b) Work with developers and stakeholders to deliver sustainable sites to meet housing needs.	Target date: March 2019	Head of Development Services Lead Member for the Built Environment	☺	<p>The JCS was adopted on 11 December 2017. The JCS sets out the overall housing requirement for the borough and sets the spatial strategy for meeting development needs.</p> <p>In undertaking strategic duties with the planning authority, officers are working to deliver housing needs.</p> <p>The JCS Review will further consider development needs and the identification of additional sites to meet growth requirements going forward. This will involve further work with developers and stakeholders to progress sustainable site options.</p>

PRIORITY: GROWING AND SUPPORTING COMMUNITIES

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 3. Deliver the homes and necessary infrastructure to create new sustainable communities in key locations.				
a) Monitor annually the delivery of homes within the borough.	Target date: August 2018	Head of Development Services Lead Member for the Built Environment	✓	The 2017/18 monitoring has now been completed and the report is available to view on the council's website. This report provides information on how many homes have been delivered within this year. A total of 945 new homes were delivered in the borough in this year.
81 b) Work with partners, infrastructure providers and developers to progress the delivery of key sites.	Target date: March 2019	Head of Development Services Lead Member for the Built Environment	✓	<u>Innsworth</u> – Reserved matters application for 1300 dwellings received. <u>Twigworth</u> – Conditions applications being resolved following outline permission for 725 dwellings. Further outline permission granted for 74 dwellings on separate parcel. Reserved matters application received and approved for the infrastructure on this site – vehicular access off the A38. <u>South Churchdown</u> - first phase of 425 homes has outline planning permission; Further applications are anticipated and the reserved matters for the initial 425 is similarly anticipated. <u>Brockworth</u> - two reserved matters applications on first phases of the development (for circa 450 dwellings) received and awaiting decision. <u>North West Cheltenham</u> - officers continuing to work with the developers on transport issues, expecting a planning application summer 2019. <u>West Cheltenham</u> - related to above, officers are working on transport matters as well as other master planning/development issues. <u>Ashchurch</u> - the concept masterplan has been issued as part of the JCS Issues and Options process, and work is now continuing to complete a detailed phase 1 masterplan. The council has also successfully won the bid for Garden Town status for the Tewkesbury Ashchurch area.
c) Produce a business case for improvements to the A40 at Longford, including improvements to	Target date: April 2019 July 2019 (Revised date reported to- O&S 12)	Head of Development Services Lead Member for the Built Environment	☺	A number of public council events have been held in the relation to the development of the business case, which is scheduled for submission for LEP approval in July 2019. Target date has been revised to reflect this. Full business case is now complete – scheduled for LEP board approval in July.

Longford roundabout.	March 2019)			
PRIORITY: GROWING AND SUPPORTING COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 3. Deliver the homes and necessary infrastructure to create new sustainable communities in key locations.				
d) Deliver short- term access improvements to the infrastructure around the Ashchurch Housing Zone.	Target date: March 2019 March 2022 (Revised date reported to- O&S 12 March 2019)	Head of Development Services Lead Member for the Built Environment		The new bridge at Ashchurch over the railway is nearing the stage of funding agreement with Homes England and work is now being undertaken to review the delivery mechanism. Due to the time taken to progress contracts (Homes England) the overall programme delivery has been extended to March 2022. This action is heavily reliant on other parties. Legal conditions are now being agreed with Homes England for the funding agreement. Gloucestershire County Council, through Atkins, is supporting with feasibility work.
e) To produce a Place Development Strategy.	Target date: June 2019	Head of Development Services Lead Member for the Built Environment		The Place Approach was set out in principle in the Development Services review and work progresses with members, partners and the council to consider the effective delivery of the Place Approach. A productive Place Approach member workshop with all members was held in January to discuss the way forward. Implementation has now started for each of the three geographical areas. The Place Approach will also be a part of the induction for new members and will help in identifying priorities in each of the three areas.
Objective 4. Deliver affordable homes to meet local need.				
a) Implement effective actions to meet the needs of homelessness legislation.	Target date: March 2019	Head of Community Services Lead Member for Health and Wellbeing		This action is now complete: Training and a new database has been implemented to manage the new Homelessness Reduction Act legislation. This was in place by April 2018. The latter part of the legislation – the duty to refer - was launched on time in October 2018. Further work to deliver new services seamlessly will be continued through other performance indicators reported to O&S and Executive committee.
b) Achieve the council's affordable	Target date: March 2019	Head of Community Services		Q4 – 15 new properties came through in Q4 at the time of writing. There were nine shared ownership, three affordable rent and three social rent. They were from sites in Badgeworth, Highnam and Wheatpieces. 277 total

homes target by working with local housing providers.		Lead Member for the Built Environment		new affordable housing properties have been reported in 2018-19 so far against a target of 200.
<div data-bbox="94 762 136 815" data-label="Page-Footer">83</div> c) Work in partnership to deliver the council's housing and homeless strategy.	Target date: March 2019	Head of Community Services Lead Member for Health and Wellbeing	✓	<p>There has been a raft of funding opportunities over the past six months which the council has participated in joint bids for. An outline of all ongoing partnership activities including successful bids for new projects will be circulated in a member briefing.</p> <p>Tewkesbury Borough led on a successful joint bid for funding through the Private Sector Access fund on behalf of Gloucestershire districts and West Oxfordshire. A total of £363k has been allocated. The project is being initiated and another council is leading on the delivery of the project.</p> <p>Gloucestershire County Council applied to the Rapid Rehousing Funding opportunity on behalf of the Gloucestershire districts to arrange 'sit up' hubs and homeless navigators. They have recently been awarded £630,000 on behalf of the partnership</p> <p>A district council is compiling a bid to the Move on Fund to increase the supply of suitable move on accommodation, helping people to recover by meeting the needs of those leaving rough sleeping, homelessness, and domestic violence. The fund aims to free up hostel and refuge spaces and provide accommodation that people can move straight into from the streets to avoid having to stay in a hostel or refuge all together. Various discussions are taking place at a county wide level to complete the bid. The bidding window is open until September 2020.</p> <p>The Gloucestershire Housing authorities and the county council support services have extended our commitment to rough sleepers in severe weather over winter. For the winter period from 1 November 2018 we will offer short term accommodation for all roofless people during yellow weather warnings (excluding less severe weather events such as fog). This has been activated on four occasions locally this winter.</p> <p>The County Homelessness Coordinator bid successfully for £35,000 to cover the costs of emergency severe weather placements across the county. Funding was allocated to:</p> <p>YMCA (Cheltenham) to extend their winter provision</p> <p>P3 (an accommodation support organisation) to extend the outreach team over the cold weather period.</p>

				Caring for Communities and People (CCP) provide a specialist Severe Weather Emergency Plan (SWEPE) worker.
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PRIORITY: GROWING AND SUPPORTING COMMUNITIES

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
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Objective 4. Deliver affordable homes to meet local need.

d) Work with Severn Vale Housing Society, Bromford Housing Group and Merlin Housing Society in respect of their merger.	Target date: January 2019	Head of Community Services Lead Member for Health and Wellbeing	✓	This action is now complete – the merger took place successfully. The Severn Vale Senate Group has been disbanded and the housing provider is now operating as Bromford Housing.
84 e) Develop a programme to work with landlords to ensure residents have a supply of rented properties to meet their needs.	Target date: March 2019 New revised date: June 2019 (revised date reported to O&S- 18 June 2019)	Head of Community Services Lead Member for Health and Wellbeing	☹	We have recruited an additional post within Housing Services to assist with the additional workload associated with the new legal duties. Part of this post is to develop a private rented scheme for those in housing need. The local offer for private rented sector landlords has been drafted and will be going to Executive Committee in June 2019 for approval and the Ministry of Housing, Communities and Local Government (MHCLG) grant funded initiative is currently being finalised.

Key performance indicators for priority: Growing and supporting communities

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
8	Total number of homeless applications presented	107		151	149 (Q1 & Q2= 300)	152 (Q1-Q3 = 452)	168 (Q1-Q4= 620)			As a result in change of legislation all presentations are assessed to establish if households are within 56 days of homelessness – if they are, a homeless duty is accepted. The number of	Lead Member Health and Wellbeing/ Head of Community Services

										applications for the year is therefore significantly higher than last year's outturn.	
9	Total number of homeless applications accepted	61		75	84 (Q1 & Q2= 159)	68 (Q1-Q3 = 227)	107 (Q1-Q4 = 334)			Following the changes in legislation a statutory homeless duty is accepted to all applicants likely to be homeless within 56 days. There are three distinct duties (Q4 figure in brackets): <ul style="list-style-type: none">Prevention duty which lasts 56 days (48)Relief duty for homeless households which lasts 56 days (45)Full statutory homeless duty, this is similar to the old duty (14)	Lead Member Health and Wellbeing/ Head of Community Services
10	Total number of active applications on the housing register	1939 1012–1 bed 614- 2 bed 227–3 bed 71 – 4 bed 14 – 5 bed 1 - 6 bed		2074 1069 – 1 bed 647 – 2 bed 258 – 3 bed 78 – 4 bed 20 – 5 bed 2 – 6 bed	2123 1115 – 1 bed 637 -2 bed 272 – 3 bed 73 – 4 bed 22 – 5 bed 4 – 6 bed	2163 1130 – 1 bed 638 - 2 bed 280 – 3 bed 86 – 4 bed 25 – 5 bed 4 – 6 bed	2214 1143 – 1 bed 664 – 2 bed 284 – 3 bed 93 – 4 bed 26 - 5 bed 3 – 6 bed			The breakdown of bands is: Gold – 101 Silver – 647 Bronze – 1428 Emergency - 38 The numbers registered with Choice Based Lettings have risen slightly on last quarter.	Lead Member Health and Wellbeing/ Head of Community Services

Key performance indicators for priority: Growing and supporting communities

KPI no.	KPI description	Outturn 2017-2018	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
11	Total number of homeless prevention, relief and legacy prevention cases	227		33	50 (Q1 & Q2= 83)	41 (Q1-Q3 = 124)	65 (Q1-Q4 = 189)			Following the changes in legislation – any resolved housing crises during the new homeless prevention or relief duties have been reported – as well as the prevention of homelessness on legacy cases taken on, before 1 April 2018. We are hoping to add the work we undertake with the households who will become homeless but in > 56 days to demonstrate the success of early intervention.	Lead Member Health and Wellbeing/ Head of Community Services
12	Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant.	89.58%	85%	100%	100%	80% (Q.1-Q.3 = 92%)	100% (Q1-Q4= 93.3%)	↑	😊	During Q4 all six major decisions were answered within the target timescales. Overall for 2018/19; 30 major decisions were issued, 28 decisions were within the target timescale. This demonstrates excellent performance, exceeding the local target of 85% and improved performance compared to the previous year. Performance is also considerably above the national target of 60%.	Lead Member Built Environment/ Head of Development Services
13	Percentage of 'minor' applications determined	78.42%	80%	79.25%	80.39% (Q1& Q2=			↑	😊	Continued improvement in Q4 for minor applications performance with 86.8% (33 of the 38 decisions issued)	Lead Member Built Environment/ Head of

	within 8 weeks or alternative period agreed with the applicant.				80%	85% (Q.1-Q.3 = 82.5%)	86.8% (Q.1-Q.4= 86.05%)			<p>being within agreed timescales. This was the best quarterly performance, resulting in 86.05% (185 of the 215 decisions) being within target timescales.</p> <p>This is a significant improvement in the 78.42% performance for last year and was above the 80% target.</p> <p>Please note 80% target is a local target, the national target is 70%.</p>	Development Services
87 14	Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant.	91.32%	90%	89.63%	87.67% (Q1 & Q2= 89%)	87.5% (Q.1-Q.3 = 89%)	81.08% (Q1-Q4= 86.17%)	↓	☹	<p>Q.4 performance is below target with 81.08% of other applications within agreed timescales (120 out of 148 decisions issued).</p> <p>This has resulted in the performance for the year being slight below target, 86.17% against a target of 90%. 564 decisions were issued, 486 within the target timescale.</p> <p>Please note 90% target is a local target the national target is 70%.</p>	Lead Member Built Environment/ Head of Development Services

PRIORITY: CUSTOMER FOCUSED SERVICES

Actions	Target date	Reporting Line	Progress to date	Comment
Objective 1. Maintain and improve our culture of continuous service improvement.				
a) Deliver improvements through a review of Development Services action plan to create an efficient, effective and economical service.	Target date: December 2019	Head of Development Services Lead Member for the Built Environment	✓	<p>As a result of the progress report submitted to Overview and Scrutiny in October 2018 a further report was brought back to the committee in January. This outlined key performance indicators for planning, as a result of the service review. These will be monitored by Overview and Scrutiny committee in the next financial year and carried forward as business as usual.</p> <p>A further update was presented in March 2019 which demonstrated many of the initial improvements had been made. The process of improvement is a continual one and work streams within the team continue to evolve to seek improvements to the service</p>
b) Deliver improvements through the review of Community Services to create an efficient, effective and economical service.	Target date: December 2018.	Head of Community Services Lead Member for the Clean and Green Environment	✓	<p>The Community Services review was approved by the Executive Committee on 11 July 2018 and by Council on 24 July. Consultation with staff and Trade Union was undertaken and feedback was generally positive.</p> <p>The majority of posts in the new structure have now been recruited.</p> <p>There is however scope for sharing the planning liaison officer and private sector housing liaison officer posts with Gloucester, this is currently being explored.</p> <p>Due to the departure of an environmental health officer, the new district structure has not been fully implemented as yet. It is expected that an officer will be recruited to this post in June when the new structure can be fully implemented.</p>
c) Implement the One Legal business review and associated case management system	Target date: March 2019 June 2019 New revised date: April 2020 (reported to O&S 18)	Head of Law Lead member for the Corporate Governance	☹	<p>The management restructure within One Legal is now complete.</p> <p>Implementation of a new case management system is currently on hold. The identified solution cannot be implemented until our Public Sector Network (PSN) security compliance is approved. The PSN assessment is complete and submitted for approval. Preliminary testing of the new case</p>

replacement.	June 2019)			management system will be undertaken prior to receiving this approval.
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PRIORITY: CUSTOMER FOCUSED SERVICES

Actions	Target date	Reporting Line	Progress to date	Comment
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Objective 1. Maintain and improve our culture of continuous service improvement.

8 d) To continue to proactively enforce against enviro-crimes including fly-tipping and dog fouling in accordance with the action plan.	Target date: March 2019	Head of Community Services Lead Member for the Clean and Green Environment	✓	An enviro-crime annual report has been prepared which will summarise the overall performance over 2018/19 and sets out the action plan for 2019/20. This will be presented to overview and scrutiny in June 2019, which demonstrates our proactive approach.
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Objective 2. Further expansion of the Public Services Centre

a) Deliver the Public Services Centre refurbishment project.	Target date: March 2018 June 2018 August 2018 (reported to O&S 20 March 2018)	Head of Finance & Asset Management Lead Member for Finance and Asset Management	✓	The refurbishment of the Public Service Centre is now complete with only minor decorative improvements to the civic suite and external landscaping to the pond area to be finalised. The Asset Management team will review the outcome of the project and continuous improvement to the building will constitute business as usual.
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06	b) Seek tenants for the remainder of the top floor and other spaces.	Target date: March 2018 December 2018 (reported to O&S 4 Sept 2018)	Head of Finance & Asset Management Lead Member for Finance and Asset Management	✓	Completed - the top floor of the Public Service Centre has now been let and all three tenants are now in occupation. The ongoing management of lettable areas and tenant liaison will now be business as usual for the Asset Management Team.
	c) Develop a programme to create partnerships within Public Service Centre.	Target date: March 2019	Deputy Chief Executive Lead Member for Finance and Asset Management	✓	<p>With all spare capacity within the PSC rented to partner agencies or third parties, the plan to enhance partnerships is focussing on where added value can be created. Areas for exploration include merging the Financial Inclusion and Locality Partnership groups and the creation of an associated high level steering group to better reflect the NHS/CCG emerging Integrated Care Strategy programme.</p> <p>Opportunities continue to be explored for enhanced working with the Gloucestershire Voluntary Community Sector (VCS) Alliance (who already occupy desk spaces within the PCS) around the opportunity of creating a VCS 'Hub' within Tewkesbury.</p> <p>From a business perspective, discussions are ongoing with GFirst LEP around grant funding opportunities to expand the Tewkesbury Growth Hub, which would enable a greater number of business engagement interactions and create the opportunity to provide additional incubator spaces, hence enhancing business partnerships.</p>

PRIORITY: CUSTOMER FOCUSED SERVICES


Actions	Target date	Reporting Line	Progress to date	Comment
Objective 3. To improve customer access to our services and service delivery through digital methods.				
a) Explore options to provide online public access to interactive planning policy information maps.	Target date: March 2019 June 2019 New revised date: March 2020	Head of Development Services Lead Member for the Built	☹	Web based online mapping is being developed using the council's existing GIS providers. The mapping information is being uploaded to the online system for testing. This testing period is expected to be completed by June 2019 and ready for the Tewkesbury Borough Plan Pre-Submission consultation. The next stage will be to publish the information by March 2020 and pilot it on the website once the Tewkesbury Borough Plan

	(revised date reported to O&S 18 June 2019)	Environment		policies have been adopted.
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PRIORITY: CUSTOMER FOCUSED SERVICES

Actions	Target date	Reporting Line	Progress to date	Comment
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Objective 3. To improve customer access to our services and service delivery through digital methods.

b) Introduce the option for paperless billing for council tax and business rates.	Target date: February 2019 Revised date: June 2019 (Revised date reported to O&S on 12 March 2019)	Head of Corporate Services Lead Member for Customer Focus	☹	A supplier was appointed in mid-December and following some issues with the contract, we are now in the implementation stage and due to go live with council tax by the end of June. Business rates is scheduled to go live in Q2 of 2019/20.
 Explore options and deliver a corporate-wide customer relationship management (CRM) system.	Target date: March 2019 New revised date: September 2019 (revised date reported to O&S 18 June 2019)	Head of Corporate Services Lead Member for Customer Focus	☹	<p>Options have been considered and the conclusion is that the council should retain a low-code approach. We now need to consider if our current low code solution has the ability to deliver our digital aspirations whilst looking at other low code solutions. This will include process mapping in all of the key service areas, such as planning, environmental health, revenues and benefits, and waste/recycling to identify where Firmstep could make the process simpler and quicker both for the customer and the staff involved.</p> <p>The digital team recently visited two Devon councils which use Firmstep and are very supportive of it. The aim of the visits was to identify how they use Firmstep as a CRM. The councils are doing very similar online processes as we are e.g. garden waste, missed bins, reporting etc. While their aspirations are to use Firmstep as a corporate-wide CRM, they haven't yet reached that stage.</p> <p>The new target date reflects the amount of further work required to establish which type of low-code solution is most appropriate for our requirements.</p>

<p>d) Investigate digital methods to improve customer engagement.</p> <p>92</p>	<p>Target date: March 2019</p>	<p>Head of Corporate Services</p> <p>Lead Member for Customer Focus</p>	<p>✓</p>	<p>Officers continue to develop new online forms and website improvements. E.g. recent changes to the online missed bin form ensures 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 customer services team have undergone training via webinar to offer an assisted digital service for 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-to-face support to make their applications. It is anticipated this service will be live in May.</p> <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' web page 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>

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service																														
15	Total enquiries logged by the Area Information Centre (AIC).	908		201	281 (Q1 & Q2 = 482)	231 (Q1– Q3= 713)	272 (Q1-Q4 = 985)			<table><thead><tr><th></th><th>Q1</th><th>Q2</th><th>Q3</th><th>Q4</th></tr></thead><tbody><tr><td>B.Cleeve</td><td>13</td><td>63</td><td>52</td><td>61</td></tr><tr><td>Brockworth</td><td>62</td><td>115</td><td>104</td><td>124</td></tr><tr><td>Churchdown</td><td>66</td><td>54</td><td>43</td><td>49</td></tr><tr><td>Winchcombe</td><td>60</td><td>49</td><td>32</td><td>38</td></tr><tr><td>Total:</td><td>201</td><td>281</td><td>231</td><td>272</td></tr></tbody></table>		Q1	Q2	Q3	Q4	B.Cleeve	13	63	52	61	Brockworth	62	115	104	124	Churchdown	66	54	43	49	Winchcombe	60	49	32	38	Total:	201	281	231	272	Lead Member Customer Focus/ Head of Corporate Services
	Q1	Q2	Q3	Q4																																					
B.Cleeve	13	63	52	61																																					
Brockworth	62	115	104	124																																					
Churchdown	66	54	43	49																																					
Winchcombe	60	49	32	38																																					
Total:	201	281	231	272																																					
93 16	Total number of people assisted within the borough by Citizens Advice Bureau (CAB).	1521		421	395 (Q1 & Q2 = 816)	397 (Q1- Q3 = 1,213)	380 (Q1- Q4= 1,593)			<p>3,167 issues raised which is relatively consistent with the previous years. With 82% (2,567) of the issues raised being represented by the following:</p> <table><tbody><tr><td>Benefits</td><td>30%</td></tr><tr><td>Debt</td><td>25%</td></tr><tr><td>Relationships</td><td>9%</td></tr><tr><td>Employment</td><td>10%</td></tr><tr><td>Housing</td><td>8%</td></tr></tbody></table> <p>Of the 1,593 clients seen, this year the heaviest demand was Brockworth with 207 (13%). The following 5 wards represent 706 (44%) of all clients seen:</p> <p>Brockworth 207 Tewkesbury Priors Park 145 Cleeve St Michael 135 Northway 110 Churchdown St Johns 109</p>	Benefits	30%	Debt	25%	Relationships	9%	Employment	10%	Housing	8%	Lead Member Economic Development/Pr omotion / Head of Development Services																				
Benefits	30%																																								
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Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
17	Financial gain to clients resulting from CAB advice	£281,178		£131,165	£31,038 (Q1&Q2 = £162,203)	£161,343 (Q1- Q3 = £323,546)	£50,661 (Q1-Q4 = £374,207)			During the quarter clients have benefitted from £50,661 of financial gains with a total of £374,207 for the year (£281,178 in previous year).	Lead Member Economic Development/Promotion / Head of Development Services
18 94	Number of reported enviro crimes	967	1000	293	284 (Q1 & Q2= 577)	255 (Q1- Q3 = 832)	257 (Q1-Q4) = 1089	↓	☹	<p>Enviro-Crime figures for Q4. Figures in brackets Q3 2018/19:</p> <ul style="list-style-type: none"> fly tips- 143 (153) littering- 8 (2) dog fouling-11 (10) abandoned vehicles-33 (47) noise- 62 (43) Total for Q4 – 257 (255) <p>Overall Q4 figures are broadly in line with those of Q3 from 2018/19.</p>	Lead Member Clean and Green Environment/ Head of Community Services
19	Community groups assisted with funding advice	153		32	74 (Q1 & Q2 = 106)	36 (Q1- Q3 = 142)	51 (Q1-Q4= 193)			<p>Since July 2015 community groups have been supported by the borough to receive £1,916,237 in grants from external funders.</p> <p>In Q4 the council supported groups to raise £318,984 in external grants.</p>	Lead Member Economic Development/Promotion / Head of Development Services
20	Benefits caseload: a) Housing Benefit	3,812 4,368		3,600 4,305	3,431 4,332	3,278 4,343	3,169 4,399			The Housing Benefit caseload continues to fall following the roll-out of Universal Credit (UC), but not to the extent originally predicted. Government has	Lead Member Finance and Asset Management/ Head of Corporate

	b) Council Tax Support									<p>announced further delays in managed migration. Large scale movement is unlikely to begin until November 2020 at the earliest with the last claimants not migrating until 2023/2024.</p> <p>The Council Tax Reduction caseload has increased throughout the year and there remains a significant impact from having to reassess Council Tax Reduction following changes to UC entitlement. The team is required to process, on average, 100 changes every week.</p>	Services
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Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
21	Average number of days to process new benefit claims	14	15	21	22	18	22	↓	☹	Performance measures are now in place and this is recognised within the Q1 2019/20 outturn of 10 days.	Lead Member Finance and Asset Management/ Head of Corporate Services

Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
22	Average number of days to process change in	4	4	5	6	7	5	↓	☹	Performance overall is positive and is below the national average (est 7 days). Whilst overall	Lead Member Finance and Asset

	circumstances									performance is 1 day over target, there is significant improvement in the last quarter and in the first quarter of 2019/20. Over the last six months performance is averaging 2.83 days.	Management/ Head of Corporate Services
23 96	Percentage of council tax collected	98%	98.3%	29.8%	57.5%	85.9%	98.1%	↔	☹	<p>There has been an improvement in council tax performance in 2018/19 although the in year target wasn't reached.</p> <p>There remains a significant increase in the number of dwellings added to the Valuation List each year with a further 769 dwellings becoming subject to council tax in 2018/19.</p> <p>We are starting to look at automation of some work to help us deal with our workload within the resources available. This should free up more capacity to concentrate on recovery work in 2019/20.</p>	Lead Member Finance and Asset Management/ Head of Corporate Services
24	Percentage of NNDR collected	98.56%	98.5%	33.7%	58.6%	86%	99.3%	↑	😊	<p>The end of year position for NNDR is excellent and should place us in the top quartile nationally.</p> <p>The key drivers of the improvement in performance include upskilling the Revenues Team to deal with enquiries as well as creating a single point of contact to deal with more technical enquiries</p>	Lead Member Finance and Asset Management/ Head of Corporate Services

										and concentrate on proactive debt recovery.	
25	Number of anti-social behaviour incidents	2128		568	522 (Q1 & Q2= 1090)	393 (Q1-Q3 = 1483)	454 (Q1-Q4 = 1937)	↑		Over a rolling 12 month period there has been a decrease in incidents of 9.99%.	Lead Member Community/ Head of Community Services
26	Number of overall crime incidents	3314		909	807 (Q1 & Q2= 1716)	812 (Q1-Q3= 2528)	777 (Q1-Q4 = 3305)	↔		Over a rolling 12 month period there has been a decrease in incidents of 0.33%.	Lead Member Community/ Head of Community Services
97											
27	Average number of sick days per full time equivalent	10.5	7.0	2.4	3.4 (Q1 & Q2= 5.8)	1.8 (Q1- Q3 =7.6)	2.6 (Q1-Q4 = 10.2)	↑	☹	<p>Total number of sick days lost for 2018/19 was 1768.8 compared with 1838 for 2017/18</p> <p>Total number of long term sick days has increased to 1132 for 2018/19 compared with 1048 for 2017/18</p> <p>Total number of short term sick days has reduced to 636.7 for 2018/19 from 789.8 in 2017/18.</p> <p>Outturn for the year has reduced to 10.2 from 10.5 last year.</p>	Lead Member Organisational Development/ Head of Corporate Services

Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
28	Percentage of waste recycled or composted.	54.55%	52%	56.53%	55.62%	54.15%	52.6%	↓	☺	Performance in Q4 has been hindered by the slight increase in MRF contamination which has pulled the final quarter's recycling performance down. As the reject waste is used in the calculation for % of overall waste collected for recycling, it has an impact. The food, refuse and garden waste tonnages are comparable with the previous year's. Despite the cold start to the year, the growing season has still produced good garden waste tonnages.	Lead Member Clean and Green Environment/ Head of Community Services
29	Residual household waste collected per property in kgs.	380kg	430kg	100kg	97.5kg (Q1&Q2 197.5kg)	100kg (Q1-Q3 297.5kg)	103.5kg (Q1-Q4 = 401kg)	↓	☺	Whilst still well below the target, there is an increase on residual waste and waste rejected at the MRF at the end of the year which has resulted in a slight decrease on last year's performance. January and February's MRF contamination and rejected waste was higher than average. Work with residents and all waste contractors will be carried out to reduce levels of contamination. Residual waste in Q4 was relatively similar to the 17-18 out turn.	Lead Member Clean and Green Environment/ Head of Community Services

30	Food establishments hygiene ratings.	4.83%	5% With a food hygiene rating Under three	4%	4.01%	3.9%	3.3%	↑	😊	There are 745 compared with 733 in the last quarter. Of these, 25 are below a food hygiene rating of 3 compared with 29 being below 3 in the last quarter. This remains below the target of no more than 5% of food business having a food hygiene rating of less than 3.	Lead Member Clean and Green Environment/ Head of Community Services
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Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2017-18	Target 2018-19	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
66 31	Percentage of Freedom of information (FOI) requests answered on time.	87%	80%	87%	92%	87%	92%	↑	😊	Total number of FOIs received in Q4 was 166. 153 of these were answered within the 20 working days deadline. Of which 26 were not council FOIs. A total of 599 requests have been received to date compared to a full year total of 375 for 2017/18.	Lead Member Customer Focus/ Head of Corporate Services
32	Percentage of formal complaints answered on time.	91%	90%	89%	100%	94%	92%	↑	😊	37 complaints were received in Q4. 34 were answered within the 20 working days deadline. 192 complaints received in total to date compared to a full year total of 157 for 2017/18.	Lead Member Customer Focus/ Head of Corporate Services

Appendix 2 - General Fund Outturn by Group 2018/2019

	Budget	Actual	Savings / (Deficit)	Variance	Notes
Chief Executive					
Employees	£246,000	£245,987	£13	-0.01%	
Premises	£0	£0	£0	-	
Transport	£2,918	£2,750	£168	-5.77%	
Supplies & Services	£7,432	£7,230	£202	-2.72%	
Payments to Third Parties	£0	£0	£0	-	
Income	£0	£0	£0	-	
TOTAL	£256,350	£255,966	£384	-0.15%	

	Budget	Actual	Savings / (Deficit)	Variance	
Community					
Employees	£1,097,558	£1,091,403	£6,155	-0.56%	
Premises	£2,500	£12,135	-£9,635	385.40%	
Transport	£32,317	£26,722	£5,595	-17.31%	
Supplies & Services	£108,998	£127,616	-£18,618	17.08%	
Payments to Third Parties	£4,556,341	£4,796,705	-£240,364	5.28%	1
Income	-£2,066,806	-£2,390,303	£323,497	15.65%	2
TOTAL	£3,730,908	£3,664,278	£66,630	-1.79%	

1. As previously reported, the Ubico contract has returned a deficit in the current year with the final outturn position being £268,865 over budget.

2. Income is up mainly as a result of increased income from garden waste of £76,000 and Bulky collections of £20,600. Licencing income is also positive with a surplus of £41,100. Government grants have also been received for homeless prevention and private sector rented housing.

	Budget	Actual	Savings / (Deficit)	Variance	
Corporate Services					
Employees	£1,762,933	£1,783,973	-£21,040	1.19%	
Premises	£0	£0	£0	-	
Transport	£16,423	£13,654	£2,769	-16.86%	
Supplies & Services	£506,574	£468,189	£38,385	-7.58%	
Payments to Third Parties	£127,934	£66,740	£61,194	-47.83%	3
Transfer Payments - Benefits Service	£20,276,485	£16,370,872	£3,905,613	-19.26%	4
Income	-£20,726,872	-£17,085,860	-£3,641,012	-17.57%	5
TOTAL	£1,963,477	£1,617,567	£345,910	-17.62%	

3. Savings on the youth training budget are offset by youth training expenditure within the employees heading. Small savings on occupational health and revenues related court costs

4. Significant reduction in the amount of housing benefit being awarded

5. Government grant received for housing benefit payment has reduced in line with expenditure. A number of new burdens grants also received for revenues and benefits.

	Budget	Actual	Savings / (Deficit)	Variance	
Democratic Services					
Employees	£254,331	£189,827	£64,504	-25.36%	6
Premises	£0	£165	-£165	-	
Transport	£16,730	£14,918	£1,812	-10.83%	
Supplies & Services	£433,968	£442,624	-£8,656	1.99%	
Payments to Third Parties	£36,700	£40,074	-£3,374	9.19%	
Income	-£500	-£16,996	£16,496	3299.12%	
TOTAL	£741,229	£670,612	£70,617	-9.53%	

6. A vacant post is held within the democratic services team to offset the costs of any elections, which generate a peak of additional work. There has been no significant elections relating to the 2018/19 financial year and so an underspend is being reported.

Deputy Chief Executive	Budget	Actual	Savings / (Deficit)	Variance	
Employees	£112,154	£112,037	£117	-0.10%	
Premises	£0	£0	£0	-	
Transport	£3,460	£2,117	£1,343	-38.83%	
Supplies & Services	£4,450	£2,622	£1,828	-41.08%	
Payments to Third Parties	£0	£0	£0	-	
Income	£0	£0	£0	-	
TOTAL	£120,064	£116,776	£3,288	-2.74%	

Development Services	Budget	Actual	Savings / (Deficit)	Variance	
Employees	£1,860,039	£1,768,152	£91,887	-4.94%	7
Premises	£43,281	£44,701	-£1,420	3.28%	
Transport	£57,248	£47,366	£9,882	-17.26%	
Supplies & Services	£262,513	£233,199	£29,314	-11.17%	
Payments to Third Parties	£200,115	£492,587	-£292,472	146.15%	8
Income	-£1,665,686	-£2,244,262	£578,576	34.73%	9
TOTAL	£757,510	£341,743	£415,767	-54.89%	

7. A range of vacancies have occurred during the year mainly in relation to Development Management. The savings reflect the time required to appoint to vacated posts and differences in salary paid for new recruits.

8. The overspend reflects expenditure on the CIL, the JCS and a county wide strategic planner all of which are financed from reserves or partner contributions

9. Financing as per the point above plus a range of government grants. Planning income is down by £203,000 against target but this is partially offset by new planning performance agreement income of £29,000 and increased pre planning advice income of £17,000.

Finance and Asset Management	Budget	Actual	Savings / (Deficit)	Variance	
Employees	£2,591,457	£2,590,291	£1,166	-0.05%	
Premises	£564,516	£476,937	£87,579	-15.51%	10
Transport	£14,974	£12,677	£2,297	-15.34%	
Supplies & Services	£455,749	£643,475	-£187,726	41.19%	11
Payments to Third Parties	£277,020	£278,766	-£1,746	0.63%	
Income	-£1,286,146	-£1,558,451	£272,305	21.17%	12
TOTAL	£2,617,570	£2,443,694	£173,876	-6.64%	

10. Savings accumulated on both gas and electricity. In addition, new homes bonus allocation for asset maintenance released at year end for new year expenditure.

11. Increased use of electronic payments to the Council. The reported position also includes the cost of financing capital expenditure from revenue on both the public offices and the depot. Reserves exist to meet this expenditure.

12. Additional income received in a range of service areas including public office rental, car parking and burials. In addition, government grants received for transparency and play areas

One Legal	Budget	Actual	Savings / (Deficit)	Variance	
Employees	£1,394,939	£1,377,843	£42,588	-1.23%	13
Premises	£0	£0	£0	-	
Transport	£21,707	£15,569	£6,441	-28.28%	
Supplies & Services	£133,762	£78,953	£11,101	-40.98%	
Payments to Third Parties	£240,460	£307,561	-£11,058	27.91%	
Income	-£1,416,088	-£1,500,339	£55,546	5.95%	14

TOTAL	£374,780	£279,587	£104,619	-25.40%
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13. Vacant posts across the year have contributed to a net saving.

14. Increased income from shared service partners in addition to an increased amount of disbursements recovered from clients.

Service Summary	Budget	Actual	Savings / (Deficit)	Variance
Employees	£9,319,411	£9,159,512	£159,899	-1.72%
Premises	£610,297	£533,937	£76,360	-12.51%
Transport	£165,777	£135,772	£30,005	-18.10%
Supplies & Services	£1,913,446	£2,003,907	-£90,461	4.73%
Payments to Third Parties	£5,438,570	£5,982,432	-£543,862	10.00%
Transfer Payments - Benefits Service	£20,276,485	£16,370,872	£3,905,613	-19.26%
Income	-£27,162,098	-£24,796,210	-£2,365,888	-8.71%
	£10,561,888	£9,390,223	£1,171,665	-11.09%

Corporate Codes

Treasury activity	£117,260	£46,502	£70,758	-60.34%	15
Commercial activity	-£1,928,859	-£2,210,041	£281,182	14.58%	16
Corporate Savings Targets	-£17,500	£0	-£17,500	-100.00%	
New Homes Bonus	-£3,179,723	-£3,179,723	£0	0.00%	
Business Rates Income	-£2,694,620	-£3,874,011	£1,179,391	43.77%	17
Other adjustments	-£3,636,166	-£3,636,167	£1	0.00%	
	-£11,339,608	-£12,853,440	£1,513,832	13.35%	

15. Significant improvement in return on investment balances as a result of diversified investments and enlarged portfolio

16. Purchase of two new investment properties has generated additional rental income in year

17. Some growth in the area together with a reduction in the provisions required for appeals has resulted in increased retention. This has been aided by being a member of the 100% Pilot.

Net total	-£777,720	-£3,463,217	£2,685,497	345.30%
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Appendix 3 - Capital Outturn 2018/19

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	Budget profile for 2018/19	Capital Outturn 2018/19	(Over)/ Under spend	% Slippage	Financed from Capital Reserves	Financed from Capital Grants	Financed from Borrowing	Financed from Revenue
<u>Expenditure</u>								
Council Land & Buildings	£16,297,908.00	£9,794,444.31	£6,503,463.69	39.90%	£676,429.45	£415,921.07	£8,515,556.12	£186,537.67
Vehicles & Equipment	£245,000.00	£294,292.42	-£49,292.42	-20.12%	£277,104.40	£0.00	£0.00	£17,188.02
Community Grants	£213,791.00	£31,554.82	£182,236.18	85.24%	£31,554.82	£0.00	£0.00	£0.00
Housing & Business Grants	£300,000.00	£489,781.39	-£189,781.39	-63.26%	£0.00	£489,781.39	£0.00	£0.00
Flexible use of capital receipts	£212,000.00	£60,655.72	£151,344.28	71.39%	£60,655.72	£0.00	£0.00	£0.00
Total	£17,268,699.00	£10,670,728.66	£6,446,626.06	37.33%	£1,045,744.39	£905,702.46	£8,515,556.12	£203,725.69
<u>Income</u>								
Council Land & Buildings	£0.00	£306,370.10	£306,370.10	-	-	-	-	-
Vehicles & Equipment	£0.00	£0.00	£0.00	-	-	-	-	-
Community Grants	£0.00	£0.00	£0.00	-	-	-	-	-
Housing & Business Grants	£0.00	£9,950.15	£9,950.15	-	-	-	-	-
Total	£0.00	£316,320.25	£316,320.25	-	£0.00	£0.00	£0.00	£0.00

Appendix 4 - Council Revenue Reserves for 2019/20

Reserve	Balance 31st March 2017	Net Movement 2017/18	Balance 31st March 2018	Net Movement 2018/19	Balance 31st March 2019	Note
Asset Management Reserve	521,891.90	437,390.08	959,281.98	44,449.23	1,003,731.21	1
Borough Growth Reserve	0.00	0.00	0.00	930,609.81	930,609.81	2
Borough Regeneration Reserve	6,933.65	197,520.40	204,454.05	-2,916.75	201,537.30	
Business Rates Reserve	1,491,300.57	-853,929.66	637,370.91	-137,370.91	500,000.00	3
Business Support Reserve	232,299.10	-22,159.59	210,139.51	-42,800.41	167,339.10	
Business Transformation Reserve	322,069.78	33,812.69	355,882.47	303,454.37	659,336.84	4
Community Safety Reserve	0.00	10,885.96	10,885.96	-10,885.96	0.00	
Community Support Reserve	127,362.00	-13,970.41	113,391.59	-33,335.00	80,056.59	
Development Management Reserve	103,800.00	134,201.55	238,001.55	16,685.00	254,686.55	
Development Policy Reserve	296,884.24	228,543.66	525,427.90	40,008.52	565,436.42	5
Elections Reserve	63,000.00	5,500.00	68,500.00	16,848.16	85,348.16	
Flood Support and Protection Reserve	43,731.08	-30,049.22	13,681.86	-3,485.64	10,196.22	
Health & Leisure Development Reserve	28,046.03	-26,057.00	1,989.03	0.00	1,989.03	
Housing & Homeless Reserve	18,160.26	412,574.24	430,734.50	92,107.16	522,841.66	6
Information Technology Reserve	14,726.00	3,505.00	18,231.00	91,269.00	109,500.00	7
MTFS Equalisation Reserve	1,167,617.00	-301,613.00	866,004.00	133,996.00	1,000,000.00	8
Open Spaces Reserve	0.00	0.00	0.00	678,720.40	678,720.40	9
Organisational Development Reserve	14,458.20	116,913.80	131,372.00	14,200.00	145,572.00	
Risk Management Reserve	7,703.42	-2,703.42	5,000.00	0.00	5,000.00	
Transport Initiatives Reserves	342,046.00	178,345.46	520,391.46	-520,391.46	0.00	10
Waste & Recycling development Reserve	28,750.00	506,891.00	535,641.00	555,194.00	1,090,835.00	11
Uncommitted contingency reserve	0.00	46,769.39	46,769.39	-46,769.39	0.00	
Horsford Reserve	47,750.60	4,848.00	52,598.60	7,856.53	60,455.13	
Mayors Charity Reserve	7,652.72	-1,396.28	6,256.44	-18.19	6,238.25	
Planning Obligations Reserve	2,708,021.39	1,399,499.30	4,107,520.69	1,700,834.30	5,808,354.99	12
General Fund Working Balance	450,000.00	100,000.00	550,000.00	250,000.00	800,000.00	13
Totals	8,044,203.94	2,565,321.95	10,609,525.89	4,078,258.77	14,687,784.66	

Notes to Reserves

- 1 The reserve has been used to part finance the office refurbishment but has been boosted by a planned contribution to the commercial property portfolio reserve
- 2 This is a new reserve approved by Executive Committee in March 2019. It is funded from windfall receipts from business rates and is used to support the delivery of our JCS sites. In addition, existing reserves, related to the development of sites, have been moved to this reserve
- 3 This reserve now only represents the budget contingency for potential business rates scheme losses.
- 4 Includes additional contributions from One Legal partners and new homes bonus funding. Further monies set aside to enable the delivery of a number of projects including digital transformation
- 5 Additional government funding received to support the delivery of JCS
- 6 Additional government funding received to support the delivery of housing and homeless projects
- 7 Monies set aside to continue digitisation agenda, provide new hardware for members and replace mobile phone provision
- 8 Balanced increased to meet future financial planning needs
- 9 Change in accounting policies to allow sums previously held in planning obligations reserve to be separated out into a new reserve specifically for maintenance of open space and watercourses
- 10 Expenditure incurred with balance being moved to Borough Growth reserve
- 11 Set aside of monies to meet future vehicle financing requirements
- 12 Net position of developer contributions from s106 agreements
- 13 CIPFA resilience index highlighted a low level of uncommitted balances. The increase is a first step towards setting a reasonable level of uncommitted balances.

Appendix 5 - Ubico Contract Sum 2018-2019

	Refuse collection	Trade waste	Recycling	Organics	Food waste	Grounds maintenance	Street cleansing	TOTAL
Contract Sum 18/19	£886,230	£308,510	£757,840	£405,670	£472,660	£367,780	£478,440	£3,677,130
<u>Variance</u>								
- Employment Costs	£60,929	£6,839	£112,667	£7,548	-£79,634	£11,504	-£10,873	£108,980
- Transport Costs	£35,722	£10,538	£2,454	£1,395	-£4,235	£47,941	-£51	£93,765
- Supplies & Services	£18,013	-£16,886	£6,754	-£332	-£105	£10,143	£5,467	£23,054
- Statutory & Regulatory	-£1,396	-£370	-£1,264	-£1,150	£39	-£382	£572	-£3,951
- Indirect Expenditure	£13,550	£3,963	£12,787	£2,696	£875	£8,315	£4,877	£47,062
- Income	£3,900	£0	-£3,946	£0	£0	£0	£0	-£46
- Total variance	£130,719	£4,083	£129,453	£10,156	-£83,059	£77,521	-£8	£268,866
Outturn 18/19	£1,016,949	£312,593	£887,293	£415,826	£389,601	£445,301	£478,432	£3,945,996

Briefing Note - Tyre Spend

1. Outline

- 1.1. Spend on tyres is significantly above the 18/19 allocated budget and significantly higher than the total 17/18 spend (on which the 2018/19 budget was based). As such Ubico has undertaken a full review of tyre spend to explore and provide an explanation for the elevated spending.

To that end, key avenues of investigation have been:

- Detailed examination of spend and contract meetings with DTM
- Review of reasons for tyre replacements
- Benchmark comparisons against other contracts

2. Background

- 2.1. Tewkesbury replaced its entire waste and recycling fleet for a service change in April 2017.
- 2.2. In 2018, as part of Ubico's consolidation of its existing contracts, Ubico appointed DTM to provide its tyre replacement and disposal service.
- 2.3. The contract with DTM was secured through an approved public sector procurement framework that had been subject to the normal due diligence and process to be compliant with OJEU.
- 2.4. The contract provides a number of provisions for DTM relating to:
- response times,
 - performance
 - inspection regimes
 - ability to inspect tyres when required.
- 2.5. DTM act as a broker sub-contracting tyre replacements to local tyre suppliers to fit and replace tyres across Ubico's operation.
- 2.6. The Ubico policy states that tyres should be replaced when they reach a tread of 3mm. This is above the legal minimum but is enforced to ensure that our operation is safe and that we remain compliant with our Operator Licence.
- 2.7. Following August of 2018, Ubico under took a series of measures to promote and make sure that our drivers were appropriately inspecting their vehicles and reporting any defects. This was part of a wider programme of continuous improvements in our fleet operations.
- 2.8. Tewkesbury and Cheltenham vehicles are currently experiencing higher levels of damage due to the fact that some of the vehicles are tipping on landfill where the likelihood of suffering a puncture is higher. This situation is compounded by the

current maintenance and access to the landfill site which is considered poor in quality.

3. Findings

Wear

- 3.1. The tyre contractor has advised Ubico that it should be expected that tyres can start to become worn and require replacement from approximately 20,000miles onwards. However, this is purely a guide and considerable variables will impact this figure. For example, the terrain/road condition, driving style, route and location of the tyres on the vehicle all have an impact on the longevity and wear.
- 3.2. On average, vehicles in Tewkesbury will complete on average 65 miles per day. Based on the estimate of 20,000miles as a tipping point beyond which tyres will start to need to be replaced. On this estimate TBC vehicles would pass this milestone in 14 months (assuming the tyre is not damaged before then). Therefore, as TBC vehicles were all new in April 2017, it is expected that tyres would start to be replaced as a result of wear from May/June 2018 onwards. At this point costs would be incurred for both wear and damage. However, due to the variables stated above, it is likely that replacement due to wear would occur over a period of many months with tyres wearing at different rates.
- 3.3. The elevated levels of replacements due to wear in 2018/19, (with 55% of tyres replaced citing wear as the reason) would indicate that a significant proportion of the elevated spend in 2018/19 is due to an increasing number of tyres reaching the end of their operational life. It is also reasonable to assume that replacements due to wear will now continue in future years of operation.

Benchmarked spend

- 3.4. Through investigating other contract spend, TBC tyre charges are at a similar level to both Cheltenham vehicles and Stroud vehicles based on fleet sizes.
- 3.5. Cheltenham has seen an increase in tyre charges this year as the notional tipping point of 14 months was reached in December/January on their new fleet vehicles. West Oxfordshire Vehicles have a lower cost but have newer vehicles (replaced in October 2017) and budgets for next year have been increased in preparedness for the tipping point as seen on Tewkesbury and Cheltenham vehicles this year.
- 3.6. Different sub-contractors and fitters are used to supply Ubico contracts. If tyres were being changed un-necessarily in TBC, it would be expected that spend would be significantly higher than comparable contracts. However, this is not the case and thus reduces the likelihood that contractors are not following appropriate policies and changing tyres when they don't need to.

Compliance

- 3.7. As stated above, the Ubico policy is to change a tyre once it reached 3mm. The tread depth of tyres is recorded when a tyre is changed but 45% of tyres being changed are as a result of damage and this could result in the tread depth being higher than 3mm when changed.
- 3.8. In 2018 Ubico undertook a sustained effort to improve driver and crew vigilance with regard to compliance and all drivers in the company received briefings to ensure that all vehicles were appropriately inspected daily and that defects were accurately logged. Additional gate checks were also implemented to check the quality of the vehicle inspections carried out.
- 3.9. While it is difficult to judge whether this has had any significant impact in spend, it is reasonable to assume that additional vigilance has contributed to higher spend, especially if many tyres on the TBC vehicles were close or on the 3mm tread depth.

Damage

- 3.10. While damage to tyres remains elevated due to driving to landfill, it is expected that the mobilisation of Javelin Park and the use of waste transfer stations should result in a reduction in damage to tyres following the commissioning of the EfW plant. However, any reduction in tyre damage may be absorbed by increase in wear due to increased motorway travel.
- 3.11. Ubico's introduction of driving assessors may also help to reduce tyre damage and wear further by improving the skill level of drivers to reduce incidents of mounting kerbs when manoeuvring and improving driving style overall.

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	18 June 2019
Subject:	Enviro-Crime Annual Report
Report of:	Head of Community Services
Corporate Lead:	Deputy Chief Executive
Lead Member:	Lead Member for Clean and Green Environment
Number of Appendices:	3

Executive Summary:

In June 2018 the Overview and Scrutiny Committee considered a report regarding the Council's approach to tackling enviro-crime within the borough. The report proposed reporting back to this Committee on a six-monthly basis with an update on what progress was continuing to be made tackling enviro-crime. A subsequent report was taken to Overview and Scrutiny Committee in January 2019 reporting on quarters one and two of 2018/19.

This report provides an annual summary of the progress made tackling enviro-crime in 2018/19.

For the benefit of new Members, a brief summary of the enforcement options available to the Council, for each category of enviro-crime, have been included in this report.

Recommendation:

That consider the annual enviro-crime report and action plan.

Reasons for Recommendation:

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

Resource Implications:

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

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

Legal Implications:

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

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

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

Risk Management Implications:

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

Performance Management Follow-up:

The number of enviro-crimes is a key performance indicator (KPI) for the Council and is monitored by the Overview and Scrutiny Committee's performance tracker on a quarterly basis. Progress on tackling enviro-crime is reported back to Overview and Scrutiny Committee on a six monthly basis.

Environmental Implications:

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

1.0 INTRODUCTION/BACKGROUND

- 1.1** It was agreed at the Overview and Scrutiny Committee in June 2018 the Committee would be kept up to date on ongoing progress through an interim six-monthly report (to be presented to Committee in January 2019) and an annual summary would be presented in June 2019. The following is a summary of progress made tackling enviro-crime in 2018/19.
- 1.2** Following completion of the previous action plan (Appendix 1) a revised plan has been produced (Appendix 2). Members will note that the initial action plan focussed on putting in place the procedures and general infrastructure to allow a more robust targeted approach to be taken towards tackling enviro-crime. The updated action plan builds on this but also focusses more on building connections within local communities and developing further joint working arrangements, with partner agencies.
- 1.3** The number and type of enviro-crimes that occur or are reported varies throughout the year seasonal variations. To allow for year-on-year seasonal comparisons, a review of how and what data is recorded has been carried out. The 2018/19 data set can now be used as a baseline for future comparisons.

2.0 ENVIRO-CRIME CATEGORIES

2.1 Fly-Tipping

- 2.1.1** It is an offence for any individual to deposit “controlled waste” on land where an environmental permit, or a specific exemption from requiring a permit, is not in place. There are a number of enforcement options available to the Council which include: warning letters, formal cautions, £400 fixed penalty fines or, upon prosecution, an unlimited fine and up to five years in prison. The nature and severity of the offence and cooperation and history of the offender will, in accordance with the Environmental Health Enforcement Policy, influence what enforcement path is taken.
- 2.1.2** It can be seen from this year’s figures that, of the 601 fly-tipping incidents that were reported, only 87 were considered to have the potential to lead to enforcement action. The majority of fly-tips reported were not witnessed, nor appeared to contain any relevant information that would allow a further investigation to take place. Analysis of fly-tipping data and feedback from investigating officers indicates that a number of offenders appear to be actively ensuring that there is no evidence within the fly-tips that can be used to identify them.
- 2.1.3** Analysis of the 2018/19 dataset also indicates that there is a slight increase in the number of fly tips reported in quarters two and three. This reflects expected seasonal variation as the majority of building and demolition works occur during these months. Demolition or construction waste is also the least likely to contain evidence indicating the identity of the offender, making further investigation difficult.
- 2.1.4** Due to ongoing problems at Morrison’s in Tewkesbury, the Store Manager decided to close the bulk of the recycling centre leaving only a few textile banks which block the entrance to the centre. This has removed the fly-tipping issue around this site and negated the need to issue fixed penalty notices for this area. Signage was erected at the Bishop’s Cleeve site and an increased emptying regime has been put in place. This appears to have significantly reduced the number of issues surrounding this site.
- 2.1.5 Recent Enforcement Action**

Date	Offence	Result
July 2018	Waste Carriers	Fine of £600, £100 costs
October 2018	Fly Tip	Fine £400
February 2019	Waste Carriers Waste Transfer Notes	£400 fixed penalty
November 2018	Waste Carriers, Duty of Care	Did not Appear at Court
January 2019	Fly Tip	£400

2.2 Littering

2.2.1 It is a criminal offence for a person to drop, throw down, leave or deposit litter in a public place. Offenders can receive a fixed penalty fine of up to £75 or if prosecuted a fine not exceeding £2,500

2.2.2 The number of littering complaints received relating to littering is relatively low - 14. This is, in part, due to the relatively rural nature of the borough. In addition, the Council runs a very popular volunteer litter picker scheme which currently has 282 volunteers across the Council. Officers in the Environmental Health Team continue to promote the scheme and the number of volunteers continues to grow each year with 31 additional volunteers signing up in 2018/19.

2.2.3 As part of the volunteer litter picking scheme, the Environmental Health Team provide an induction for the volunteers which gives training and guidance on health and safety, insurance and how to make arrangements for collection of waste. The Environmental Health Team also provides equipment such as litter pickers and bags.

2.2.4 Recent Enforcement Action

Date	Offence	Result
October 2018	Littering	£75
December 2018	Littering	£75
March 2019	Littering	£75

2.3 Dog Fouling

2.3.1 In July 2018, a Public Space Protection Order (PSPO) was introduced which made it an offence for any person in control of a dog to fail to pick up after the dog or fail to produce upon request a means of picking up after the dog. Offenders can be issued with a fixed penalty of £100 or upon prosecution fined up to £1000.

2.3.2 Due to the nature of the offence, it has traditionally been difficult to actually catch and fine offenders. Given that the PSPO now gives officers the ability to request that the person in control of a dog produces means necessary to pick up after their dog, a more pro-active approach can be taken. In order to get responsible dog owners on side, the PSPO was publicised throughout 2018/19 with a full-page advert appearing in the Borough News, presentations being given to Parish Councils, and information posted on social media.

2.3.3 Existing 'no dog fouling' signs across the borough refer to previous legislation and do not mention the requirement to produce upon request a means of picking up after your dog. In order to replace these signs, the Environmental Health Team has sought to work with Parish Councils which have agreed to assist with the replacement of signs and accompany officers during patrols of hotspots. A programme of visits to Parish Councils has been drawn up for 2019/20.

2.3.4 The number of complaints received regarding dog fouling is relatively low at 41; however, discussions with Parish Councillors and members of the public indicates that it remains a serious concern and high priority for residents. In 2019/20 it is intended, through the schedule of visits to Parish Councils, to identify hotspots and put in place a programme of patrols of these areas.

2.4 Abandoned Vehicles

- 2.4.1** It is an offence to unlawfully abandon a motor vehicle, offenders can be issued with a fixed penalty of up to £200 or, if prosecuted, fined up to £2,500. The number of abandoned vehicle complaints remained relatively constant throughout the year, although there did appear to be a significant reduction in numbers in quarter three where the number of reported vehicles reduced to 33. Discussions with the Police have indicated that they were carrying out a number of operations which were directly targeting vehicles and that they had removed a number of vehicles from the public highway which may have impacted upon the reported numbers.

2.5 Noise

- 2.5.1** It is an offence for an individual to cause a “statutory nuisance” due to noise. Where the Council believes that a “statutory nuisance” exists, it is legally obliged to serve an abatement notice. Failure to comply with a notice is an offence and can result in a fine of up to £5,000 for a resident or £20,000 for a company. Where a nuisance persists, despite an abatement notice being in place, the authority can seize the plant/equipment/machinery that is the source of the nuisance.
- 2.5.2** The number of noise complaints remains relatively constant throughout the year although there is a significant spike in quarter one (85). Analysis of the type of complaints does not indicate a particular reason for this.
- 2.5.3** Investigation of noise complaints often involves deploying noise recording equipment. This allows complainants to record the noise they are being exposed to when it occurs and negates the need for an officer to actually experience the level of disturbance in real time. This saves a significant amount of time, although an investigation still requires input of officer time to listen back and analyse the noise that has been recorded. There are two sets of recording equipment and, as can be seen from the deployment frequency (57 weeks), both sets of equipment spend the majority of time being deployed.

Recent Enforcement Action

- 2.5.4** On 1 June 2018 a complaint was received relating to shouting and loud music from a neighbouring property. After sending out diary sheets and installing noise monitoring equipment, a statutory nuisance was established, and a letter sent out on 20 July 2018 to the person causing the problem advising them they had seven days to abate the nuisance. The loud music stopped; however, the shouting continued, and a Noise Abatement Notice was served on the subject of the complaint on 1 August 2018. Further complaints have continued, and a breach of Notice was established on 28 September 2018. Discussions are currently ongoing with the Housing Association to determine what further action will be taken.
- 2.5.5** A complaint of constant dog barking from a park home site was received in June 2018. There were three complainants in total, two were residents of the park home site, and one from a nearby property. Log sheets were sent out and the dog owner made aware of the complaint. The dog owner was co-operative and made some attempts to keep the dog from barking by taking it for walks morning and evening and leaving it with toys; however, the barking continued to cause nuisance as the dog was left outside in a run all day and barking would start early in the morning. An Abatement Notice was served in October 2018 after log sheets were returned and MATRON noise monitoring indicated there was still a nuisance. This was acknowledged by the owner who rehomed the dog as a result of the Notice.

- 2.5.6** A complaint was received on 5 December 2017 relating to construction noise. Log sheets were left with the complainant and subsequently returned. Noise monitoring equipment was installed in February 2018 but no nuisance was established. Subsequent complaints were received in April 2018 where the noise monitoring equipment was reinstalled. On this occasion there was a nuisance and a Control of Pollution Notice was served on 4 May 2018. There were no further complaints until recently, these are currently being investigated
- 2.5.7** In January 2019 complaints were received from residents in Badgeworth advising that a mobile home was parked on the grass verge immediately outside residential properties. The complainants advised that the mobile home was being powered by an industrial generator which was extremely noisy and running 24 hours a day. Upon visiting the mobile home, Officers established that a statutory nuisance existed and immediately served an Abatement Notice requiring that the nuisance be abated. The notice was not complied with and the generator was seized. Following discussions with the author of the nuisance, and commitments being given that they would move to a different location where they would not disturb local residents, the generator was returned. In February 2019 further complaints were received from residents within Tewkesbury, subsequent Abatement Notices were served and the generator was seized.

3.0 ENFORCEMENT ACTION GENERAL

- 3.1** In November 2018, officers from the Environmental Health Team undertook joint Stop and Search patrols with Gloucestershire Police. The patrols focused on Sandhurst Village, Cursey Lane and Bozzard Lane, which are areas known to experience significant levels of fly-tipping. Seven vehicles were stopped and one business has been issued with a fixed penalty notice for failure to provide its waste carriers licence.
- 3.2** There are currently seven ongoing waste and littering investigations which are likely to result in enforcement action being taken.

4.0 COMMUNITY ENGAGEMENT

- 4.1** Uckington Parish Council approached the Environmental Health Team to request a talk be given to their local community on fly-tipping and enviro-crime in general. The Environmental Health Manager attended a Parish Council meeting and spoke with the local community; this proved to be very successful and popular with the local community.
- 4.2** The Environmental Health Manager gave a presentation at a Town and Parish Council Seminar to update them on the introduction of the Public Space Protection Order controlling dog fouling across the borough and changes to littering from vehicles legislation. The Town and Parish Councils agreed to assist with replacing the old dog fouling signs with new signs, which reflect the requirements of the PSPO. It is intended to cover the old signs with new signs.
- 4.3** On 20 March 2018, officers from Environmental Health attended a Northway Parish Council meeting as part of the Parish Council liaison programme. During this meeting, replacement dog fouling signs were provided to the Parish Council, a presentation regarding enviro-crime was given and a commitment made to carrying out joint patrols of hotspots. The Parish Council liaison programme was put on hold during purdah, but is due to recommence in early June 2019.

- 4.4** Following a range of complaints to a number of different partner agencies regarding issues in and around Coriander Drive, Churchdown, a multi-agency meeting was convened in May 2018. The aim of this meeting was to develop a strategy for engaging with the local community and working with them to tackle a number of antisocial issues such as fly-tipping, littering, overgrown gardens, illegal parking, vehicle repairs on the highway, lack of activities and events for young people. An initial walk around the area was carried out with a view to speaking to the local community about their concerns and to solicit their ideas and cooperation regarding resolving the issues. Over 40 residents engaged, with 12 expressing a strong willingness to get involved. A drop-in event was subsequently held at the Community Hub and this was attended by 15 residents who provided further feedback and support for the project. A series of follow-up meetings have been held and an action plan is currently being developed for the area, with a view to putting in place sustainable community-based measures that will result in an overall improvement to that area.
- 5.0 OTHER OPTIONS CONSIDERED**
- 5.1** None
- 6.0 CONSULTATION**
- 6.1** Consultation with the Lead Member for Clean and Green Environment has taken place on a regular basis during the Portfolio briefings.
- 7.0 RELEVANT COUNCIL POLICIES/STRATEGIES**
- 7.1** Environmental Health Enforcement Policy
- 8.0 RELEVANT GOVERNMENT POLICIES**
- 8.1** N/A
- 9.0 RESOURCE IMPLICATIONS (Human/Property)**
- 9.1** Within existing.
- 10.0 SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)**
- 10.1** Reducing environmental crimes can improve community safety as well as economic, social and environmental sustainability. For example, a reduction in dog fouling may increase confidence in use of community land and playing fields.
- 11.0 IMPACT UPON (Value for Money/Equalities/E-Government/Human Rights/Health and Safety)**
- 11.1** Joint working with partner agencies such as the Police, Environment Agency and housing associations will enable organisations to pool resources, which may enable the Council to demonstrate improved value for money when tackling enviro-crimes.

12.0 RELATED DECISIONS

12.1 None

Background Papers: None

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Appendices: Appendix 1- Enviro-Crime Action Plan 2018/19
Appendix 2 – Enviro-Crime Action Plan 2019/20
Appendix 3 – Enviro-Crime Annual Report Metrics

ENVIRO-CRIME ACTION PLAN – 2018/19

1. Fly Tipping				
Action	Target Date	Task Owner	Status	Comments
Develop a toolkit of all available enforcement actions such as fixed penalty notices and simple cautions to deal with fly tipping.	Completed	EH Manager / PEHO	✓	Toolkit has been developed and put in place. This will continue to be added to and adapted in order to meet the requirements of GDPR and reflect current legislation and best practice.
Prosecute offenders of fly tipping and advertise results in local media a	Ongoing	EH Team	✓	In 2017/18 6 Enviro-crime prosecutions were taken. This resulted in £5052 of fines and costs being issued. These prosecutions were publicised through local media and social media.
Prepare a fixed penalty procedure & policy	Completed	PEHO	✓	Policy will continue to be kept under reviewed to ensure meets the requirements of GDP. In 2018/19a total of 11 fixed penalty notices were issued.

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

Action	Target Date	Task Owner	Status	Comments
Review the Borough signage with regard to enviro-crime and deploy to areas which are known hot spots	March 2019	PEHO	✓	<p>Signage is reviewed regularly and moved to the most appropriate location. along with making other changes to the recycling site in order to reduce fly tipping in that area.</p> <p>Due to the implementation of the PSPO some of the “no dog fouling” signs require to be changed to reflect the increased fixed penalty fine and requirement to provide a means of picking up after your dog.</p> <p>Replacement dog fouling signs reflecting the PSPO have been purchased and distribution to Parish Councils has commenced. Distribution of these signs will continue in 2019 through the Parish Council liaison program.</p> <p>Signage wil also be applied to litter bins highlighting that they can be used for appropriately wrapped dog waste.</p>

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

Action	Target Date	Task Owner	Status	Comments
Work closely with the National Farmers Union and other partners in rural communities.	July 2018	HoCS / EH Manager	✓	Discussions have been had with both the Farmers Union representative but also the Rural Crime Officer. Attempts were made to resurrect the countywide Enviro-crime group, however due to resource pressures other authorities were unable to engage at this point. A meeting is planned with the farmers union representative and Rural Crime Officer in Q1 2019.

2. Abandoned Vehicles				
Action	Target Date	Task Owner	Status	Comments
Continue partnership working with Gloucestershire Police and district authorities in order to achieve a co-ordinated approach across Gloucestershire.	Completed	EH Manager / PEHO	✓	<p>Meetings have been held with Police to discuss ongoing joint working practices. Police have confirmed that they are happy to be involved in joint working initiatives. Currently exploring possibility of PCSO issuing fixed penalty notices, regular joint patrols and initiatives.</p> <p>A joint stop and search initiative was undertaken with the Police in November 2019.</p>

Action	Target Date	Task Owner	Status	Comments
Achieve an increase in the use of fixed penalty notices in connection with abandoned vehicle investigations.	Completed	PEHO	✓	Fixed Penalty notices are issued where evidence of who abandoned the vehicle exists. This is not necessarily the registered keeper of the vehicle so additional corroborative evidence will be required. This restricts the opportunity for serving fixed penalties in relation to abandoned vehicles, however where that opportunity exists then fixed penalty notices are being served.
3. Dog fouling / Control				
Action	Target Date	Task Owner	Status	Comments
Introduce Public Space Protection Order (PSPO)	April / May 2018	HoCS / EH Manager / PEHO	✓	PSPO approved April 2018.
Gather data on dog fouling hot spots.	Completed	PEHO	✓	All reports of dog fouling are used to build up a picture of the hotspots across the Borough.

Action	Target Date	Task Owner	Status	Comments
Consult with the Council's Executive Committee recommending the introduction of Public Space Protection Orders for dog fouling.	September 2017	HoCS / EH Manager	✓	Completed on 14 March 2018.
Implement PSPO & Advertise	January 2018	HoCS / EH Manager	✓	Approval gained from Council on 17/04. PSPO publicised throughout 2018/19 by article in Borough News, postings on social media, presentations to Parish Councils and the public. Series of patrols and community engagement initiatives programmed in for 2019/20
Finalise governance and HR arrangements for employing the environmental warden	August 2017.	EH Manager	☹	Insufficient contributions from Town & Parish Councils to progress at this stage.

4. Littering				
Action	Target Date	Task Owner	Status	Comments
Co-ordinate, promote and support the work of the volunteer litter pickers.	Completed	PEHO / EH Assistant	✓	Continues to be a healthy interest in volunteering as a litter picker, continue to get enquiries from volunteers. 31 new volunteers in 2018/19 making a total of 281
Continue to provide induction training and equipment as required by the volunteer litter pickers. Continue to support the scheme and encourage uptake.	Completed	PEHO / EH Assistant	✓	Presentation held in 2017/18. Induction training provided to all new volunteers.
The Environmental Health Department will continue to investigate complaints of litter and will take appropriate action where sufficient evidence exists.	July 2018	EH Team	✓	Number of fixed penalty notices relating to litter issued to those littering.

Action	Target Date	Task Owner	Status	Comments
Introduce PSPO for littering.	Following review of dog fouling PSPO – Mid 2018	HoCS / EH Manager	☹	<p>No suitable areas have at present been identified</p> <p>Areas where PSPO may be appropriate are being explored. As first part of the process an assessment of the area will be made and communication targeted at those responsible for litter. Further information regarding an appropriate area for applying a littering PSPO will be obtained through the Parish Council liaison program.</p>

5. General				
Action	Target Date	Task Owner	Status	Comments
Review the enforcement policy to ensure that it is robust and includes all enforcement option for enviro-crime.	Completed	HoCS	✓	The EH Enforcement Policy was reviewed and revised and approved by the Executive Committee in August 2017. This will be kept under review to ensure that it reflects current legislative requirements.
Review all of the available resources Council wide for dealing with enviro-crime and where appropriate multi-skill and train officers to take relevant enforcement activities.	July 2018	HoCS	✓	Discussions regarding opportunities for more integrated working are occurring between departments.
When employing Council officers where appropriate ensure that enviro-crime is included within their remit.	Completed	HoCS / EH Manager / PEHO	✓	Envirocrime requirement included within job descriptions. Ongoing discussions will be held with other Managers to identify as broad a range of appropriate officers as possible.

Action	Target Date	Task Owner	Status	Comments
Individual officer performance and training needs in respect of enviro-crimes will be discussed and reviewed as part of the Personal Professional Development (PPD) process.	Completed	EH Manager / PEHO	✓	All appropriate Officers within EH have been trained. Now looking to cascade this training to other officers within the Council and to external partners such as the police.
Consider possibilities of working with the Counter Fraud unit to work more closely to target enviro crime including using powers to seize vehicles and apply for proceeds of crime in larger cases.	January 2018	HoCS / EH Manager	✓	Joint working with Counter Fraud has taken place on a number of occasions. PACE interview room and equipment shared with Counter Fraud.
Review and where appropriate improve reporting mechanisms for members of the public wishing to report enviro-crime.	Completed	HoCS / EH Manager	✓	Current reporting mechanisms are appropriate.

6. Communications				
Action	Target Date	Task Owner	Status	Comments
Develop a communications strategy around enviro-crime utilising all of our usual media channels including Borough News, press and other media, websites and social media etc including: <ul style="list-style-type: none"> • Fly tipping • Littering • Abandoned Vehicles • Dog fouling 	June 2018	HoCS / EH Manager / PEHO	✓	Borough News contains articles on enviro-crime. All prosecutions are publicised to maximise deterrent effect. Publicity campaign being planned for 2019/20
Develop an information sharing agreement with other Council's within Gloucestershire to ensure that information on fly tipping events and offenders are shared.	Completed	HoCS	✓	Information sharing agreements in place. These will be kept under review to ensure they comply with the GDPR

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

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

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)

Appendix 2 – Enviro-Crime Action Plan 2019/20

Action	Target Date	Task Owner	Status	Comments
Prosecute Enviro-crime offenders and publicise the results of any enforcement action taken including penalties imposed.	Ongoing	EH Manager/PEHO		
Undertake a minimum of 4 joint operations with partnership agencies	31 March 2020	EH Manager/PEHO		
Consider and implement where practicable opportunity for mapping reported enviro-crimes onto GIS system	31 March 2020	EH Manager/PEHO		
Review and Map existing Enviro-crime signage	31 March 2020	EH Manager/PEHO		
Continue to work with TBC Property Services Team and Ubico to identify hotspots and look for any opportunities to design out Enviro-crime from those areas	Ongoing	EH Manager/PEHO		

Action	Target Date	Task Owner	Status	Comments
Develop strategies to tackle enviro-crime specific to the hotspots	31 March 2020	EH Manager/PEHO		
Develop relationship with National Farmers Union and Rural Crimes Officer to develop strategy to tackle enviro-crime	31 March 2020	EH Manager/PEHO		
Seek to reinstate Countywide Enviro-crime group	1 October 2019	EH Manager/PEHO		
Publicise and Promote Public Space Protection Order	31 March 2020	EH Manager/PEHO		
Introduce program of patrols at Enviro-crime hotspots	30 June 2019	EH Manager/PEHO		
Introduce schedule of Parish Council Liaison meetings that will achieve contact with a min of 50% of PC's.	30 June 2019	EH Manager/PEHO		
Co-ordinate, promote and support the work of the volunteer litter pickers.	Ongoing	EH Manager/PEHO		

Action	Target Date	Task Owner	Status	Comments
Identify all resources across TBC that could assist with Enviro-crime reporting and enforcement.	31 March 2020	EH Manager/PEHO		
Ensure that all relevant officers are suitably trained and meet the necessary Enviro-crime competencies	Ongoing	EH Manager/PEHO		
Develop a network of communities to report enviro-crime acting as “eyes and ears”				

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)

Appendix 3 – Enviro-Crime Metrics 2018/19

	Q1	Q2	Q3	Q4	Total
Fly Tipping Incidents	128	177	153	143	601
Fly Tipping Investigations	30	14	17	26	87
Littering	3	1	8	2	14
Litter Picking Volunteers	12	4	4	11	31
Dog Fouling	13	7	11	10	41
Abandoned Vehicles	64	43	33	47	187
Noise	85	56	62	43	246
Deployment of Noise Recording Equipment	17 weeks	17 weeks	13 weeks	10 weeks	57 weeks
Fixed Penalty Notices	1	1	4	3	9
Warning Letters	1	1	1	1	4
Notices Served	1	1	1	3	6
Referred For Prosecution	1	1	0	1	3
Interviews Under Caution	2	1	1	1	5
Cautions	0	0	1	0	1

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	18 June 2019
Subject:	Single-Use Plastics Update
Report of:	Head of Finance and Asset Management
Corporate Lead:	Deputy Chief Executive
Lead Member:	Lead Member for Clean and Green Environment
Number of Appendices:	None

Executive Summary:

In July 2018, the Council passed a motion recognising the staggering environmental impact caused by the use of single use plastics. As a result, recommendations were approved aimed at the elimination of single use plastics from Council buildings and its supply chains.

The Council has identified a number of products that are classed as single use plastic and has either already removed them from its operation or is in the course of doing so. It also has plans to review its procurement strategy later this year to ensure it effectively deals with single use plastics in its supply chain.

The report also provides some headline information about the Government's new waste strategy and the work of the Joint Waste Partnership.

Recommendation:

- 1. To ENDORSE those actions taken and proposed in order to eliminate single-use plastics from the Council's operations**
- 2. To CONSIDER the extracts from the Government Waste Strategy in relation to single use plastics.**

Reasons for Recommendation:

To reassure Members that steps are being taken to reduce and eliminate the use of single-use plastics from the Council's activities and to inform members of the initiatives and strategies being put forward locally and nationally.

Resource Implications:

None

Legal Implications:

None

Risk Management Implications:

None

Performance Management Follow-up:

The use of single-use plastics in our operations will be monitored through our procurement and facilities management activities.

Environmental Implications:

The Council is taking a pro-active approach to supporting the international agenda of reducing and eliminating the use of single-use plastics in order to protect the natural environment.

1.0 INTRODUCTION/BACKGROUND

1.1 It is estimated that 8.3 billion tonnes of plastic have been produced globally since the 1950s. Without urgent action to cut demand, this is likely to be 34 billion tonnes by 2050, the majority of which will end up in landfill or polluting the world's continents and oceans.

1.2 Given this background, the Council considered the following motion in July 2018:

This Council notes with concern that:

- 300 million tonnes of new plastic is made each year, half of which is for single use plastics such as packaging and convenience food.
- in many cases, such as plastic straws, take away food containers and coffee cups, there are practical alternatives available that are either reusable or sustainable.
- in 2016, the 'Ellen MacArthur Foundation' estimated that by weight there could be more plastic in our oceans than fish, as soon as 2050 as plastics are durable and strong they will stay in our environment for up to an estimated six hundred years. (Columbia University).
- marine plastic leads to coastal/offshore dead zones, entanglement, death through ingestion, toxic transfer and, once degraded into micro plastics, contamination of the food chain including our own.

This Council welcomes:

- the significant increase in recycling achieved in the Borough during the last decade through improvements to doorstep recycling.
- the success of the plastic bag levy introduced through the coalition government which has led to an 85% reduction in disposable plastic bag usage.
- the Conservative government's recently announced '25-year green plan' which pledges to stop all avoidable plastic waste by 2042.
- the impact that the BBC documentary 'Blue Planet' has had on public awareness and concern for this crisis. "

1.3 As a result, the Council approved:

1. That all single use plastics within buildings and facilities managed by the Council be eliminated by 2020 and efforts be made to encourage the elimination of single use plastics within the Council's supply chain by 2025.
2. That the work of the Gloucestershire Joint Waste Partnership in promoting the reduction of single use plastics across the County be supported and any opportunities to lobby central government be taken through the Partnership.

1.4 This report gives an update on the progress made of achieving this aim.

2.0 SINGLE-USE PLASTICS

2.1 There is no accepted definition of single-use plastics (SUP's), but common considerations include something that is made wholly or partly of plastic, and that is not intended to be reused or refilled for the same purpose as it was made for. Examples of single-use plastics include cotton buds, stirrers, straws and sanitary towels. They can be used for as little as a few seconds but when disposed can remain in the environment for hundreds of years. They are not currently recyclable in mainstream schemes.

2.2 The Chartered Institute of Waste Management (2018) estimates very short use and small plastic items (too small to mechanically separate) comprise between 100,000 and 400,000 tonnes per annum, up to 11% of total plastic waste generated. The paper notes that very short use plastics (less than one day) tend to have the greatest negative impacts at the production and end-of-life stages of the lifecycle.

2.3 The most commonly accepted examples of SUP's are:

- Plastic bags
- Plastic water bottles
- Disposable drinking cups and lids
- Straws
- Drink stirrers
- Other plastic cutlery
- Balloon stems
- Cotton buds
- Sanitary applications
- Food containers

2.4 It should be noted that not all plastic and single use plastic items are intrinsically bad. Many environmental groups actually support the use of plastic if, for example, it supports the fight against food waste, reduces the amount of damaged goods or is required to support public health.

3.0 PROGRESS TOWARDS ELIMINATING SINGLE USE PLASTICS

3.1 The resolution of Council requires the elimination of Single Use Plastics (SUPs) within buildings and facilities managed by the Council by 2020. It should be noted, however, that this cannot be applied to tenanted buildings and areas where the tenant is free within the current lease to conduct their business as they require. The Council has no power to intervene on this issue and the tenant must benefit from 'quiet enjoyment' of the lease.

- 3.2** A number of tenants already either have a policy on the reduction and eradication of SUP's or are working towards this, examples include Gloucestershire County Council and Places for People. The Council will actively encourage our other tenants to follow this lead.
- 3.3** Therefore, with the focus on the Council's own operations, we will, as a minimum, replace single-use plastics with viable alternatives, such as compostable materials, unless there are compelling circumstances that prevent us from doing so. In the long-term, we will aim to reduce and remove avoidable disposable products altogether and instead encourage more sustainable practices.
- 3.4** Since considering the motion, the Council has reviewed the use of SUP's within its operations and taken steps to remove, where possible, their use. The following table gives an overview of SUPs identified and action taken:

Plastic water bottles	Currently sold in vending machines. The vending machines will be removed from the offices in Spring 2019. As an alternative to bottled water, all areas of the building benefit from water supply machines.
Disposable drinking cups and lids	All cups have been replaced with cardboard alternatives.
Straws	Not used on site.
Drink stirrers	Remaining plastic stirrers being phased out and replaced with wooden stirrers.
Other plastic cutlery	The Council does not directly supply these, but contractors used to supply meeting refreshments sometimes supply them. Procuring officers to work with contractors to provide alternatives.
Milk cartons	Currently reviewing alternative provision.
Balloon stems	Not applicable.
Cotton buds	Not applicable.
Sanitary applications	No longer provided.
Food containers	Not applicable.

- 3.5** We will continue to assess whether there are other single-use plastics, beyond the list outlined in Paragraph 3.4, that are avoidable and / or have viable and sustainable market alternatives. Where we identify other single-use plastics that do not currently have a suitable alternative available, we will seek to reduce the quantity of plastic used instead.
- 3.6** The ban on single-use plastic does not include plastic brought in by staff; however, we will encourage staff to reduce the amount of plastic brought in by raising awareness and encouraging behavioural change. We will also continue to provide recycling facilities for staff to dispose of recyclable products.

- 3.7** In addition to this we will work with our event organisers to eliminate single-use plastics across all borough events held on Council land and will continue to support our communities and litter-pick initiatives to ensure our parks and open spaces are free from plastic litter.
- 3.8** With regards to the Council's supply chain, the procurement strategy and associated procedures will be reviewed and amended within the current financial year to ensure they require our suppliers to reduce and work towards zero avoidable SUP use (wherever possible).

4.0 OUR WASTE, OUR RESOURCES – A STRATEGY FOR ENGLAND

- 4.1** The Council will need to be mindful and supportive of the initiatives being undertaken by central government to tackle SUP's. In December 2018, the Government released its new strategy for tackling waste and environmental issues – Our Waste, Our Resources – A Strategy for England. The strategy focuses on known problems with effective solutions that, among other benefits, will reduce reliance on single-use plastics, cut confusion over household recycling, tackle the problems of packaging and end the economic, environmental and moral scandal that is food waste. The following paragraphs outline the main elements of the strategy focused on the issue of SUP's and the Governments intended response.

4.2 Banning the most problematic plastic products where there is a clear case for it and alternatives exist

In general, we prefer to help people and companies make the right choice, rather than banning items outright. There may, however, be times when a ban is appropriate as part of a wider strategic approach. We have already banned the sale of plastic microbeads, consulted on banning plastic drinking straws, stirrers and cotton buds, and are assessing the impact of banning other single use plastic items. We will continue to review the latest evidence on problematic products and/ or materials to take a systematic approach to reducing the use of unnecessary single-use plastic products including problematic packaging materials, in line with our commitment to match and where economically practicable exceed the ambition of the EU in this regard.

4.3 Introducing a Deposit Return Scheme (DRS) for single use drinks containers, subject to consultation

UK consumers go through an estimated 14 billion plastic drinks bottles, 9 billion drinks cans and 5 billion glass bottles a year. The reported recycling rates are significantly lower than many other major developed economies at around 70%, leaving around 4 billion plastic bottles, 2.7 billion cans and 1.5 billion glass bottles not recycled every year.

This tells us that valuable recyclable material is being lost to landfill or incineration - or, worse, ends up in the open environment where it can have a serious impact on ecosystems and local people. Indeed, single-use drinks containers, or parts of them, regularly feature among the top ten items found on UK beaches. It is therefore important that we encourage changes in behaviour to stop littering at source and capture more recyclable resources.

A 2018 report into drinks container recycling and litter reduction, commissioned by Defra from the Voluntary and Economic Incentives Working Group, found that plastic drinks bottle collection/ recycling in some European countries with a DRS and some form of kerbside/household recycling collections can be as high as 95-98%. It also found that some rates of collection/recycling of aluminium, steel and glass drinks containers in countries with a DRS can be between 87 and 97%.

We will introduce a DRS in England for single-use drinks containers, subject to consultation. The consultation will look at how the scheme might sit alongside other measures to boost recycling and how it would operate – including administration and governance arrangements, and the setting of deposit levels. Along with our proposed reforms to packaging waste producer responsibility regulations, our proposals will ensure that more recycled materials are used, and packaging is reprocessed and recycled more often.

Our preference is to adopt a UK-wide approach to DRS if it is introduced. Waste and recycling policy is a devolved matter but we will continue to work closely with the Devolved Administrations on this policy area.

4.4 Developing measures to reduce the environmental impacts of disposable cups

Many of those who responded to the Government's call for evidence on single-use plastic waste highlighted disposable cups as a problem, highlighting that they are often not recycled due to their plastic lining and are often littered. The Government recognises this is a problem. As set out in the 2018 Budget, the Government has concluded that a levy on all disposable cups – for both hot and cold drinks – would not, at this point, deliver a decisive shift from disposable to reusable cups across all beverage types. Businesses are already taking steps to limit their environmental impact, but we expect industry to go further and will return to the issue if sufficient progress is not made.

In the meantime we will consider other options and our forthcoming consultations will consider whether or not we could drive further progress by:

- including disposable cups filled at the point of sale in a deposit return scheme;
- using the reformed packaging producer responsibility system to provide a strong incentive for business to provide cups that are easy to recycle;
- setting targets to encourage higher levels of recycling.

This list of potential options beyond a levy is not exhaustive – the Government wants to hear views on these and any other ideas to address this problem.

4.5 Delivering on the Greening Government Commitments, including removing consumer single-use plastics from our estate by 2020

The Greening Government Commitments (GGCs) require departments run their estates and operations more sustainably, and have already driven improvement. By 2020, departments must cut the proportion of waste sent to landfill to 10% or less of the total. They must also improve recycling and cut paper consumption. We are discussing future arrangements that commit government departments to make further, continuous improvements.

A key commitment is to remove consumer single-use plastics from central government buildings by 2020, with individual departments going faster and further where possible. This extends to our global operations, with the Foreign and Commonwealth Office (FCO) announcing that they would eliminate the use of avoidable single-use plastics from UK operations by the end of 2018, and from global operations by 2020.

- 4.6** At the end of May 2019, the Government announced a series of controls on single use plastics to meet its pledge outlined at Paragraph 4.2. The measures cover plastic straws, plastic drinks stirrers and plastic cotton buds in England from April 2020 but only plastic drinks stirrers will be totally banned from sale - currently 316 million are used a year. The Government are effectively restricting the supply of the products covered with an acknowledgement that in limited circumstances, such as use by the disabled and in scientific laboratories, there is justification for their continued use. As a result, the Government estimate that the use of plastic straws alone will fall from around 4.7 billion to 44 million.

5.0 JOINT WASTE PARTNERSHIP

- 5.1** All members of the Joint Waste Committee have now put in place commitments to reduce and eradicate the use of SUP's within their own operations. In addition, the Joint Waste Committee continue to promote the hierarchy of waste management with the emphasis firmly on the favoured option of prevention or avoidance of production, particularly when it comes to SUP's.

6.0 OTHER OPTIONS CONSIDERED

- 6.1** None

7.0 CONSULTATION

- 7.1** None

8.0 RELEVANT COUNCIL POLICIES/STRATEGIES

- 8.1** Procurement Strategy.

9.0 RELEVANT GOVERNMENT POLICIES

- 9.1** A Green Future: Our 25 Year Plan to Improve the Environment.

10.0 RESOURCE IMPLICATIONS (Human/Property)

- 10.1** None

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

11.1 The Council is playing its part in tackling the problem of SUP's so as to protect the natural environment.

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

12.1 None

13.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

13.1 Council – 24th July 2018

Background Papers: None

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Appendices: None

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	18 June 2019
Subject:	Disabled Facilities Grants Review Monitoring Report
Report of:	Head of Community Services
Corporate Lead:	Deputy Chief Executive
Lead Member:	Lead Member for Clean and Green Environment
Number of Appendices:	1

Executive Summary:

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

Recommendation:

To CONSIDER progress against the recommendations arising from the Disabled Facilities Grants Review and to APPROVE closure of the review.

Reasons for Recommendation:

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

Resource Implications:

The recommendations will continue to be implemented using existing resources.

Legal Implications:

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

Risk Management Implications:

If the Council does not have a robust and timely DFG process fit for 21st century living, those who require adaptations will have to wait for lengthy periods of time to either return to or continue living at home.

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

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

There could also be customer dissatisfaction leading to increased complaints.

Performance Management Follow-up:

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

Environmental Implications:

None

1.0 INTRODUCTION/BACKGROUND

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

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

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

1.3 A review of the way in which Tewkesbury Borough Council delivers Disabled Facilities Grants DFGs was undertaken by a Working Group of the Overview and Scrutiny Committee in 2015/16. This was essentially to ensure that the scheme was 'fit for purpose' and cost-effective. The resulting report set out the findings from the review and made recommendations in respect of possible ways in which processes could be improved.

1.4 The review report was considered at the meeting of the Overview and Scrutiny Committee on 23 February 2016 and adopted at the meeting of the Executive Committee on 6 April 2016. Progress reports have been brought to the Overview and Scrutiny Committee on a six-monthly basis since that time.

2.0 CURRENT POSITION AND PROGRESS

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

3.0 FINANCIAL IMPACT

- 3.1** The Gloucestershire Clinical Commissioning Group is responsible for the funding of DFGs through the Better Care Fund. The Better Care Fund is a programme spanning both the NHS and local government which seeks to join-up health and care services so that people can manage their own health and wellbeing, and live independently in their communities for as long as possible.
- 3.2** The Better Care Fund was created to improve the lives of some of the most vulnerable people in our society, placing them at the centre of their care and support, and providing them integrated health and social care services, resulting in an improved experience and better quality of life.
- 3.3** The Department of Health/Department for Communities and Local Government Integration and Better Care Fund policy framework details the arrangements in two tier areas:
“In two-tier areas decisions around the use of the DFG funding will need to be made with the direct involvement of both tiers working jointly to support integration ambitions. DFG funding allocated by central government should be passed down by the county to the districts (in full, unless jointly agreed to do otherwise) to enable them to continue to meet their statutory duty to provide adaptations and in line with these plans; as set out in the DFG Grant Determination Letter due to be issued by DCLG in April 2017.”
- 3.4** The downward trend of Occupational Therapist referrals and applications for DFG funding continued in 2018/19 with a total of 85 referrals compared with 89 the previous year. Of those 85, 57 have currently been approved, 27 are being processed and one has been withdrawn.
- 3.5** In 2018/19, £485,616 was spent on approved grants which compared with £503,794 for 2017/18. The Council's allocation for the 2017/18 period was £1.134m.
- 3.6** In January 2019 the Ministry of Housing, Communities and Local Government allocated additional funds to local authorities which committed to spend it prior to 1 April 2019. Tewkesbury Borough Council's allocation was £141,363.

- 3.7** The extra funding was available to be used for DFG adaptations and more broadly on “other social care capital projects”. In this regard, Tewkesbury Borough Council was able to allocate and spend these funds tackling fuel poverty in park homes through the Council’s Warm and Well partner Severn Wye Energy. This ensured that this money was spent locally for Tewkesbury residents as opposed to going into a central county-wide fund.

4.0 OTHER OPTIONS CONSIDERED

- 4.1** None

5.0 CONSULTATION

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

6.0 RELEVANT COUNCIL POLICIES/STRATEGIES

- 6.1** Provision of DFGs directly links to two of the four priorities of the Tewkesbury Borough Council Housing Strategy 2017 – 2021:
- Priority 3: Meet the housing needs of specific groups
 - Priority 4: Improving the health and well-being of local people

7.0 RELEVANT GOVERNMENT POLICIES

- 7.1** https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/605164/Integration_and_BCF_policy_framework_2017-19.pdf (DFGs page 17)

8.0 RESOURCE IMPLICATIONS (Human/Property)

- 8.1** Within existing

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

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

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

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

11.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

11.1 Executive Committee Report and Minutes - 6 April 2016

Overview and Scrutiny Committee Report and Minutes -2 May 2017.

Background Papers: None

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Appendices: Appendix 1 - Disabled Facilities Grants Review Revised Action Plan

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

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

	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
3	<p>Review all existing paperwork connected with the DFG process at TBC:</p> <ul style="list-style-type: none"> a) Eliminate unnecessary paperwork b) Review the content of the DFG application form and the way it is completed. c) Combine documents into one where this is possible. d) Use electronic methods of communication wherever possible. e) Work with stakeholders to identify any communication gaps where additional advice or information could be given. 	Environmental Health Manager	May 2016	✓	New system is now working and new documentation has been produced and is in use.
4	Explore the further use of technology (by officers and applicants) to speed up the process and assist applicants.	Head of Community Services / Environmental Health Manager	Timescales will depend on the Corporate Digital role out of online forms expected to be August 2018.	✓	<p>No specific online solutions have been identified. The nature of the application process does not seem to lend itself to an online solution.</p> <p>Health & Housing – Hub & Spoke Officer appointed by County Council, meetings have already taken place between the Borough Council and Hub and Spoke Officer with a view to identifying best practice across the Councils.</p>

	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
5	Use the learning gained from this review to inform local health and well-being plans, strategies and processes.	Head of Community Services	<p>Countywide minor adaptation was issued at the end of July 2017.</p> <p>Timescales on the second element of the project depend on the County Council and other Districts. At the time of writing this report we are awaiting a progress update.</p>	✓	<p>Countywide minor adaptations contract – now tendered by County Council.</p> <p>Countywide major adaptations project sponsored by the Lead Commissioner for Health and Social Care has been initiated to develop a future working model to support the housing partnership.</p> <p>In March 2019 County Council appointed Health & Housing – Hub & Spoke Officer</p>

	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date																		
6	Review the effect of Actions 1 to 5 above on the costs of delivering the service and subsequently reduce the Council's capital contribution due to depleting capital resources.	Head of Community Services	Timescales on this element of the project depend on the County Council and other Districts. At the time of writing this report we are awaiting a progress update.	✓	<p>Close liaison and discussion with County Council and Clinical Commissioning Group will continue to ensure the applications for DFGs within our area receive the necessary funding.</p> <p>For reference the funds available for the last five years are as follows:</p> <table><tr><td>Year</td><td>Available</td><td>Spent</td></tr><tr><td>2014/15</td><td>£442,446</td><td>£778,851</td></tr><tr><td>2015/16</td><td>£656,7584</td><td>£497,178</td></tr><tr><td>2016/17</td><td>£1M</td><td>£332,546</td></tr><tr><td>2017/18</td><td>£ 1.1M</td><td>£503,794</td></tr><tr><td>2018/19</td><td>£1.134M</td><td>£485,616</td></tr></table>	Year	Available	Spent	2014/15	£442,446	£778,851	2015/16	£656,7584	£497,178	2016/17	£1M	£332,546	2017/18	£ 1.1M	£503,794	2018/19	£1.134M	£485,616
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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:	18 June 2019
Subject:	Review of Communications Strategy
Report of:	Head of Corporate Services
Corporate Lead:	Chief Executive
Lead Member:	Leader of the Council
Number of Appendices:	One

Executive Summary:

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

Recommendation:

To CONSIDER the progress made against the actions within the Communications Strategy during 2018/19.

Reasons for Recommendation:

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

Resource Implications:

None, other than officer time to implement the action plan.

Legal Implications:

None directly arising from this report.

Risk Management Implications:

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

Performance Management Follow-up:

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

Environmental Implications:

None directly arising from this report.

1.0 INTRODUCTION/BACKGROUND

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

2.0 COMMUNICATIONS STRATEGY ACTIONS 2018/19 UPDATE

- 2.1** Last year was a really busy one for the Council's Communications Team. There was a focus on providing continued support for the Public Services Centre with the launch of the Growth Hub, developing our social media engagement, ongoing promotion for the Joint Core Strategy, communicating the local elections and reviewing the format of Tewkesbury Borough News.
- 2.2** As you will see, the majority of actions for the 2018/19 action plan have been completed. Out of the 17 actions, three have not been achieved. These are:
1. Carry out a review of internal communications to incorporate any improvements as a result of the Office 365 implementation - *Phase two of the Office 365 roll-out, which will include staff training is set for Mid-September. Therefore, the team remains ready to achieve this action as soon as we are able to.*
 2. Consolidate Council photo library - *This is a significant project, which will require a large resource. There are currently large numbers of photos stored across many drives – all of which are of varying quality and relevance. Moving forward, we will work with the digital team to identify if there are any solutions which could make the management of photos easier and simpler across the organisation.*
 3. Review the ways in which we can make our intranet a 'one-stop shop' for staff - *While the deadline for this action has been missed, a formal project team has been set up to deliver a new intranet by December 2019. This will include a new Members' section, which has previously not been available.*

- 2.3** It is worth noting that these actions were carried out alongside the day-to-day reactive duties of the Communications Team, including producing all corporate external press releases and internal communications, dealing with a significant number of media enquiries and producing regular newsletters/annual reports to a range of audiences.

3.0 NEW COMMUNICATIONS STRATEGY 2019 TO 2021

- 3.1** The current Communications Strategy was introduced in 2017 and is now in need of updating. A new strategy will be developed over the coming months and brought to the Overview and Scrutiny Committee for comment, before being presented to the Executive Committee for approval.
- 3.2** The team is looking to do even more work around the management of social media to engage with residents of all ages, to improve our corporate communications with Town and Parish Councils, to increase the use of video output and develop our internal staff communications further. This will be alongside providing communications support for key corporate projects such as regenerating Spring Gardens, the Garden Town for Tewkesbury and the Joint Core Strategy. A detailed action list will be developed alongside the new strategy.

4.0 OTHER OPTIONS CONSIDERED

- 4.1** None.

5.0 CONSULTATION

- 5.1** An Overview and Scrutiny Committee Working Group was set up to review the strategy.

6.0 RELEVANT COUNCIL POLICIES/STRATEGIES

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

7.0 RELEVANT GOVERNMENT POLICIES

- 7.1** None.

8.0 RESOURCE IMPLICATIONS (Human/Property)

- 8.1** Managed within current resources and budget

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

11.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

11.1 None.

Background Papers: None

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Appendices: Appendix 1 – 2018/19 Action Plan Update

Communications strategy action plan update 2018/19

Recommendation / Action	Responsible Officer	Target Date	Status	Progress to date
Support the Digital Strategy to promote digital ways of communicating.	Corporate Services Manager	Ongoing with needs of digital project	✓	<p>Social media and website news management has become business as usual and our residents expect up to communicate this way.</p> <p>Our residents' magazine Tewkesbury Borough News is now available online in an easy access PDF.</p> <p>Press releases are sent out digitally (using Mailchimp) to monitor click through rates and to comply with GDPR.</p> <p>A review of the intranet is also ongoing.</p>
Provide training in media and social media for Councillors and managers.	Corporate Services Manager	June 2018	✓	<p>Social media training was offered to Councillors and managers on an informal, one-to-one basis with the comms team; however, there was very little take-up.</p> <p>A full training plan for media relations and social media is now being worked up for officers and the new Council administration and it is anticipated this will take place in September 2019.</p>
Review the social media element of the Council's media protocol to ensure it is fit for purpose.	Corporate Services Manager	September 2018	✓	<p>Our media protocol has been reviewed and ensures we have an agreed understanding of how we deal with media enquiries, statements and interviews, as well as social media.</p>

Recommendation / Action	Responsible Officer	Target Date	Status	Progress to date
Issue a minimum of one press release every week.	Communications Officer	Ongoing	✓	From April 2018 to April 2019, the Council issued 48 press releases. The sporadic nature of communications means that issuing one press release a week is often not possible. Some weeks there are no press releases to issue, but other weeks, there are numerous.
Carry out a review of internal communications to incorporate any improvements as a result of the Office 365 implementation.	Corporate Services Manager	Dec 2018	☹	Phase one of Office 365 has been rolled out and the communications team is ready to support the roll out of phase two, which is anticipated to start in mid-September.
Review the ways in which we can make our intranet a one stop shop for staff.	Corporate Services Manager	January 2019	☹	A full review of our intranet is currently taking place, with the aim of a new intranet being introduced by December 2019. The new intranet will be an easy-to-navigate resource for Council news and information and will include a dedicated Members' section too.

Recommendation / Action	Responsible Officer	Target Date	Status	Progress to date
Increase video output.	Corporate Services Manager	January 2019	✓	<p>We have produced a number of short video clips to promote key messages and news, including the Growth Hub, business grants, the elections and a funding fair.</p> <p>In a first for the Council, the Communications Officer is working with the Environmental Health Team to commission some animated clips to help promote the Council's Public Space Protection order. We expect this to be complete by August 2019.</p>
Promote council achievements in the local government arena, such as the Municipal Journal.	Corporate Services Manager	March 2019	☹	<p>A Growth Hub article was submitted and published in the Municipal Journal – a national, renowned publication in the local authority sector. The Council also got significant online and social media coverage from APSE (Association for Public Service Excellence) for the Growth Hub project. We would like to push for more coverage in the local government arena, and this will be reflected in next year's action plan.</p>
Interactive comms calendar.	Corporate Services Manager	March 2019	✓	<p>Detailing national events, in-house activities, project milestones. Open to Operational Managers with the view of capturing more opportunities for the Communications Team to promote the brand and celebrate good news.</p>

Recommendation / Action	Responsible Officer	Target Date	Status	Progress to date
Formulate a new approach for Parish Matters.	Corporate Services Manager	Sept 2019	✓	Parish Matters will change its format to an email mail-shot, rather than a PDF. This will speed up the design element and means we can send the publication out as and when we need to rather than the current more rigid quarterly editions.
Lead on communications for the Joint Core Strategy team.	Communications Officer	Ongoing throughout strategy	Ongoing	The Communications Officer helps to ensure consistent and accurate information in simple language is provided about the progress of the JCS. The aim being to highlight and bring JCS news to the attention of interested parties and members of the public. A lot of work was done recently, particularly on social media to engage key audiences in consultations. Meetings have also taken place with Cheltenham Borough Council to plan communications around the West and North West Cheltenham site.
Promote the Council Plan annual refreshes – both internally and externally.	Corporate Services Manager	April/May 2019	✓	Publication of the refreshed Council Plan fell at the same time as the pre-election period for the local elections so pro-active public communication was limited; however, the new document was published on the website and internally through News4U.

Recommendation / Action	Responsible Officer	Target Date	Status	Progress to date
Continue to develop our communications through social media.	Corporate Services Manager	Ongoing	✓	The Communications Officer and the Corporate Services Officer have attended two courses on social media engagement. They are actively implementing their learnings and attempting to engage more with residents on social media. Followers on Facebook have increased by a third over the past year, rising from 1,500 to 2,000. We have also gained over 200 new followers on Twitter in the past year.
Promote the joint work carried out through the Public Service Centre.	Corporate Services Manager	Ongoing	✓	The launch of the Growth Hub provided a great platform on which to do this – the joint work of the public services centre was mentioned in all press releases regarding the Growth Hub's launch, which got significant coverage.
Complete a review of the new look Tewkesbury Borough Magazine.	Communications Officer	March 2019	✓	A review of the new-look Tewkesbury Borough News magazine with our Citizens' Panel revealed that residents are pleased with the new format, and enjoy the content, which can now include more in-depth interviews and a focus on different areas of the borough.

Recommendation / Action	Responsible Officer	Target Date	Status	Progress to date
Staff briefings; a more strategic approach.	Corporate Services Manager	March 2019	✓	Staff briefings are held on a regular basis and are very well attended – the dates are now sent to each member of staff's online calendar, which has made a difference. Topics have included both strategic issues (such as finance and commercialisation) as well as service-specific (such as an update on the revenues and benefits improvement journey).
Minimum four social media posts per week (Facebook and Twitter).	Communications Officer	Ongoing	✓	The Communications Team is posting regularly on social media and has surpassed the target of four posts a week. We have also recently launched an Instagram account, which is already proving successful.
Consolidate Council photo library.	Communications Officer	Dec 2018	☹	Photo storage for promotional use is held in a number of departments and does not make the best use of this resource. Due to other commitments, we haven't been able to investigate this further but it will remain an action for the next communications strategy.

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:	18 June 2019
Subject:	Parking Strategy Review
Report of:	Head of Development Services Head of Finance & Asset Management
Corporate Lead:	Deputy Chief Executive
Lead Member:	Lead Member for Economic Development/Promotion
Number of Appendices:	1

Executive Summary:

The Council needs to commence a review of its current car parking strategy to ensure the strategy is fit for purpose in the coming years. The strategy needs to encompass not only specific car park related issues but also consider the wider regeneration and economic development requirements in our urban centres and the wider Borough. The strategy will need to recognise the changing patterns and habits of users of urban centres and car parks, potential changes to Tewkesbury Town Centre and reflect on the potential impact of new technology.

To support the review process and provide objective and strategic challenge, the Overview and Scrutiny Committee is asked to consider setting up a Working Group. Parking is of strategic importance and impacts upon the whole of the borough, and consequently the Working Group should be representative of the whole borough.

Recommendation:

To establish a Parking Strategy Working Group in accordance with the Terms of Reference at Appendix A.

Reasons for Recommendation:

Member and stakeholder involvement in the process is critical to a successful review of the strategy and delivery and implementation of a new strategy. A role of Overview and Scrutiny is to conduct research into the analysis of policy issues and possible options.

Resource Implications:

None directly associated with this report

Legal Implications:

None directly associated with this report

Risk Management Implications:

Failure to involve Members and stakeholders in this key review could lead to an unacceptable car parking strategy which would not be supported by the community.

Performance Management Follow-up:

The working group will be called by the project sponsor and will operate in line with the terms of reference, concluding its work within the desired timescale.

Environmental Implications:

None directly associated with this report

1.0 INTRODUCTION/BACKGROUND

1.1 The current car parking strategy was adopted in March 2015 and has been successful in increasing dwell time of visitors as well as seeing a general increase in parking tickets purchased.

1.2 An effective scheme is of vital importance to our communities as it effects the social and economic wellbeing of places. Whilst the current scheme is working well, it is now five years since it was last reviewed and, with Tewkesbury in particular facing potential changes through the regeneration of the Spring Gardens area, it is now appropriate for a review and to set in place a strategy that will support our communities and our ambitions.

1.3 The parking strategy falls under the remit of the Lead Member for Economic Development/Promotion. It is considered appropriate that the Member involvement is extended to include a review Working Group. The Terms of Reference for the Overview and Scrutiny Committee include:

- Review and Scrutinise Council policy.
- Assist Council and Executive Committee in policy formulation and review.

It is therefore suggested that Members of the Overview & Scrutiny Committee are best placed to support the Lead Member and the review overall. In addition, because of the link to the assets and finance of the Council, the Lead member for Finance and Asset Management will also be part of the review working group.

1.4 Initial meetings of the officer review group have taken place in May in order to scope the review and set down an indicative timetable.

2.0 PURPOSE OF THE REVIEW

2.1 The proposed Terms of Reference for the review are found at Appendix A.

2.2 The application of the parking scheme has local, statutory and borough-wide implications, and therefore is of strategic importance to this Council. Overview and Scrutiny can assist the review through objective challenge. It is therefore important that representatives on the review are representative of the borough and support the delivery of an outcome that provides a clear, consistent and legal framework.

- 2.3** The demands of the review require informality and flexibility in approach, and it is therefore recommended that the Overview and Scrutiny Committee forms a small working Group of five members to work with the Lead Members and the Heads of Development Services and Finance and Asset Management.
- 2.4** The draft report of the Working Group will be presented to Overview and Scrutiny Committee in October with a final report being presented in December before going on to Executive Committee for approval in the new year. The new parking strategy and associated parking order will come into effect in April 2020.
- 3.0 OTHER OPTIONS CONSIDERED**
- 3.1** None
- 4.0 CONSULTATION**
- 4.1** As part of the review exercise, full consultation will be held with all stakeholders.
- 5.0 RELEVANT COUNCIL POLICIES/STRATEGIES**
- 5.1** Parking Strategy; Economic Development and Tourism Strategy.
- 6.0 RELEVANT GOVERNMENT POLICIES**
- 6.1** Traffic Management Act 2004
- 7.0 RESOURCE IMPLICATIONS (Human/Property)**
- 7.1** An officer working group has been set up comprising of officers from Development Services and Finance and Asset Management. The scrutiny review will be further supported by officers of the Corporate Team.
- 8.0 SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)**
- 8.1** A successful parking strategy can have a major direct impact on the social and economic requirements of our communities.
- 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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Appendices: Appendix A –Parking Strategy Review Terms of Reference

Parking Strategy Working Group - Terms of Reference

1. AIMS AND OBJECTIVES

An Overview and Scrutiny Committee Working Group will be asked to review the current parking strategy and then provide input to, and consider, a draft strategy for consultation with stakeholders. The Working Group will receive consultation feedback and then endorse a final strategy for approval.

2. CONSTITUTION AND POWERS

- (i) The Working Group shall comprise five Members of the Overview and Scrutiny Committee and the Lead Members for Economic Development/Promotion and Finance and Asset Management.
- (ii) Council Officers will attend the Working Group, primarily the Head of Development Services, the Head of Finance and Asset Management, the Economic and Community Development Manager and the Asset Manager.
- (iii) The Working Group shall, at its first meeting, appoint a Chair and Vice-Chair.
- (iv) The quorum of the Working Group shall be three Members.
- (v) Substitution arrangements will not apply.

3. FREQUENCY OF MEETINGS

The Working Group will meet as required in order to produce a draft parking strategy for the meeting of the Overview and Scrutiny Committee on 22 October 2019.

4. TERMS OF REFERENCE

- (i) To receive information and statistics on the current off-street parking provision within the borough.
- (ii) To hold consultation events and receive feedback from key stakeholders, including both Town Councils.
- (iii) To invite Gloucestershire County Council to discuss its on-street parking strategy.
- (iv) To consider current and future parking need.
- (v) To consider the impact of the parking strategy on the economic, social and regenerative needs of our urban areas.
- (vi) To consider the further deployment of technology within the parking service including electric vehicle charging points and new pay and display machines.
- (vii) To consider all aspects of the parking provision including car park designation, pricing, permits and exemptions.
- (viii) To agree a draft parking strategy to be presented to Overview and Scrutiny Committee and recommended to Executive Committee.