

15 July 2019

Committee	Overview and Scrutiny
Date	Tuesday, 23 July 2019
Time of Meeting	4:30 pm
Venue	Tewkesbury Borough Council Offices, Severn Room

ALL MEMBERS OF THE COMMITTEE ARE REQUESTED TO ATTEND

Agenda

1. ANNOUNCEMENTS

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

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 18 June 2019.	1 - 24
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.	25 - 30
6.	OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2019/20 To consider the forthcoming work of the Overview and Scrutiny Committee.	31 - 40
7.	GLOUCESTERSHIRE POLICE AND CRIME PANEL UPDATE To receive an update from the Council's representative on matters considered at the last meeting.	
8.	ANNUAL REVIEW OF PLANNING COMMITTEE OVERTURNS To consider the template for the annual review of Planning Committee overturns.	41 - 49
9.	UBICO REPORT 2018/19 To consider the 2018/19 outturn performance update on the services provided by Ubico Ltd.	50 - 103
10.	DEPOT SERVICES WORKING GROUP To establish a Depot Services Working Group and approve its Terms of Reference.	104 - 108
11.	COMMUNITY SERVICES IMPROVEMENT PLAN To consider the progress made against the Community Services Improvement Plan.	109 - 117

DATE OF NEXT MEETING
TUESDAY, 10 SEPTEMBER 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, 18 June 2019 commencing at 4:30 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, S A T Stevens, P D Surman, M J Williams and P N Workman

also present:

Councillor C Softley

OS.6 ANNOUNCEMENTS

6.1 The evacuation procedure, as noted on the Agenda, was taken as read.

OS.7 DECLARATIONS OF INTEREST

7.1 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.

7.2 The following declaration was made:

Councillor	Application No./Item	Nature of Interest (where disclosed)	Declared Action in respect of Disclosure
P W Ockelton	Item 11 – Disabled Facilities Grants Review Monitoring Report	Had used the Disabled Facilities Grants facility in the past.	Would speak and vote.

7.3 There were no further declarations made on this occasion.

OS.8 MINUTES

8.1 A brief debate ensued around Minute No. OS.103.4 which stated that the Head of Development Services had confirmed that the template for the report on Planning Committee overturns would be included on the Agenda for the July meeting, with the populated version being submitted at a later date following consideration by the Planning Committee. A Member expressed the view that this was inaccurate and that the populated version should be brought to the Overview and Scrutiny Committee meeting in July; he did not understand why the report needed to be taken to Planning Committee. In response, the Head of Development Services explained that it was a requirement of the Planning Protocol for information on Planning Committee overturns to be reported to the Planning Committee and it was intended to do this once the Overview and Scrutiny Committee had agreed the template for reporting at its meeting in July to ensure Members were happy with the information being provided. The Member continued to be of the view that the Overview and Scrutiny Committee had been advised that the populated version would be brought to the Committee in July and, upon being put to the vote, it was agreed that the Minutes be amended to reflect that.

8.2 A Member drew attention to Minute No. OS.108.3 which referred to Lead Members being advised when Section 106 money was available within their Wards and indicated that this should refer to 'Ward' Members as opposed to 'Lead' Members.

8.3 It was subsequently

RESOLVED

1. That the Minutes of the meeting held on 9 April 2019, copies of which had been circulated, be **APPROVED** as a correct record and signed by the Chair subject to the following amendments:

- OS. 103.4 – The Head of Development Services confirmed that **a populated version of the template** would be included on the Agenda for the July meeting. ~~in terms of the template with the populated version being submitted at a later date following consideration by the Planning Committee.~~
- OS.108.3 - The Member questioned whether **Lead 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.

2. That the Minutes of the meeting held on 28 May 2019, copies of which had been circulated, be **APPROVED** as a correct record and signed by the Chair.

OS.9 EXECUTIVE COMMITTEE FORWARD PLAN

9.1 Attention was drawn to the Executive Committee Forward Plan, circulated at Pages No. 14-20. 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.

9.2 It was

RESOLVED

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

OS.10 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2019/20

10.1 Attention was drawn to the Overview and Scrutiny Committee Work Programme 2019/20, circulated at Pages No. 21-30, which Members were asked to consider.

10.2 A Member sought confirmation that the Annual Review of Committee Overtuns item, due to be considered at the meeting on 23 July 2019, would be amended to make clear that this would be the populated version as opposed to just the template, in accordance with the amendment made to the Minutes of the meeting on 9 April 2019 discussed earlier in the meeting. The Head of Development Services confirmed that would be the case and indicated she would provide as much information as she could, although it may not all be available in time for the next meeting. Another Member noted that a Trade Waste report was due to be brought to the Committee in January 2020 and he sought an update on what was happening. The Head of Community Services explained that a review was currently being undertaken as to the future of the service with a view to bringing the report to Members in the New Year. In the short term, a piece of work had been carried out around how to increase the customer base to ensure that the authority was in a good position should the decision be to continue with the service.

10.3 A Member drew attention to the pending items section of the Work Programme and queried when the Safeguarding Policy and Procedure would be coming forward given that this had been put on hold pending new national guidance. The Head of Community Services advised that Gloucestershire County Council was in the process of consulting on a new policy document; once that had been agreed, Tewkesbury Borough Council would then look to review its own policy with a view to bringing this back to the Committee early in the new year.

10.4 The Chair indicated that he was aware that a meeting of the Gloucestershire Economic Growth Scrutiny Committee had recently taken place and he asked that Democratic Services check the dates of these meetings and ensure that updates from the Member representative be included at the appropriate place in the Work Programme.

10.5 It was

RESOLVED That the Overview and Scrutiny Committee Work Programme 2019/20 be **NOTED** subject to the following amendments:

- 23 July 2019 – Annual Review of Planning Committee Overtuns – wording to be amended to make clear that this would be the populated version as opposed to just the template, in accordance with the amendment made to the Minutes of the previous meeting discussed earlier in the meeting; and,
- Safeguarding Policy and Procedure – To be moved from pending items to the Agenda for the meeting on 14 January 2020.

OS.11 ECONOMIC DEVELOPMENT AND TOURISM STRATEGY 2017-21

11.1 Attention was drawn to the report of the Head of Development Services, circulated at Pages No. 31-56, which asked Members to consider the progress made against the delivery of the Economic Development 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.

- 11.2 The Head of Democratic Services advised that it was not possible to delegate authority to the Lead Member to make changes to the strategy, therefore, part two of the recommendation set out in the report should read 'To recommend to the Executive Committee that authority be delegated to the Deputy Chief Executive and Head of Development Services, in consultation with the Lead Member for Economic Development/Promotion, to make amendments to the strategy'.
- 11.3 The Economic and Community Development Manager advised that the Economic Development and Tourism Strategy 2017-21 had been adopted by the Executive Committee in June 2017. The strategy had been developed by an Overview and Scrutiny Working Group and was informed by an employment land review, economic assessment and business survey carried out by Bruton Knowles. The strategy was based on five key priorities: employment land planning; transport infrastructure improvement; business growth support; promoting Tewkesbury Borough; and employability, education and training. These priorities were reflected in an annual action plan. The report outlined the work from the previous year and, as set out at Page No. 33, Paragraph 3.2 of the report, provided key actions for the year ahead. Members were advised that a new strategy was due to be produced in 2021; however, due to a focus on growth and a number of changes around economic development, for example, new initiatives such as Garden Towns and the High Street Fund, it was requested that authority be delegated to the Deputy Chief Executive and Head of Development Services, in consultation with the Lead Member for Economic Development/Promotion, to update the current strategy in the interim.
- 11.4 A Member indicated that she could see Officers had worked hard, and there were a number of actions, but there were no quantifiable outputs in the report so she would like to see the inclusion of performance metrics to demonstrate what had been achieved. The Economic and Community Development Manager indicated that the performance tracker, included as part of the performance management report which was the next item on the Agenda, gave information on the unemployment rate, number of business births etc. and he would be more than happy to reflect that within this report in future. The Growth and Enterprise Manager advised that the Growth Hub set targets around jobs created and interactions with businesses so those figures could also be included.
- 11.5 A Member went on to question whether there was a realistic timescale for the work around supporting the Gloucestershire Airport business expansion. He noted that a lot of work was already being done around apprenticeships but surely it was necessary to expand supporting services as well and he queried whether that was being considered as part of the Tewkesbury Borough Plan process. In response, the Head of Development Services advised that the Tewkesbury Borough Plan dealt with the policies in more detail and would specifically look at promotion and development of the airport, from both a development management and a business growth and economic activity point of view, in order to create the conditions for that growth to occur. A Member queried whether development would be on the airport site itself or in the surrounding areas and was advised that the proposals in the Tewkesbury Borough Plan set out the policy framework to create a degree of flexibility to bring sites forward on the airport which was partly in the Green Belt and therefore subject to certain policy restrictions.
- 11.6 With regard to the action around supporting business parks in their growth plans, a Member questioned how many were likely to come forward and where they would be situated and she was advised that the majority were extensions to existing rural business centres and business parks. The Head of Development Services indicated that the draft Tewkesbury Borough Plan was due to be taken to Council in July 2019 and included a generic policy about the growth of rural businesses, as well as identifying expansion opportunities at some rural centres, and she undertook to provide this to Members.

- 11.7 A Member noted from Page No. 37 of the report that one of the actions for 2018/19 was the commencement of a Joint Core Strategy review and, whilst the 'progress' section stated that this had commenced, the actions for 2019/20 included 'commence JCS review' so he was unsure whether or not this had started. The Head of Development Services confirmed the review was underway and a meeting of the Planning Policy Reference Panel would be held over the next couple of weeks. Another Member drew attention to Page No. 39 and the action around promoting traffic flow improvements, which included an initiative with Highways England regarding strategic routes and road implementation schemes, which had been given a smiley face and he raised concern that this could not be the case given that there was no mention of the Innsworth/Twigworth link road which was a major piece of infrastructure. In response the Head of Development Services provided assurance that this was recognised as a key piece of infrastructure and clarified that the smiley face reflected the broad work as opposed to specific projects. The Member accepted the work that had been done but felt it was important to reference that which was outstanding.
- 11.8 A Member noted that a key priority for 2019/20 was establishing a J9 Business Group to support the masterplan and Garden Town delivery and she questioned what type of businesses that would include. In response, the Growth and Enterprise Manager explained that it was hoped to form a group from the businesses which attended the business breakfast meetings held at the end of each month. The Member queried how many businesses would be on the group and was informed that 20 would be a manageable number. Another Member drew attention to Page No. 47 of the report which stated that a range of courses had been delivered throughout the year through the Growth Hub and she sought clarification as to how many. The Growth and Enterprise Manager advised that 20 courses had been delivered to date, focusing on social media and marketing to assist business with their business plans, and it was hoped to run two per month going forward. The Member questioned how the success of the courses was evaluated and was advised that this was largely gauged through demand and feedback - there was a waiting list for the courses and a survey was conducted at the end of each one.
- 11.9 A Member indicated that he had made a number of observations which Officers may wish to consider in their refresh of the strategy. He noted that no specific reference had been made to the potential for Junction 10; it had been referenced in the broader document with regard to the proposal for a cyber park and the investment the government had put into local colleges and it seemed to him there was a significant opportunity in terms of generating both cyber and engineering opportunities given Tewkesbury Borough's historic base in those areas. He was also conscious that the announcement of the commitment to net zero carbon emissions would be a significant economic strain but pointed out the economic opportunities in technology and development and suggested that should potentially be looked at in relation to the Junction 10 facility. He felt that the detailed action plan contained a lot of good work but noted there was no reference to leisure opportunities other than tourism and he referred to Cheltenham Brewery and the significant business rate and rent reductions being offered there. In terms of airport growth, he raised concern that this had been discussed for many years with no real outcomes aside from site growth. He was excited about the LEADER grant programme but felt it was important to look at the next tranche of rural economic growth; he welcomed the introduction of the Growth Hub and questioned whether there was potential for growth 'spokes' coming out of the Hub as, although it was right to focus on Tewkesbury, there was also a lot of rural potential. The Member indicated that he would be happy to discuss his thoughts with Officers in more detail following the meeting.

- 11.10 A Member noted that one of the actions for 2019/20 was to develop plans for an increased heritage offer and he felt this should include Gwinnett's Tomb in Down Hatherley - Button Gwinnett was the second American signatory of the declaration of independence and therefore this was a significant historical site. The Economic and Community Development Manager confirmed that this attraction was being promoted and a guide had been produced and was on display, furthermore, conversations had taken place with the Council's Community Funding Officer around the need for funding to make more of the tomb.
- 11.11 With regard to the regeneration of Tewkesbury Town Centre, a Member questioned how realistic a retail development would be on the Spring Gardens site. In response the Economic and Community Development Manager advised that a national report comparing this year with the previous year indicated that trade was 5% down across the country. The Head of Development Services explained that this was why diversification was so important and the High Street Fund bid would help to ensure the Council had the opportunity to maximise the potential of the High Street and improve the public realm to create an environment that would flourish and increase footfall. Spring Gardens was a development project that was yet to finally emerge but she stressed it was all about improving the quality of the town and supporting traders where appropriate. Members were also advised that the High Street Fund bid asked for other uses, for instance, leisure uses and events, which would make it a vibrant place for the community. In response to a query, the Growth and Enterprise Manager confirmed that the Growth Hub supported businesses across the borough, not just in Tewkesbury Town, for instance, she had recently assisted a business in Bishop's Cleeve to occupy one of the empty units in the village and events were often carried out 'on the road'. A Member suggested that 'Welcome to Tewkesbury Borough' signs would be beneficial in terms of the action to promote Tewkesbury Borough and the Economic and Community Development Manager confirmed that this was something which had been investigated previously and had been found to be cost prohibitive, furthermore, people tended to visit places within the borough as opposed to visiting Tewkesbury Borough itself. Notwithstanding this, he would be happy to revisit this if Members wished.
- 11.12 A Member noted that the report contained a lot of smiley faces and questioned whether this was an accurate reflection of strategy delivery. In response the Economic and Community Development Manager advised that it was a very different climate than when the strategy had first been produced, particularly in terms of retail, and there were certain aspects which the team would like to develop, for instance, events across the borough and supporting tourism businesses, particularly with regard to accommodation. The Member noted that the performance management report, which was the next item on the Agenda, showed one of the tourism actions with a sad face and he questioned why this was not reflected in this report. In response, Members were advised that the strategy was not exactly the same as the measures in the performance report but this was something which Officers would be looking to align as the strategy changed in order to give a better picture.
- 11.13 The Chair noted that Officers had requested the Overview and Scrutiny Committee to recommend to the Executive Committee that authority be delegated to Officers, in consultation with the Lead Member, to make changes to the strategy and he questioned what type of amendments they would be, whether they would be brought back to Members and what the procedure would be going forward. In response, the Economic and Community Development Manager explained that the strategy was due to be reviewed in 2021 to reflect the new Council Plan; however, there were certain things which had not even existed in 2017 when the strategy had been written which may need to be addressed, therefore, the delegated authority would enable minor changes to be made in the interim.

- 11.14 A Member questioned what 'Fastershire' was and why Members had not been informed of it. The Economic and Community Development Manager advised that 'Fastershire' was essentially the roll-out of broadband to improve speeds, and therefore capacity, for residents and businesses and he undertook to circulate a Member Update in relation to this following the meeting. It was subsequently

RESOLVED

1. That the progress made against the delivery of the Economic Development and Tourism Strategy during year two and the actions identified for 2019/20 be **NOTED**.
2. That it be **RECOMMENDED TO THE EXECUTIVE COMMITTEE** that authority be delegated to the Deputy Chief Executive and Head of Development Services, in consultation with the Lead Member for Economic Development/Promotion, to make amendments to the strategy.

OS.12 PERFORMANCE MANAGEMENT - QUARTER 4 AND FULL YEAR 2018/19

- 12.1 The report of the Head of Corporate Services, circulated at Pages No. 57-109, attached performance management information for quarter four of 2018/19. The Overview and Scrutiny Committee was asked to review and scrutinise the performance information and, where appropriate, identify any issues to refer to the Executive Committee for clarification or further action to be taken.
- 12.2 Members were advised that this was the fourth quarterly monitoring report for 2018/19 and progress against delivering the objectives and actions for each of the Council Plan priorities was reported through the Performance Tracker, attached at Appendix 1 to the report. Key actions for the quarter were highlighted at Paragraph 2.3 of the report and included the strong performance of garden waste renewals with over 17,000 stickers sold, generating income of £820,000; progression of the Spring Gardens project in accordance with key milestones with a report due to be taken to the Executive Committee in July; input from Overview and Scrutiny Committee in the development and approval of a new Workforce Development Strategy; a Place Approach Member seminar held in the final quarter of the year which had resulted in it being tailored to what worked most effectively in each of the three areas; 'making' of the Down Hatherley, Norton and Twigworth Neighbourhood Development Plan at Council on 28 May resulting in a total of six 'made' Neighbourhood Development Plans across the borough; and the successful bid for Garden Town status for the Ashchurch area. Due to the complex nature of the actions being delivered, it was inevitable that some would not progress as smoothly or quickly as envisaged and the details of these were set out at Paragraph 2.4 of the report. In terms of the Key Performance Indicators (KPIs), Members were informed that the status of each indicator was set out at Paragraph 3.2 of the report. Of the 17 indicators with targets, nine had been achieved, two were on par with the target and six had not been achieved as at the end of quarter four. Key areas of interest were included at Paragraph 3.3 of the report.

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

Priority: Finance and Resources

P70 – Objective 3 – Action b) Undertake a review of the discretionary trade waste service to ensure it is operating on a viable commercial level – A Member noted that the commentary for this action stated that this included an action plan for increased marketing of the service and he questioned if this was necessary at this stage given that the service was under review.

The Head of Community Services explained that the Council had a legal duty to deal with trade waste. The service was currently not far from a break-even point and the review had demonstrated that the customer base could be increased quite easily; as such, it was important that the service was in as strong a position as possible should Members resolve to retain it in-house.

Priority: Promoting and Supporting Economic Growth

P72 – Objective 1 – Action c) Conduct a retail study in partnership with Cheltenham Borough Council and Gloucester City Council – A Member noted that a dedicated consultant had been employed to undertake the study but raised concern that Tewkesbury Borough was very different to Cheltenham Borough and Gloucester City. She also questioned whether the consultant would be able to deliver the study on time.

The Head of Development Services explained that it was important to keep a relatively similar methodology as it would be used to inform the Joint Core Strategy policy. She agreed that Tewkesbury Borough was a very different area, with a different customer base, and she provided assurance that the methodology was sophisticated enough to recognise this. She did not believe there would be an issue with the timeframe, certainly in relation to formation of the policy which was the purpose of the work.

P75 – Objective 4 – Action b) Develop a programme with partners to progress Healings Mill and other key development opportunity sites to support the regeneration of Tewkesbury – A Member questioned who owned Healings Mill.

The Head of Development Services confirmed that Healings Mill was owned privately by a subsidiary company of the St Francis Group.

P77 – Objective 5 – Action c) Review the tourism resources to maximise the tourist provisions in the borough – A Member noted that this had been given a revised target date of October 2019 and he questioned whether resources had been reviewed in order to achieve the new date.

The Head of Development Services advised that there were many issues which were changing the face of tourism locally and nationally and consideration was being given to what other authorities were doing in terms of digitalisation, for example, installing interactive screens - similar to those used in shopping centres - at tourist locations and other hotspots across the borough. She hoped to be in a position to update Members on the Old Hat Shop shortly and indicated that discussions were taking place with Winchcombe Town Trust regarding the Tourist Information Centre following its successful bid for LEADER funding to develop a new heritage centre. Whilst the October target date was achievable in terms of being able to present the Council's position, it was reliant on external factors in terms of how far things had progressed.

Key Performance Indicators for Priority: Economic Development

P77 – KPI 1 – Employment rates 16-64 year olds. A Member congratulated Officers on the outturn of 84.7% which was significantly higher than both the 2017/18 outturn of 74.3% and the national rate of 75% and a fantastic achievement.

P78 - KPI 5 - Number of visits to Tewkesbury Tourist Information Centre (TIC) and KPI 6 - Number of visits to Winchcombe Tourist Information Centre (TIC) – A Member noted that the figures were slightly down and he sought a view on the future of the TICs, particularly given the increasing reliance on electronic methods of communication.

The Head of Development Services advised that one of the key pieces of work for the forthcoming year was around a strategic approach to tourism and keeping up with the latest technology and customer demand. She pointed out that the TICs were not just about information but also acted as a welcome point in each town.

Priority: Growing and Supporting Communities

- P80 – Objective 1 – Action d)
Develop housing growth plans associated with the Junction 9 masterplan – A Member questioned whether improvements to Junction 9 and the surrounding area would open it up to speculative development and whether that was a legitimate concern.
- The Head of Development Services explained that speculative development was always a concern which was why the preparation of the Tewkesbury Borough Plan and the review of the Joint Core Strategy were so important. Although planning applications may come forward, they would need to be considered on their own planning merits and meet the relevant transport assessments etc. In response to a query as to whether Members could be updated on any speculative planning applications coming forward on a weekly or monthly basis, the Head of Development Services explained that all Members could sign-up to receive notifications about planning applications in their Ward - or across the borough as a whole should they wish - and she would be happy to go through this with the Member outside of the meeting.
- P82 – Objective 3 – Action a)
Monitor annually the delivery of homes within the borough – A Member questioned whether this figure had been rolled-over from 2017/18 given that there was often a time lag between planning permission being granted and homes being built.
- Confirmation was provided that the total of 945 new homes represented homes that had been delivered in the borough between 1 April 2018 and 31 March 2019.
- P82 – Objective 3 – Action c)
Produce a business case for improvements to the A40 at Longford, including improvements to Longford roundabout – A Member questioned how the local authority was able to deliver the link.
- The Head of Development Services indicated that some Members would be aware that the Council had submitted a funding bid for this infrastructure at the same time as the bid for the bridge at Ashchurch but it had been unsuccessful. The Council was not able to deliver the A40 link itself due to the cost, therefore it was looking for other funding opportunities and had been discussed in the conversations around the improvements to Junction 10 but nothing concrete had been agreed. At this stage, she could only reassure Members that Officers were looking into it and would take any opportunities that came forward.

P83 – Objective 4 – Action b)
Achieve the Council’s affordable homes target by working with local housing providers – A Member congratulated Officers on delivering 277 new affordable homes and questioned whether the target – currently set at 200 – should be increased.

The Head of Community Services confirmed that the target would be reviewed. In response to a query as to where the target had come from, he indicated that he believed it was a stretch target, although it had been set before he had joined the authority. The new target would be informed by the housing needs assessments and it was noted that the rural assessments were being carried out currently; the Council’s Housing Strategy was due to end in 2020 so now was the right time to do this work and set a new target. In response to a query as to whether the strategy review could be brought forward to align with the Joint Core Strategy and Tewkesbury Borough Plan, the Head of Community Services indicated that it had been set as a five-year strategy but it was something he would look at.

P84 – Objective 4 – Action c)
Work in partnership to deliver the Council’s Housing and Homeless Strategy – A Member asked for up-to-date figures on rough sleepers and questioned how many had migrated from Cheltenham or Gloucester; he also queried whether any mental health checks were carried out.

The Head of Community Services advised that a rough sleeper count was carried out annually on a national basis. Tewkesbury Borough had extremely low numbers of rough sleepers with only one recorded in the previous year. He gave assurance that Officers provided all of the support they could and worked very closely with partners to give financial and medical advice; however, the Council tended to focus more on prevention of homelessness and people at risk. Unfortunately, there was no information available as to whether rough sleepers were transient, and he pointed out that it was not unusual to find that some rough sleepers actually did have a place to stay.

In response to a query as to whether the Council was represented on the board at Bromford Housing Association, as it had been previously on the Severn Vale Housing Society board, the Chief Executive advised that the whole system had effectively changed and was now regulated by Homes England; as such, there was no automatic place on boards following stock transfer so the Council was not represented and was not permitted to have any such representation.

Key Performance Indicators for Priority: Growing and Supporting Communities

P87 – KPI 12– Percentage of ‘major’ applications determined within 13 weeks or alternative period agreed with the applicant – and KPI 14 – Percentage of ‘other’ applications determined within eight weeks or alternative period agreed with the applicant – A Member noted that, whilst performance in relation to KPI 12 had improved, performance in respect of KPI 14 had deteriorated and he questioned whether improving one had a negative impact on the other.

The Head of Development Services provided assurance that this was not the case. She clarified that ‘major’ applications were for 10 dwellings or more, ‘minor’ applications were for nine dwellings or fewer and ‘other’ applications covered householder applications, certificate of lawfulness applications, conditional discharge applications etc. Major applications were clearly a focus for the Planning department and required significant Officer resources; notwithstanding this, other applications were wide-ranging and could also generate a lot of work. She explained that the team was currently trialling a new process for certificate of lawfulness applications - some authorities were able to turn around those applications within 14 days as they did not require as much consultation as other application types. With this in mind, she hoped to see an improvement in respect of ‘other’ applications by the end of the first quarter of 2019/20.

Priority: Customer Focused Services

P92 – Objective 3 – Action b) Introduce the option for paperless billing for council tax and business rates – A Member questioned whether there was a resource issue within IT services which needed to be addressed in order for the project to be delivered.

The Head of Corporate Services advised that an IT Strategy was currently being developed and there was money available to improve the infrastructure. Notwithstanding this, he clarified that the issues with the paperless billing project were not IT-related.

Key Performance Indicators for Priority: Customer Focused Services

P95 – KPI 19 – Community groups assisted with funding advice – A Member felt that this was fantastic work and asked whether it was possible to have a list of the groups which had been supported and their objectives and outcomes.

The Head of Development Services undertook to provide a list to Members and confirmed that £2M of community grants had been received over the last two years.

P98 – KPI 28 – Percentage of waste recycled or composted – A Member questioned why the outturn had reduced.

The Head of Community Services indicated that Page No. 61 of the report incorrectly stated that 52.6% of waste had been recycled and composted during 2018/19 when in fact that was the quarter four outturn; the full year outturn was 54.72% which was on a par with 2017/18 (54.55%) and above the 52% target.

A Member questioned how Tewkesbury Borough Council compared to other local authorities and what the target was for the current year. In response, the Head of Community Services advised that it was in the top quartile and he undertook to provide the 2019/20 target following the meeting. The Member also asked if the target was increased year on year and was advised that it was a countywide target set with the Gloucestershire Joint Waste Committee and it was generally increased.

A Member understood that Stroud District Council had an exceptionally high success rate in terms of percentage of waste recycled or composted and he questioned what that authority did differently. The Head of Community Services expressed the view that this was likely to be down to social demographics and the willingness of residents to recycle, particularly with regard to food waste. A Member queried whether the Council had any educational policies in respect of waste, and encouraging people to recycle more, and whether there were any plans to increase the number of items that could be recycled. Members were informed that various national and countywide campaigns ran throughout the year and the Committee would receive details of those in the report from the Gloucestershire Joint Waste Team. In terms of recycling more, the Head of Community Services explained that the waste hierarchy set out that re-using products and reducing waste should be encouraged alongside recycling which could be difficult to expand as there was a limited market for certain products, for example, there was no local market for hard plastics so those products ended up in landfill. Notwithstanding this, consideration was always being given to what else could be done, for instance, Officers were currently looking at the potential for recycling small electrical items.

A Member noted that performance had been hindered by the increased level of contamination and he sought clarification as to what this meant and what was being done to address it. The Head of Community Services explained that contamination was often non-recyclables being put into recycling bins which could result in waste being rejected when it was tested at the Materials Recovery Facility in Avonmouth. There had been a particular issue in the last quarter of 2018/19 and Officers were trying to identify exactly what that was in order to work with residents to ensure it did not continue. Notwithstanding this, the outturn for the year was positive following a strong performance on the first three quarters and he pointed out that the direction of travel for this indicator should be up rather than down as set out in the report. A Member indicated that recycling had reduced from 56.53% in quarter one to 52.6% in quarter four and, should it continue at that rate, it would be below the 52% target within the next two quarters; on that basis, he questioned whether any actions for improvement were needed. In response, the Head of Community Services advised that discussions were taking place with other authorities in the county about the best measurements for recycle.

- 12.4 Turning to the financial information, the Head of Finance and Asset Management informed Members that the figures at the bottom of Page No. 102 in relation to the One Legal service were incorrect and showed the previous years' data. He confirmed that, for 2018/19, there was an overall saving of £95,000, which was £9,000 less than the figure set out in the papers. Officers were working this through to ensure there was no impact on the Statement of Accounts but Members should bear this in mind during the presentation of the report.
- 12.5 Members were advised that the general fund revenue outturn position for the full year 2018/19 showed a surplus of £2.68M. This was a significant increase against the quarter three surplus of £664,478 and could primarily be 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. The table at Page No. 62, Paragraph 4.3 of the report summarised the main elements which had generated the surplus - particular reference was made to the £159,899 underspend on employees which was largely due to staff turnover and the time lag between replacements with new staff often starting on a lower spinal column salary point. In addition, 'premises' was 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. Payments to third parties was showing a significant overspend of £543,862 as a result of work undertaken in areas such as the Community Infrastructure Levy and Joint Core Strategy, where partner finance or reserves existed to cover the cost, and also due to the overspend on the Ubico contract, detailed at Paragraphs 4.7-4.10 of the report; this had been of concern to the Executive and Overview and Scrutiny Committees during the last quarter and both had requested more information and justification. A full breakdown of expenditure

by service on the contract sum, including a variance analysis by subjective heading, was attached at Appendix 5 to the report. The total Ubico overspend for the year was £268,866, of which £108,980 was in relation to employment costs which was an ongoing cost largely attributable to increased agency staff costs to cover sickness, much of which was long-term and due to the nature of the job. Another area of concern was the £93,765 overspend on transport costs, the majority of which related to tyres and Ubico had produced a briefing note on this, attached at Appendix 6 to the report, which set out that it was attributable to the fact that the fleet had been purchased at the same time and the tyres wore at the same rate; this had not been foreseen in the budget that had been produced for the financial year. Other factors contributing to the overspend included hire of vehicles, vehicle cleaning and spare parts specific to the fleet. Whilst it was the type of service that could attract large overspends, it was disappointing that the quarter three position had come as a surprise to the Council and Ubico had been working on an improvement programme within its operational and financial management to ensure timely communication of detailed information going forward. This included an overhaul of the reporting pack being issued, improved controls with regard to purchase ordering and financial training for supervisors and management. It was hoped this would help both Ubico and the Council to understand the position sooner and in greater detail.

- 12.6 The Head of Finance and Asset Management went on to advise that treasury performance had been strong in 2018/19 contributing to an overall surplus of £70,758, the majority of which was from investments with around £137,000 generated from the portfolio. This was offset by the increased amount of borrowing which was £67,000 over budget as a result of the acquisition of two new commercial properties at a cost of £8.5M; however, those properties had generated an additional rental income of £281,000. For the second year running, the Council was able to report a positive position on the retained business rates scheme which was partly due to a reduction in the number of appeals and also as a result of substantial grants from central government to cover the cost of the changes to the scheme in recent years. In addition to the base position with respect to retained business rates, Tewkesbury Borough Council was one of 10 members of the 100% business rate retention pilot during 2018/19 which had resulted in a net gain of £14.272M for Gloucestershire with an additional windfall of £882,000 for Tewkesbury Borough Council which was fantastic news. Overall, the Council was able to transfer a gross total of £3.46M to reserves. In terms of reserves, the net position from existing reserves and developer contributions was £615,042 which had allowed the Council to raise its total revenue reserves to £14.69M as at 31 March 2019. The significant surplus had allowed the creation of new reserves and the topping up of existing reserves to meet future needs or specific projects including a 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 which was now at £1M; an additional £200,000 to help with the vehicle replacement programme in addition to the planned contribution of £400,000; an additional sum for the business transformation programme of the Council; and a planned contribution of £175,000 to the commercial property portfolio reserve. A breakdown of the reserves was attached at Appendix 4 to the report and it was noted that they would also include substantial set asides for specific purposes including delivery of the Joint Core Strategy, transparency funding, clean high streets and exit from the European Union.

- 12.7 The final part of the report related to the capital programme and Members were advised that the level of capital expenditure incurred in 2018/19 totalled £10.67M, of which £8.5M was on the purchase of further investment properties – although this was less than the budgeted amount of £15.1M with the balance of £6.6M being carried forward – £1.1M on refurbishment of the Public Services Centre and £0.5M on disabled facilities grants. In summary, during 2018/19 the Council had utilised £1.05M of capital reserves, £0.9M of capital grants, £0.2M of revenue contributions and £8.5M from borrowing. The balance on capital reserves, both receipts and grants, had reduced to £1.2M as at 31 March 2019 and the commitments going forward were substantially in excess of that amount and would require borrowing. The summarised capital programme was attached at Appendix 3 to the report.
- 12.8 A Member noted that the Council had utilised £8.5M from borrowing in 2018/19 and she questioned how much money had been borrowed in total and the risk associated with that. In response, the Head of Finance and Asset Management advised that total borrowing amounted to £28M due to the commercial property investments that had been acquired over the last three years. The loans were secured 50/50 between short-term and long-term – the Council had taken advantage of the very low rate for short-term loans and had taken out long-term loans with the Public Works Loan Board. There was a risk around the commercial properties themselves and ensuring income was being generated to cover the borrowing cost; however, he confirmed that the Council did employ an advisor and looked for properties with long-term tenants and secure revenue streams to mitigate risk. The average term was nine or 10 years and the contracts stipulated that only upward rent reviews were permitted. It was noted that a reserve was available to improve properties if required – refurbishment could be an incentive to attract new tenants. The Head of Finance and Asset Management stressed there would always be risk attached to investing in property but he felt the Council was investing sensibly, and in the right way, and the external auditors were very happy with the method being used compared to a number of other authorities which were taking far more risks. Ultimately, any risk was far outweighed by the financial benefits.
- 12.9 In response to a query as to whether there was a recommended level of reserves for local authorities, Members were advised that it was for each authority to decide what was prudent. When the CIPFA resilience index had come into being, it allowed comparison of earmarked and unallocated reserves in order to give a feel of where the authority stood – whilst Tewkesbury Borough Council was in the middle in terms of earmarked reserves, it was at the lower end when it came to uncommitted reserves and did need to improve in this regard. He reiterated that the total revenue reserves were £14.69M and this was the highest he had known it to be. The Chief Executive felt it should be borne in mind that much of the money was already earmarked for a function and was not available to spend freely. It was important to ensure reserves were healthy to allow the Council to do what it needed to do going forward, particularly in terms of facilitating the growth which the borough was expecting over the coming years, and to provide some protection against government uncertainty. A Member presumed that the Executive Committee received more detailed feedback in respect of reserves and felt that it would be helpful to see a breakdown of the delivery of reserves against commitments along with timescales and targets. In response, the Head of Finance and Asset Management indicated he would be happy to prepare a report to bring back to a future meeting.
- 12.10 A Member drew attention to the general fund outturn at Appendix 2 and sought an explanation in relation to the £3.9M surplus on transfer payments in the benefits service. The Head of Finance and Asset Management confirmed that the figures were correct and related to housing benefits payments; in previous years this had been around £19/20M but a further drop was anticipated the following year to around £13.6M. The £3.9M surplus meant there was a reduction in the amount that could be recovered from the government but housing benefit did effectively balance

itself out. Another Member went on to question what budget was allocated for planning appeals as he could not see these figures in the papers and questioned why the Council appointed barristers when the service could be provided in-house by One Legal. The Head of Development Services explained that the cost of appeals was effectively contained within the Development Services budget, albeit not specified, and she confirmed that approximately £50,000 per annum was spent on planning appeals. She went on to advise that, if the appellant was using a barrister, it was often prudent for the Council to provide a barrister as well.

- 12.11 A Member sought a brief explanation on the Council's relationship with Ubico. The Head of Finance and Asset Management clarified that Ubico was a local authority-owned teckal company which was owned 100% by shareholders, of which there were currently seven including Tewkesbury Borough Council. The vehicle fleet was owned by the Council and this was one of the provisions within the contract. With regard to the Ubico overspend, a Member drew attention to Page No. 107, Paragraph 2.7 of the briefing note at Appendix 6 to the report which stated that, from August 2018, Ubico undertook a series of measures to make sure that drivers were appropriately inspecting their vehicles and he questioned what had been done before that as it was his understanding that drivers must undertake safety checks before leaving the depot. He also questioned whether there would be a cost implication from vehicles travelling to the Energy from Waste plant at Javelin Park as opposed to the landfill site at Wingmoor Farm. The Head of Community Services stressed that the briefing note focused on tyre checks and he confirmed absolutely that drivers had been carrying out daily checks on the vehicles each morning prior to that date and that this data was all recorded and audited. In terms of Javelin Park, he believed there would be a beneficial impact in terms of vehicle damage, and some routes would be shorter than they were currently; however, it would be a different type of driving, i.e. on the motorway rather than minor roads, so it would be necessary to assess this after a period of time to establish whether any action needed to be taken. The Member questioned when the Council would start to take waste to Javelin Park and was advised that Javelin Park was contracted to take waste from the end of June but the Council was likely to start delivering between 1 and 3 July. In response to another query as to why so many tyres had needed to be replaced at the same time, the Head of Finance and Asset Management advised that Ubico estimated that the average life of tyres was approximately 20,000 miles and they would generally require replacement after 15/16 months – the Council's fleet had been purchased in 2017 so this should have been anticipated and the budget had been amended to ensure there was a proper designation going forward. A Member drew attention to Page No. 109, Paragraph 3.11 of the report, which stated that 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 and he questioned whether this was really necessary. The Head of Community Services confirmed that there were potential savings to be made as any erratic driving styles could be identified via a driver assessment. A Member indicated that he often observed refuse collectors in his area and witnessed them driving over pavements etc. in order to get the job done as quickly as possible – this not only led to premature vehicle deterioration but also had a negative impact on highways and pavements and he questioned whether spot checks were undertaken. The Head of Community Services explained the Audit Team regularly carried out fleet checks, Ubico also had its own auditors and third-party checks were undertaken by the Driver and Vehicle Safety Authority (DVSA) to ensure compliance with the operator licence; this was based on a RAG (Red, Amber, Green) rating and Ubico was currently green. It was intended to establish a small Member Working Group to look at all aspects of the Ubico contract in order to ensure Members had confidence that value for money was being achieved, and to provide assurance that everything was being done as it should be, and he confirmed that Terms of Reference would be brought back to the next Overview and Scrutiny Committee meeting.

12.12 A Member went on to question whether Officers were happy with the briefing note at Appendix 6 and she was curious as to why the Council was responsible for the overspend on tyres as she thought it should have been factored in to the budget. She also queried whether it would be cheaper to hire vehicles as opposed to purchasing them in future. In terms of hire vs. purchase, the Head of Finance and Asset Management explained that an exercise had been undertaken in 2017 when the fleet had been replaced and the Council's financial circumstances had meant that purchase had been considered the better option as this came from capital as opposed to revenue. At the time, one third of the £200,000 budget had been set aside for maintenance, including tyres, as an agreed indicator in the contract; the overall budget had now been increased to £150,000 and money was included in the reserves for vehicle replacement. In response to a query as to whether Officers had confidence in Ubico to rectify the problems going forward, the Head of Finance and Asset Management advised that the processes and procedures for monitoring and managing all pointed in the right direction and the structure for reporting was as he would expect - Officers would get to see the information at the end of quarter one. He had been involved in the selection process for the new Financial Controller who had been in post for six months and was starting to make positive changes. Notwithstanding this, he reiterated that this was the type of service where overspends may occur and that should be borne in mind going forward.

12.13 Having considered the information provided, it was

RESOLVED That the performance management information for quarter 4 of 2018/19 be **NOTED**.

OS.13 ENVIRO-CRIME ANNUAL REPORT

13.1 The report of the Head of Community Services, circulated at Pages No. 110-136, provided an annual summary of progress made tackling enviro-crime in 2018/19. Members were asked to consider the report and action plan.

13.2 The Head of Community Services explained that responsibility for enviro-crime rested with the Environmental Health Team. This was a small but very busy team which also carried out food hygiene inspections in over 750 food establishments across the borough; undertook environmental protection work such as monitoring air quality and contaminated land as well as commenting on planning applications; supported the licensing service; delivered Disabled Facilities Grants; and reacted to service requests. The Environmental Health Manager advised that the original action plan for tackling enviro-crime was attached at Appendix 1 to the report; this had focused on putting in place the procedures and general infrastructure to allow a more robust, targeted approach to enviro-crime. This was built upon in the revised plan, attached at Appendix 2 to the report, which also focused more on making connections within local communities and developing joint working arrangements with partner agencies. Enviro-crimes had originally been considered collectively but, during 2018/19, they had been separated out into individual enviro-crimes in order to allow comparison and identification of trends going forward.

13.3 With regard to fly-tipping, Members were advised that majority of fly-tips reported were not witnessed and did not appear to contain any relevant information that would allow a further investigation to take place, for example, residential or business addresses, therefore it was more difficult to secure a prosecution; however, it was hoped that increased Officer presence across the borough would give more chance of catching offenders. When the last report had been presented to the Committee in January, Members had been informed that a case involving a number of waste offences had been taken to court in November 2018 but one of the individuals had not attended, therefore this had not been resolved and a warrant had been issued for their arrest. Over the Christmas period, both parties had been arrested with one pleading guilty and the other claiming their innocence.

Another court date had been set but the individual had absconded again and the Environmental Health Team was working with the Police to find them. In terms of littering, the Environmental Health Manager explained that it was a criminal offence for a person to drop, throw down, leave or deposit litter in a public place and offenders could receive a fixed penalty fine of up to £75 so this was something he would encourage people to report. In terms of littering from a vehicle, a change in legislation meant that this was the responsibility of the registered keeper so offenders could be actively pursued. With respect to dog fouling, a Public Space Protection Order had been introduced in July 2018 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, on request, a means of picking up after the dog. Offenders could be issued with a fixed penalty of £100. Parish Councils were working with the Environmental Health Team to replace existing 'no dog fouling' signs across the borough to reflect the new legislation and were also accompanying Officers during patrols of 'hotspots'. It was noted that the number of abandoned vehicles had remained relatively consistent throughout the year, although there had been a significant reduction in quarter three when the Police had carried out several operations targeting vehicles. In terms of noise, Officers now had access to a new piece of noise monitoring equipment which could easily be put into properties to gather evidence, as well as a remote control to enable people with mobility issues to carry out recording, and these were both being well-used.

- 13.4 In general terms, the Council had been quite successful with enforcement but it was important to bear in mind the resources required to gather evidence, conduct interviews under caution and ultimately put a case together. There were currently nine cases which were likely to result in fixed penalty or prosecution. Community engagement was vitally important and Officers were working closely with Town and Parish Councils and community groups. It was noted that a specific project was being carried out in Coriander Drive where there were a variety of different issues and its success would be dependent on various agencies working together to take a holistic approach.
- 13.5 A Member questioned why court cases and prosecutions were not publicised in the local media and the Corporate Services Manager advised that the Communications Team did put this information on social media. She felt there was a need to work more closely with the Environmental Health Team to push these messages out every time, although she pointed out that the Gloucestershire Echo and the Citizen were not always interested in these stories for print so this was likely to be online. Another Member expressed the view that a lot of people within his area did not know how to do anything about enviro-crimes and he queried if anything could be done to make it easier to report incidents. The Head of Community Services advised that the Report It facility was on the front page of the Council website and the vast majority of enviro-crimes were reported in that way. There was no reason why social media could not be used more to engage with the public and he confirmed that the team would be putting together targeted social media messages over the next two months in relation to the Public Space Protection Order which would include how these enviro-crimes could be reported. The Chief Executive stressed that Officers tried to make it easy to report issues and made use of social media and Borough News etc. to promote actions to reduce enviro-crimes but he indicated that Members could also report incidents on behalf of their residents and Officers would be happy to work with Members on that.
- 13.6 A Member questioned whether consideration had been given to car idling as an enviro-crime as current legislation allowed the local authority to issue a fixed penalty fine of £20 and he suggested that would be worth exploring at certain times, for instance, during the school run. The Head of Community Services indicated that this had been mentioned to him earlier in the week and it was not something which he had considered before but he was happy to look at the

legislation to see if this could be done within existing resources. Another Member noted that the CCTV cameras were not fit for purpose and she questioned whether it was necessary to buy new ones. In response, the Environmental Health Manager explained that the previous cameras were not encrypted and therefore were invalid under the General Data Protection Regulation. In his experience, CCTV cameras varied in their usefulness and they could be difficult to put in place, particularly in rural areas as they needed a power source and could be stolen. He had found them to be most effective in urban areas where they could be mounted on lampposts, communal bin stores etc. One possibility was to work with the Police to share their resources; however, whilst Officers had a very good working relationship with the Police and they undertook a number of joint incidents, ultimately the Police would take priority if they needed the cameras. One difficulty was that technology changed so quickly that, if the Council committed to buying new cameras, there was a risk that they would soon be out of date. A Member requested that a report be brought back to the Committee setting out the various options and the cost implications.

13.7 A Member questioned whether a vehicle declared as 'off the road', i.e. with a Statutory Off-Road Notification (SORN), which was on Council land could be treated as an abandoned vehicle and was advised that untaxed or SORN vehicles – whether on public or private land – were not something the Council looked at. Another Member went on to express the view that the anti-dog fouling posters which had been handed out to Parish Councils were very effective and he felt that Members should all be given some. The Head of Community Services indicated that he had provided posters to all Members previously but he undertook to ensure that a new supply was made available in Members' pigeon holes within the next few weeks. In response to a query as to when visits to Parish Councils would commence, the Environmental Health Manager explained that this had started earlier in the year but had been put on hold due to local elections. Officers had produced a schedule and were in the process of contacting Parish Councils to arrange the visits which were likely to take place every month for the next 12 months, following which there would be patrols each month at various hotspots to maximise the visual presence across the borough. A Member asked that Councillors be kept informed as to when the patrols were taking place and the Environmental Health Manager undertook to circulate the schedule once it had been finalised. A Member questioned whether Officers visited schools to discuss the importance of not littering, dog fouling etc. and was advised that, unfortunately, this was not currently possible due to lack of resources.

13.8 Having considered the information provided it was

RESOLVED That the enviro-crime annual report and action plan be **NOTED**.

OS.14 SINGLE USE PLASTICS UPDATE

14.1 The report of the Head of Finance and Asset Management, circulated at Pages No. 137-144, provided Members with an update on the elimination of single-use plastics following the motion to Council in July 2018. Members were asked to endorse the actions taken, 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.

14.2 Members were advised that, in July 2018, the Council had approved 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; and 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. There was no accepted definition of single-use plastics,

and no common set of products, but Officers had looked far and wide to those used by environmental groups, the European Union and the government to come up with a list of commonly accepted examples, set out at Page No. 139, Paragraph 2.3 of the report. The Council's progress in eliminating single-use plastics from the Council building was detailed at Page No. 140, Paragraph 3.4 of the report, and it was noted that most had been replaced or removed. Particular reference was made to plastic water bottles, which were currently sold in vending machines, and it was noted that the vending machines would be removed by the end of the month. All disposable drinking cups and lids had been replaced with cardboard or compostable alternatives and plastic drinks stirrers had been phased out and replaced by wooden stirrers. Whilst the Council did not supply plastic cutlery, refreshments were provided at some meetings and Officers were working with suppliers to provide alternatives. Plastic milk cartons were currently still being provided but consideration was being given to alternative provision for supply of tea and coffee. Whilst the Council used little in the way of plastic bags, the ones it did use, for food waste etc. were biodegradable, with very few black bin bags being used – with regard to the latter, it was noted that the industry was moving very quickly and an alternative bio-based plastic was being produced which the Council would look to bring in over time. Whilst the Council had no direct power over its tenants in this respect, it was able to encourage and support them to adopt its policies and a number of tenants already had their own policies, for instance, Gloucestershire County Council was much further advanced and Places for People also had a policy in place. It was noted that the Council's Procurement Strategy was being updated to ensure it was appropriately worded so as to eradicate single-use plastic from the supply chain.

- 14.3 Members were reminded that reduction of single-use plastic was an international issue and Pages No. 141-143 of the report set out the salient points from the government's strategy for tackling waste and environmental issues 'Our Waste, Our Resources', published in December 2018, which included banning the most problematic plastics, introducing a deposit return scheme for single-use drinks containers and removing consumer single-use plastics from its estate by 2020. At the end of May 2019, the government had announced a series of controls on single-use plastics to meet its pledges covering plastic straws, cotton buds etc. which demonstrated that national policy was overtaking the Council's own efforts and would ensure that single-use plastics were effectively eradicated from use in the near future.
- 14.4 A Member questioned what action the Council would be taking going forward and the Head of Finance and Asset Management provided assurance that Officers recognised this to be an ongoing issue and would continue to review and eliminate single-use plastics from the Council Offices building. He was mindful of national and international environmental policy and advised that electric charging points was the next item that would be considered by the Council. The Member agreed it was important to look more broadly at environmental issues and he questioned what Tewkesbury Borough Council's position was in relation to the requirement to be carbon-neutral by 2050. The Head of Finance and Asset Management indicated that this was an emerging issue and would be significant for the Council going forward; there was currently no expertise or capacity for this within the Council but it would need to be considered at some stage.
- 14.5 It was
- RESOLVED**
1. That the actions taken and proposed in order to eliminate single-use plastics from the Council's operations be **ENDORSED**.
 2. That the extracts from the Government Waste Strategy in relation to single-use plastics be **NOTED**.

OS.15 DISABLED FACILITIES GRANTS REVIEW MONITORING REPORT

- 15.1 Attention was drawn to the report of the Head of Community Services, circulated at Pages No. 145-153, which set out the progress made against the recommendation arising from the Disabled Facilities Grants review. Members were asked to consider the report and to approve closure of the review.
- 15.2 The Head of Community Services advised that the Council's Environmental Health Team administered Disabled Facilities Grants but applicants must first be assessed by an Occupational Therapist from Gloucestershire County Council to find out if an adaptation best met the customer's needs; it was only following a referral that the Council was involved. The Environmental Health Manager explained that a review of the way the Council delivered Disabled Facilities Grants had been conducted by an Overview and Scrutiny Working Group in 2015/16 and reports setting out progress against the action plan had been brought to the Committee on a six monthly basis since that time. The action plan was now complete, therefore, Members were asked to consider the progress made and to close the review. It was noted that the downward trend of Occupational Therapist referrals and applications for Disabled Facilities Grants had continued during 2018/19 which could be attributable to the Gloucestershire Clinical Commissioning Group restructure and the Occupational Therapists having less customers or less ability to process customers; notwithstanding this, it was a similar level to the previous year with a total of 85 referrals compared to 89 in 2017/18. He pointed out that the Ministry of Housing, Communities and Local Government had allocated additional funds to local authorities which committed to spend it prior to 1 April 2019 and Tewkesbury Borough Council had been allocated £141,363 which had been used for Disabled Facilities Grants adaptations and more broadly on "other social care capital projects", in particular for the insulation of park homes across the borough.
- 15.3 A Member noted that neither the Tewkesbury Borough Plan or Joint Core Strategy referred to 'homes for life' i.e. wheelchair accessible, wet rooms etc. In response, the Chief Executive advised that the 'homes for life' standard did come with affordability issues which some housing providers had problems with, particularly in terms of affordable housing, and he undertook to ensure that a briefing note on this matter was provided to Members following the meeting. Another Member questioned whether Gloucestershire County Council had been informed that the Council was not spending all of the funding it was allocated. The Head of Community Services confirmed that discussions did take place with colleagues at the County Council and any unused money went back into the pot at the end of the year but a countywide working group was currently looking at how this could be improved. In terms of possible reasons as to why the money was not being spent, Members were advised that, although the Council's procedure was sound and applications were processed quickly, Officers were required to follow specific criteria set down by legislation which meant that some people looked elsewhere for grants; in addition, there had been a general decline in the number of applications across the county and further afield which indicated that demand was not as high as it had been in the past. The Chief Executive reiterated that the Council's system was very good but that the Disabled Facilities Grants administered by the Council were often capital grants for larger schemes as quite a lot of smaller adaptations were carried out within social care, furthermore, grants were means-tested which meant that some people would not qualify and may find it easier to obtain a grant from elsewhere.
- 15.4 It was
- RESOLVED** That the progress against the recommendations arising from the Disabled Facilities Grants Review be **NOTED** and closure of the review be **APPROVED**.

OS.16 REVIEW OF COMMUNICATIONS STRATEGY

- 16.1 The report of the Head of Corporate Services, circulated at Pages No. 154-164, set out the progress made in delivering the actions within the Communications Strategy during 2018/19. Members were asked to consider the report.
- 16.2 The Corporate Services Manager advised that the Communications Strategy had been approved by the Executive Committee on 7 June 2019 where it was agreed that an annual review would be undertaken by the Overview and Scrutiny Committee to ensure actions were being delivered effectively. The 2018/19 action plan was attached at Appendix 1 to the report and the Communications Team had worked hard to try to deliver all of the actions. There had been a particular focus on providing continued support for the Public Services Centre with the launch of the Growth Hub; developing social media engagement; ongoing promotion for the Joint Core Strategy; supporting the elections team in communicating the local elections; and reviewing the format of the Tewkesbury Borough News. Of the 17 actions, three had not been achieved and these were detailed at Page No. 155, Paragraph 2.2 of the report. It was to be borne in mind that these actions had been carried out alongside the day-to-day reactive duties of the Communications Team which included responding to a significant amount of media enquiries as well as managing the Council's social media channels. In terms of moving forward, this was the final year of the strategy and the team was currently working on developing a new one which would be brought to the Overview and Scrutiny Committee for comment prior to presentation to the Executive Committee for approval.
- 16.3 A Member raised concern that Councillors often knew less about issues than the public they served and questioned what could be done to ensure Members were better informed. The Corporate Services Manager recognised this was an issue but pointed out that it took a significant amount of resource to ensure that all Members were kept updated on everything; notwithstanding this, she undertook to work with other service areas to come to a solution. The Member also indicated that he was having problems with loading photographs onto the Report It system as Office 365 did not seem to have the tools to reduce the picture size and the Corporate Services Manager indicated that she would discuss this with the IT Team following the meeting. Another Member noted that one of the outstanding actions was the consolidation of the Council's photo library and questioned whether a temporary member of staff was needed to help deliver this action. In response, the Corporate Services Manager advised that she did not think this was necessary as it was thought there may be a solution within the review of the Council's intranet which was currently being carried out.
- 16.4 It was
RESOLVED That the progress against the actions within the Communications Strategy 2018/19 be **NOTED**.

OS.17 PARKING STRATEGY REVIEW

- 17.1 The report of the Head of Finance and Asset Management, circulated at Pages No. 165-169, asked the Committee to establish a Working Group to undertake a review of the Parking Strategy in accordance with the Terms of Reference attached at Appendix A to the report.

17.2 Members were advised that the current Car Parking Strategy was adopted in 2015 and it was now due for review. Members would be aware that the Council was considering possible regeneration options for Spring Gardens and it was important to have an effective parking strategy to support this. It was proposed that an Overview and Scrutiny Committee Working Group be established to undertake the review with the Lead Members for Economic Development/Promotion and Finance and Asset Management, meeting on a monthly basis between July and October, in order to bring a draft report to the Overview and Scrutiny Committee in October with a final report presented in December before going to Executive Committee for approval in the new year. The new Parking Strategy and associated Parking Order would come into effect in April 2020. The proposed Terms of Reference for the Working Group were attached at Appendix A to the report.

17.3 A Member commented that Gloucestershire County Council was conducting its own review of parking in Tewkesbury and assumed this would be taken into account in this review. In response, the Head of Finance and Asset Management clarified that, whilst it would be informed by the County Council review which was looking at on-street parking and wider issues, Tewkesbury Borough Council's Parking Strategy would be focusing on the elements within its own control i.e. off-street parking in the eight car parks in Tewkesbury and two in Winchcombe. It was subsequently

RESOLVED

1. That a Parking Strategy Working Group be established in accordance with the Terms of Reference set out at Appendix A, subject to an amendment to 2 (i) to state that the Working Group shall comprise four Members of the Overview and Scrutiny Committee.
2. That the membership of the Working Group be **AGREED** as follows:
Councillors K J Cromwell, J W Murphy, M J Williams and P N Workman plus the Lead Members for Economic Development/Promotion and Finance and Asset Management.

The meeting closed at 8:05 pm

EXECUTIVE COMMITTEE FORWARD PLAN 2019/20

REGULAR ITEM:

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

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.
ICT Strategy.	To approve the ICT Strategy.	Head of Corporate Services.	Yes – deferred to allow more time to properly formulate the Policy.
Review of Council Tax Reduction Scheme and Council Tax Discounts.	To consider for the purposes of consultation.	Head of Corporate Services.	Yes – deferred to allow for consultation with the Transform Working Group.
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)).			
Confidential Item: Future HR Provision.	To consider the Council’s future HR provision and make a recommendation to Council.	Head of Corporate Services.	No.
(To be considered in private because of the likely disclosure of exempt information as defined in Paragraph 1 of Part 1 of Schedule 12A to the Local Government Act 1972 – Information relating to any individual.			

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Agenda Item 5

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.
Community Infrastructure Levy (CIL) Governance and Policy.	To consider the Community Infrastructure Levy (CIL) Governance and Policy.	Head of Development Services.	Yes, deferred to allow further time to consider the options.

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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.

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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.

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OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2019/20

REGULAR ITEMS:

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

Additions to 23 July 2019

- Ubico Working Group - To establish a Ubico Working Group and approve its Terms of Reference.

Deletions from 23 July 2019

- Gloucestershire Health Overview and Scrutiny Committee Update – No update as the TBC rep was unable to attend the meeting on 16 July 2019 and the Committee has not appointed a reserve.
- Review of Planning Enforcement Plan – moved to meeting on 22 October 2019.

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.

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
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
Parking Strategy Report	To endorse the findings of the Parking Strategy Review and approve the draft strategy for public consultation.	Head of Development Services	No.
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.
Review of Planning Enforcement Plan	To review the effectiveness of the Planning Enforcement Plan.	Head of Development Services	Yes – deferred from 23 July 2019 due to resources being focused on the populated template for annual Planning Committee overturns and to allow it to be considered alongside the with the Development Service Improvement Plan progress report also on the Agenda for October.
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.

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 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
Parking Strategy Report	To consider the consultation responses and to adopt the revised Parking Strategy and refer it for consideration by the Executive Committee at its meeting on 8 January 2020.	Head of Development Services	No.
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.
Safeguarding Policy	To consider the revised Safeguarding Policy.	Head of Community Services.	Yes - 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 and Gloucestershire County Council review.

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.

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.
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. Added to January 2020.
Reserves Report	Report on the Council’s reserves with a detailed breakdown of spending against commitments and timescales – agreed by the Overview and Scrutiny Committee at its meeting on 18 June 2019 when considering the performance management report.
Communications Strategy	To consider the new Communications Strategy prior to being taken to the Executive Committee for approval.

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ITEMS FOR INCLUSION IN 2020/21 WORK PROGRAMME	

NB – Changes from previous work programme highlighted in bold

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	23 July 2019
Subject:	Annual Review of Planning Committee Overturns
Report of:	Head of Development Services
Corporate Lead:	Deputy Chief Executive
Lead Member:	Lead Member for Built Environment
Number of Appendices:	1

Executive Summary:

The Overview and Scrutiny Committee on 8 January 2019 noted the Key Performance Indicators (KPIs) in relation to the Planning service. The Business Transformation Manager undertook to bring to Overview and Scrutiny Committee a template in respect of the annual review of application recommendations overturned by Planning Committee.

Recommendation:

To CONSIDER the template for the annual review of Planning Committee overturns.

Reasons for Recommendation:

The Business Transformation Manager undertook to bring to Overview and Scrutiny Committee a template in respect of the annual review of application recommendations overturned by Planning Committee.

Resource Implications:

None as a direct result of this report.

Legal Implications:

None as a direct result of this report.

Risk Management Implications:

None as a direct result of this report.

Performance Management Follow-up:

None as a direct result of this report

Environmental Implications:

None as a direct result of this report.

1.0 INTRODUCTION/BACKGROUND

1.1 The new key performances indicators for the Planning Service include:

Annual review of application recommendations overturned by the Planning Committee

On 8 January 2019, the Overview and Scrutiny Committee requested that the template for the review of Planning Committee overturns be brought to this Committee. At the Overview and Scrutiny Committee meeting on 9 April 2019, it was agreed that a populated version of the template be submitted for consideration.

1.2 It is good practice to identify the number of cases where Officers' recommendations were not accepted by the Planning Committee. The annual review would be considered by the Planning Committee and would identify if there are any actions required to improve the quality and consistency of decision making. These actions might include: a review of appeals decisions and lessons learned; a review of quality/clarity of Committee reports, Member briefing sessions on key topics; Member training; etc

1.3 The recently refreshed Protocol for Councillors and Officers involved in the Planning Process also includes an annual review of Planning Committee decisions. The Protocol provides at Paragraph 3.7:

A review of decision-making will take place each year through consideration of an annual report to the Planning Committee. This report will include a statistical analysis of all decisions taken (specifying the Officer recommendation) during the previous year and will report the outcome of any related appeal decisions. The analysis will also identify the number of cases where Officer's recommendations were not accepted. The annual report will be considered by the Planning Committee along with any recommendations to improve quality, consistency or performance.

The template has been designed to include the information required by Paragraph 3.7 of the Protocol.

2.0 REVIEW OF PLANNING COMMITTEE OVERTURNS TEMPLATE

2.1 Planning Committees can, and often do, make a decision which is different from the Officer recommendation. Sometimes it will change the outcome, from an approval to a refusal or vice versa. This may reflect a difference in the assessment of how a policy has been complied with, or different weight ascribed to material considerations. The template attached at Appendix 1 has been designed to provide sufficient information for the statistical analysis required by the Protocol and to enable an annual review of the reasons why decisions differed to the recommendation.

2.2 Part 1 of the template comprises a statistical analysis of all decisions made by the Planning Committee. It provides the number/percentage of decisions that changed from a permit to refuse and vice versa. Information on the number of decisions that differed from the Officer recommendation that were subject to a Member request for Committee determination is also included. For refusals against Officer advice, Part 1 identifies the number of applications appealed and also the outcome of the appeals, i.e. whether allowed or dismissed.

2.3 The template provides a statistical analysis for a three year period, April 2016 – March 2019, with both a three year summary and information for each individual year. This will enable an assessment of trends e.g. increase/decrease in % of decisions overturned, proportion permit to refuse and vice versa etc.

- 2.4** Part 2 of the template provides a qualitative analysis for the previous financial year, i.e. 2018-19, with full details of each application where the Committee decision differed to the Officer recommendation. The information includes site location, proposal, whether the change was from a permit or a refuse, a summary of the reason for the recommendation and the reasons why the Committee decision differed to the officer recommendation.
- 2.5** The Planning Protocol also requires an analysis of any related appeal decisions; further detailed analysis of this work is underway.
- 3.0 NEXT STEPS**
- 3.1** Following Overview and Scrutiny Committee consideration, the information collected will be reported to the Planning Committee in due course.
- 4.0 OTHER OPTIONS CONSIDERED**
- 4.1** None.
- 5.0 CONSULTATION**
- 5.1** None as a direct result of this report
- 6.0 RELEVANT COUNCIL POLICIES/STRATEGIES**
- 6.1** Joint Core Strategy www.gct-jcs.org/
Planning Enforcement Plan
Council Plan
Development Services Action Plan
- 7.0 RELEVANT GOVERNMENT POLICIES**
- 7.1** National Planning Policy Framework (NPPF) and Planning Practice Guidance – Updated February 2019 <http://planningguidance.planningportal.gov.uk/>
- 8.0 RESOURCE IMPLICATIONS (Human/Property)**
- 8.1** None as a direct result of this report.
- 9.0 SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)**
- 9.1** None as a direct result of this report.
- 10.0 IMPACT UPON (Value For Money/Equalities/E-Government/Human Rights/Health And Safety)**
- 10.1** None as a direct result of this report.

11.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

11.1 At Overview and Scrutiny Committee on 8 January 2019, the Business Transformation Manager undertook to bring to Overview and Scrutiny Committee a template in respect of the annual review of application recommendations overturned by Planning Committee. At the Overview and Scrutiny Committee meeting on 9 April 2019, it was agreed that a populated version of the template be submitted for consideration.

Paragraph 3.7 of the Protocol for Councillors and Officers involved in the Planning Process requires an annual review of Planning Committee decisions.

Background Papers: None

Contact Officer: Head of Development Services
01684 272095 Annette.roberts@tewkesbury.gov.uk

Appendices: Appendix 1 – Template for Annual Review of Planning Committee
Overturns

TEMPLATE

REVIEW OF PLANNING COMMITTEE OVERTURNS AND ANALYSIS OF APPEAL DECISIONS RELATING TO PLANNING COMMITTEE DECISIONS

PART 1: STATISTICAL ANALYSIS

Planning Committee Decisions that Differed from the Officer recommendation April 2016 – March 2019

Total no of applications to Planning Committee	No over turned	% over turned	No permit to refuse	No refuse to permit	% permit to refuse	% refuse to permit	No overturned comprising call-ins	% overturned comprising call-ins
373	51	13.67%	23	28	45.01	54.99%	31	60.78%

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Planning Committee Refusal against Officer Advice: Appeal Information April 2016 – March 2019

Number permit to refuse	No appealed	No dismissed	No allowed	Withdrawn	Pending
23	14	8	4	1	1

Annual Planning Committee Decisions that Differed from the Officer recommendation 2016-2019

	Total no of applications to Planning Committee	no over turned	% over turned	No permit to refuse	No refuse to permit	% permit to refuse	% refuse to permit	No overturned comprising call-ins
2016-17	143	22	15.4%	9	13	40.9%	59.1%	12
2017-18	138	17	12.32%	5	12	29.41%	70.59%	10
2018-19	92	12	13.04%	3	9	25%	75%	9

Planning Committee Refusal against Officer Advice: Annual Appeal Information 2016-2019

	Number permit to refuse	No appealed	No dismissed	No allowed	withdrawn	Pending
2016-17	9	7	4	2	1	-
2017-18	5	5	4	1	-	-
2018-19	3	2	0	1	-	1

PART 2: QUALITATIVE ANALYSIS

Applications subject to an overturn for the previous financial year (i.e. 2018-19)

Ref No	Location	Proposal	Called in	Officer Recommendation	Committee Decision	Appeal Lodged	Appeal Decision
18/00258/FUL	77 Barton Street, Tewkesbury	Conversion of two rooms to create a self-contained Studio Flat.	No	Refuse Cramped with inadequate living space for future occupiers	Permit The application be permitted on the grounds that the recalculation of the proposed living/bedroom space meant that it would not be defined as overcrowded under the Housing Act 2004	N/A	
17/01371/FUL	Shurdington Nurseries Little Shurdington	Erection of 3 summerhouses for display purposes.	Yes	Refuse Inappropriate development in the Green Belt	Permit The economic benefits of the proposal would outweigh any potential harm to the openness of the Green Belt.	N/A	

Ref No	Location	Proposal	Called in	Officer Recommendation	Committee Decision	Appeal Lodged	Appeal Decision
18/00044/FUL	Shurdington Nurseries Little Shurdington	Retention of six storage containers and associated open storage	Yes	Refuse Inappropriate development in the Green Belt & harmful impact upon the AONB landscape	Permit The economic benefits of the proposal would outweigh any potential harm to the openness of the Green Belt and landscape.	N/A	
18/00325/FUL	Rollingwood Haymes Drive Cleeve Hill	Erection of first floor / two storey side extension and single storey rear extension.	No	Permit Appropriate development in the Green Belt & acceptable impact upon neighbours	Refuse Loss of light, outlook and privacy for neighbouring property. Poor design & an over development of the site.	Y	Allowed
18/00449/FUL	East Side Of Broadway Road Stanway	Erection of a 4 bay steel framed hay storage barn (Revised scheme)	Yes	Refuse Harmful impact upon on visual amenity and the AONB landscape and scenic beauty	Permit The impact of the proposal upon visual amenity and the landscape would be acceptable	N/A	
18/00568/FUL	Oakland Farm Barns Dog Lane Witcombe	Demolition of existing barn and pig pens and replacement with single dwelling	Yes	Refuse Inappropriate development in the Green Belt, no very special circumstances. New dwelling in open countryside, conflicts with Policy SD10.	Permit The proposal would improve the openness of the Green Belt and enhance the Area of Outstanding Natural Beauty,	N/A	

Ref No	Location	Proposal	Called in	Officer Recommendation	Committee Decision	Appeal Lodged	Appeal Decision
18/00816/FUL	Highfield Leckhampton Hill Leckhampton	Replacement dwelling (Revised scheme to 17/01057/FUL)	Yes	Refuse Inappropriate development in the Green Belt, no very special circumstances. The proposed dwelling, by virtue of its location, size, massing and architectural approach would be out of keeping with the surrounding environment and would have a detrimental impact on the AONB landscape.	Permit The application provided for a well-planned proposal which would be in keeping with the surroundings would be appropriate development in the Green Belt given that it was for a replacement dwelling.	N/A	
18/00543/FUL	Staverton Connection Gloucester Road Staverton	The redevelopment of existing vehicle storage compound to provide a new infill commercial aerospace building	Yes	Refuse Inappropriate development in the Green Belt. Poor design and prominent cramped proposal would be visually intrusive and out of keeping with the area.	Permit	N/A	
18/01096/FUL	Shrublands Leckhampton Hill Leckhampton	Replacement of existing garage/store with garage, gym/home office, and store. (Revision of 17/01294/FUL)	Yes	Refuse Inappropriate development in the Green Belt and harmful impact upon the AONB landscape.	Permit The proposal would not have a harmful impact upon the Green Belt or the AONB landscape.	N/A	

Ref No	Location	Proposal	Called in	Officer Recommendation	Committee Decision	Appeal Lodged	Appeal Decision
18/00748/FUL	Land At Sandhurst Lane, Sandhurst	8 affordable dwellings, landscaping, access and associated works	No	Delegated Permit The delivery of affordable housing to meet identified local needs would outweigh harm to the landscape and concerns the site being remote from primary services	Refuse The proposed development would create an incongruous and unsympathetic intrusion and would detract from the character and appearance of the area	Y	Dismissed
18/01200/FUL	Wharf House The Wharf Coombe Hill	Erection of a new dwelling, garage and new access.	Yes	Refuse The proposed development would be located outside of the settlement boundary built up area and would encroach into the open countryside which would be harmful to the setting of the Landscape Protection Zone	Permit The site was in a settlement recommended as a service village and there was no local objection to the proposal.	N/A	
18/00535/FUL	Car Park At Church Road Churchdown	Temporary change of use for 6 months of parking space for stationing of mobile catering vehicle	Yes	Permit The principle of the proposed mobile A5 use is considered to be acceptable in this edge of village centre location. Noise disturbance and odour pollution impacts would be acceptable subject to conditions	Refuse The proposal was likely to give rise to anti-social behaviour and have an unacceptable impact on the living conditions of nearby residents including noise from the vehicles and odours arising from its use.	None to date, last date for an appeal is 19/9/19	

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	23 July 2019
Subject:	Annual Review of Ubico
Report of:	Head of Community Services
Corporate Lead:	Deputy Chief Executive
Lead Member:	Lead Member for Clean and Green Environment
Number of Appendices:	2

Executive Summary:

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

There has been a significant reduction in the number of bins being missed, the number of repeat missed bins and the number of assisted collections missed.

Residual waste per household has increased slightly this year but is still well within the target range and recycling has reduced slightly.

The Garden Waste Club continues to perform well with increased membership on previous years.

Financial performance was disappointing during the year, although it should be noted that Ubico have been working on an improvement programme to ensure issues will be reported in a timely fashion and ensure that there are no surprises moving forward.

Recommendation:

To CONSIDER the 2018/19 outturn performance update on the services provided by Ubico Ltd.

Reasons for Recommendation:

The report allows Members to monitor the performance in terms of service performance and financial performance of our waste and recycling contractor Ubico Ltd. This Committee receives regular updates on the performance of Ubico Ltd.

Resource Implications:

None arising directly from this report.

Legal Implications:

None arising directly from this report.

Risk Management Implications:

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

Performance Management Follow-up:

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

Environmental Implications:

None arising directly from this report.

1.0 INTRODUCTION/BACKGROUND

1.1 Ubico has been delivering the Council's waste, recycling and streetscene services since 1 April 2015. The Overview and Scrutiny Committee review the performance of the contract on an annual basis.

1.2 This Committee receives an annual report on performance and a six monthly update.

2.0 PERFORMANCE

2.1 A range of performance information is collected and reported to the Environmental Services Partnership Board (ESPB) quarterly and is monitored by the Joint Waste Team monthly.

2.2 Appendix 1 is the annual commissioner report which is prepared for the ESPB and details service requests, performance and health and safety statistics for the year and the highlights from that report are outlined below.

2.3 This year is the first full year of tracking the newly adopted Key Performance Indicators, this will allow Officers and the Committee to compare performance information meaningfully on a month by month and annual basis.

2.4 Performance is generally positive and some of the highlights from the performance report are set out below:

- Overall missed collection reports have reduced by 40%;
- Repeat missed collection reports have reduced by 80%;
- Repeat Missed assisted collection reports have reduced by 60%; and
- Driver and Vehicle Standards Agency (DVSA) "green" rating retained for another year.

3.0 RESIDUAL WASTE & RECYCLING RATES

3.1 The table below shows the 2017/18 and 2018/19 outturn figures and also shows the percentage of household collections that were completed on schedule. It should be noted that Ubico is not directly responsible for these figures and there are a variety of factors that affect the level of waste recycled or residual presented.

Indicator	2017/18	2018/19	Target 2018/19
Residual Household Waste per household (kg/hh)	385	401	430
Percentage of household waste reused, recycled and composted.	54.07%	52.59	52%
Percentage of household collection that were completed on schedule.	99.88%	99.94	99.92

3.3 Performance in quarter four has been hindered by the slight increase in Materials Recovery Facility (MRF) contamination which has pulled the recycling performance down. As the reject waste is used in the calculation for percentage of overall waste collected for recycling, it has an impact; however, the food, refuse and garden waste tonnages are comparable with the previous years. Despite the cold start to the year, the growing season has still produced good garden waste tonnages.

3.4 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.

4.0 BIN DELIVERIES

4.1 The number of bin requests fluctuates across the months with garden waste bins affected mostly by seasonality, bin deliveries are scheduled automatically by Tewkesbury Borough Council and all bins not delivered on the due day because of large volumes of bulky collections are rescheduled by the automatic system.

5.0 GARDEN WASTE CLUB

5.1 In April 2018 the Council changed the way it delivers the green garden waste service and how it charges for it. The Council moved to a single renewal date (1 April) and also used a sticker for the bin to identify those customers that had paid for the service for the current year. This has led to an increase in the customer base and income.

5.2 The service continues to grow with over 18,000 customers generating approximately £850,000.

6.0 GROUNDS MAINTENANCE

- 6.1 A significant review of grounds maintenance was carried out during the year. This resulted in new performance and quality standards being adopted and these will be reported in next year's report.
- 6.2 This element of the service is now being monitored much more closely and further work with the Overview and Scrutiny Committee, via the Grounds Maintenance Working Group, will be undertaken this year to ascertain whether Ubico have the correct level of resource to deliver an effective service.
- 6.3 The number of formal complaints relating to grounds maintenance, in particular grass cutting, reduced throughout the course of the year. This is not surprising as once Ubico had brought in additional resource to improve service standards, the hot weather meant that the grass had predominantly ceased to grow.

7.0 STREET CLEANSING / GRAFFITI / FLY-TIPPING / DEAD ANIMALS

- 7.1 Litter and street cleansing requests remain steady and Ubico dealt with over 450 requests for this service during the year. There was an unexplained spike in October 2019. Graffiti remains relatively low in the borough with only 17 requests for graffiti clearance.
- 7.2 The five day target to remove fly-tips in the borough is inconsistent, although it has been achieved in three of the 12 months. This may be partly due to Ubico using third party contractors to remove larger and more complex fly-tips e.g. asbestos.
- 7.3 The removal of dead animal's target of two days is consistently met with the target being achieved in nine of the 12 months monitored.
- 7.4 The review of street cleansing is still underway but is proving more difficult than first thought, partly due to a turnover in supervisory staff at Ubico. The target for completion is the end of this financial year.

8.0 FORMAL COMPLAINTS

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

Complaint Type	No of complaints	
	2017/18	2018/19
Waste and Recycling	82	98
Grounds Maintenance	2	27

- 8.2 There has been a slight increase in the total number of formal complaints about waste and recycling; however, Members can see that this reduced in the latter part of the year.
- 8.3 Unsurprisingly the number of formal complaints about grounds maintenance significantly increased based on the previous year.

9.0 FINANCIAL PERFORMANCE

- 9.1 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.

9.2 In terms of explanation of the overspend, the majority of the additional expenditure on employee costs can be attributed to the use of agency staff 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 (PPE) 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.

9.3 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.

9.4 It is not unusual for a service of this nature to overspend in light of unforeseen issues or emergencies; however, budget monitoring does need to improve and Ubico has a programme of work to address this.

10.0 CONCLUSION

10.1 Significant Improvements are being made and Officers of the Council, Joint Waste Team and Ubico are working closely together to monitor progress regularly. The target for missed bins is particularly stringent and well below the industry standard.

10.2 Management are determined that the issues are resolved effectively and more quickly and are closely monitoring standards and will take corrective action as necessary to resolve any further issues.

10.3 The document at Appendix 2 is the Ubico corporate update which outlines the company's view on progress throughout the year.

11.0 OTHER OPTIONS CONSIDERED

11.1 None

12.0 CONSULTATION

12.1 None

13.0 RELEVANT COUNCIL POLICIES /STRATEGIES

13.1 Joint Waste Committee Business Plan
Ubico Business Plan

14.0 RELEVANT GOVERNMENT POLICIES

14.1 None

15.0 RESOURCE IMPLICATIONS (Human/Property)

15.1 None

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

16.1 None

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

17.1 None

18.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

18.1 None

Background Papers: Overview and Scrutiny Committee Meeting Minutes – May 2017
Contact Officers: Head of Community Services
01684 272259 Peter.tonge@tewkesbury.gov.uk
Appendices: Appendix 1 – Ubico Performance Report
Appendix 2– Ubico Corporate Update

Ubico Report – Annual Report April 2018 to March 2019

56



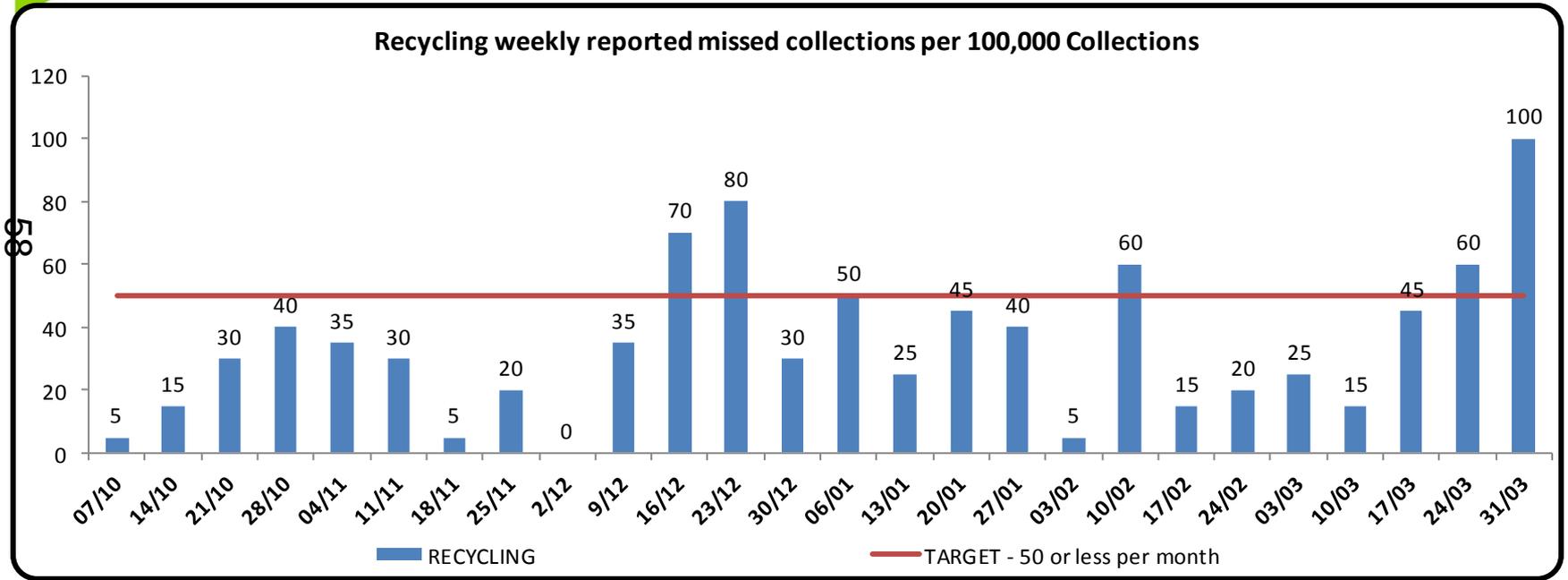
Executive Summary

- ✓ Overall missed collection reports have reduced by 40%
- ✓ Repeat missed collection reports have reduced by 80% from June.
- ✓ Repeat Missed assisted collection reports have reduced by 60%
- ✓ Collection accuracy has increased from 99.89% in September to 99.94% in March.
- ✓ Ubico gained ISO 45001 accreditation
- ✓ Crew H&S inspections consistently meeting 100% target.
- ✓ DVSA “green” rating retained for another year.

57



Deliver Quality: Missed Collections per 100000

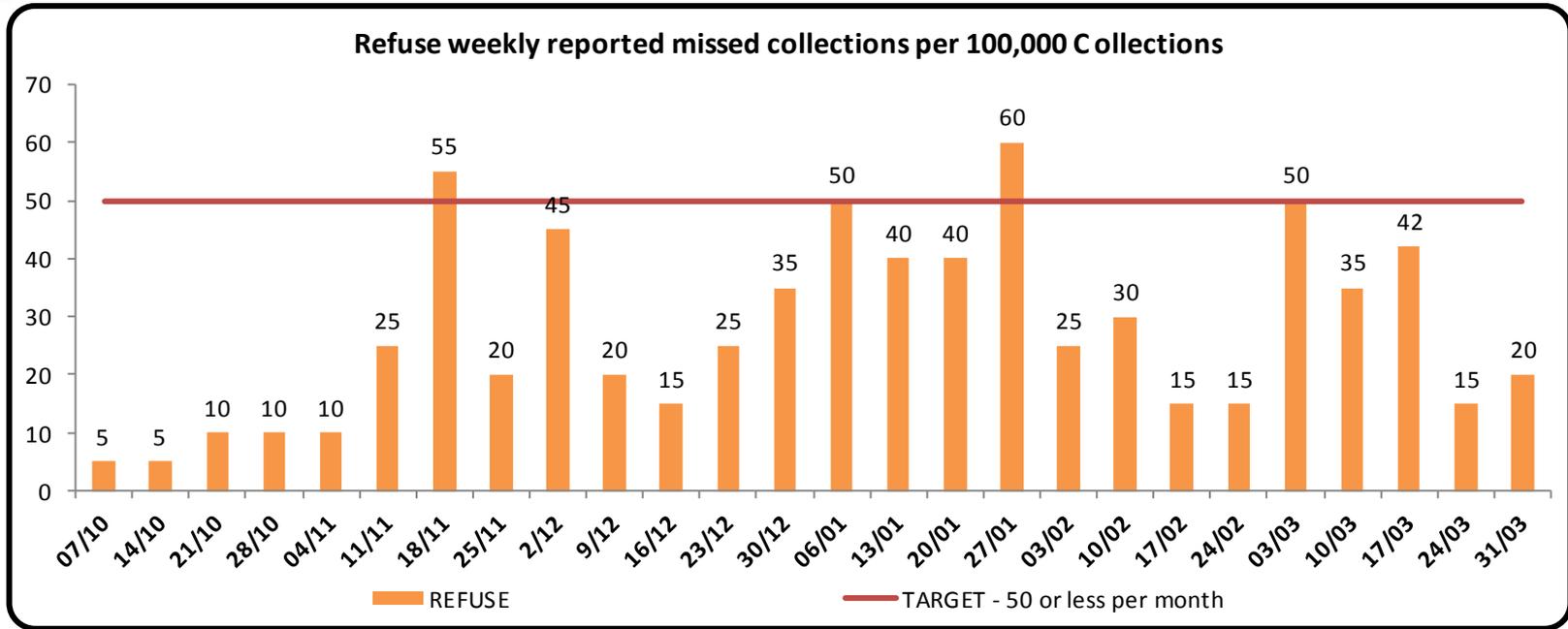


Recycling collection continues to be the best performing service in terms of missed collections with some weeks having less than one missed collection per crew per day over an average of 20,000 collections.



Deliver Quality: Missed Collections per 100000

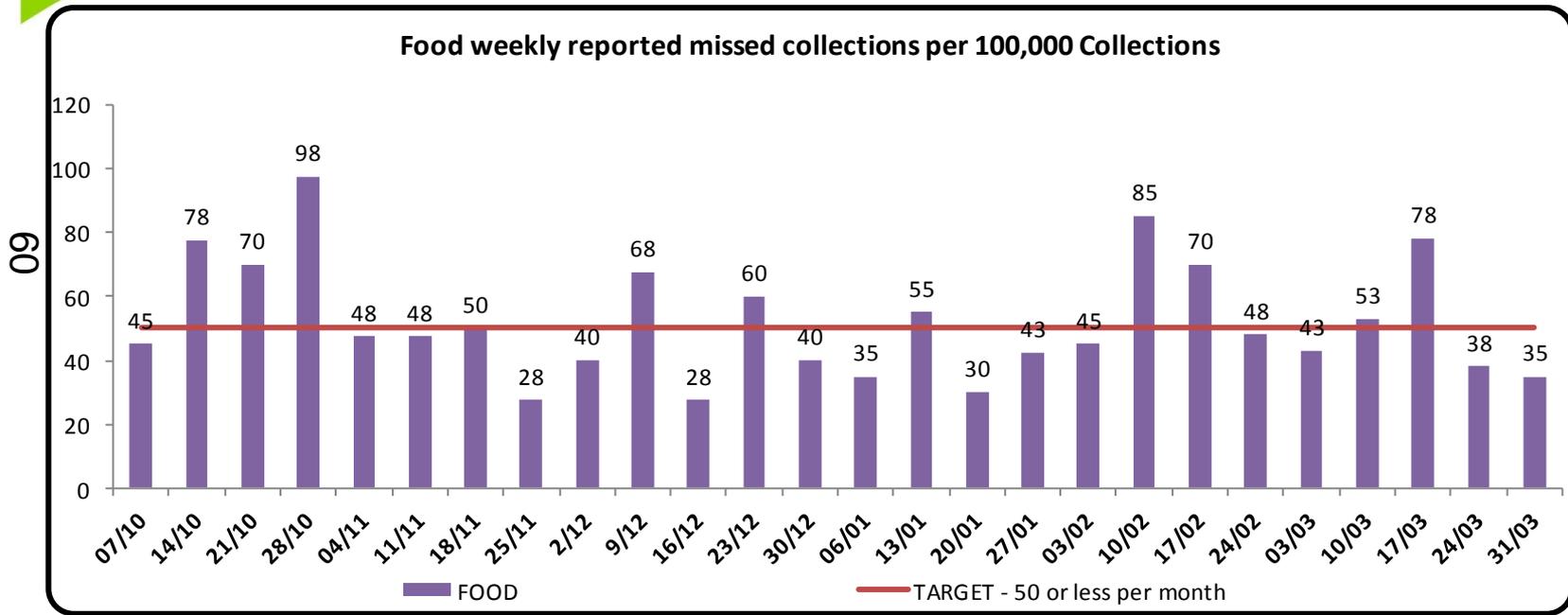
59



Refuse waste collections have improved since the start of the year and the introduction of the stretch target of no more than 50 missed collections per 100,000 collections has helped the performance. The use of “Red Ticket List” has highlighted properties with repeat missed collections across all services has led to a reduction in repeat missed collections of 80% since June.



Deliver Quality: Missed Collections per 100000

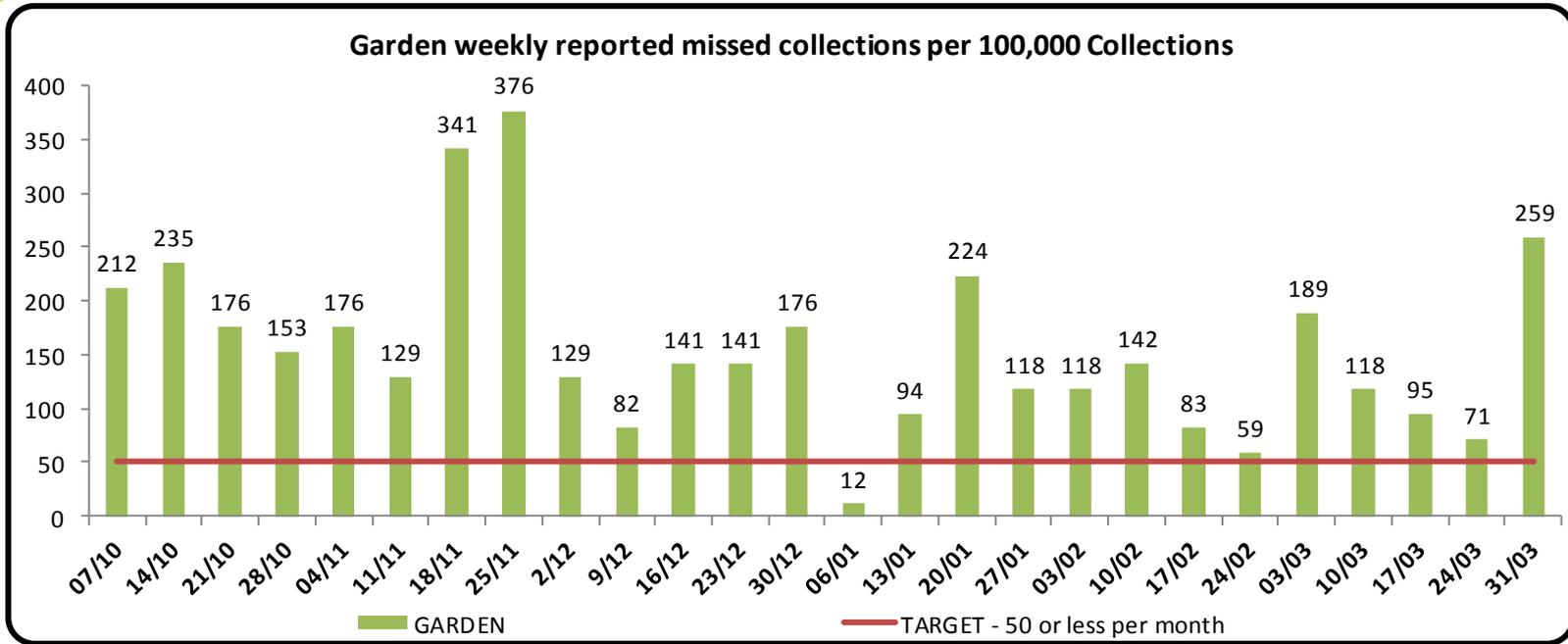


➤ Food waste collections are the busiest collection service making an average of 170,000 collections a month. Staffing has been an issue and finding long term staff for this service has been difficult which has led to an increase in missed collections due to a lack of knowledge of the rounds. Staff recruitment is ongoing and the rotation of staff across services is being considered.



Deliver Quality: Missed Collections per 100000

61

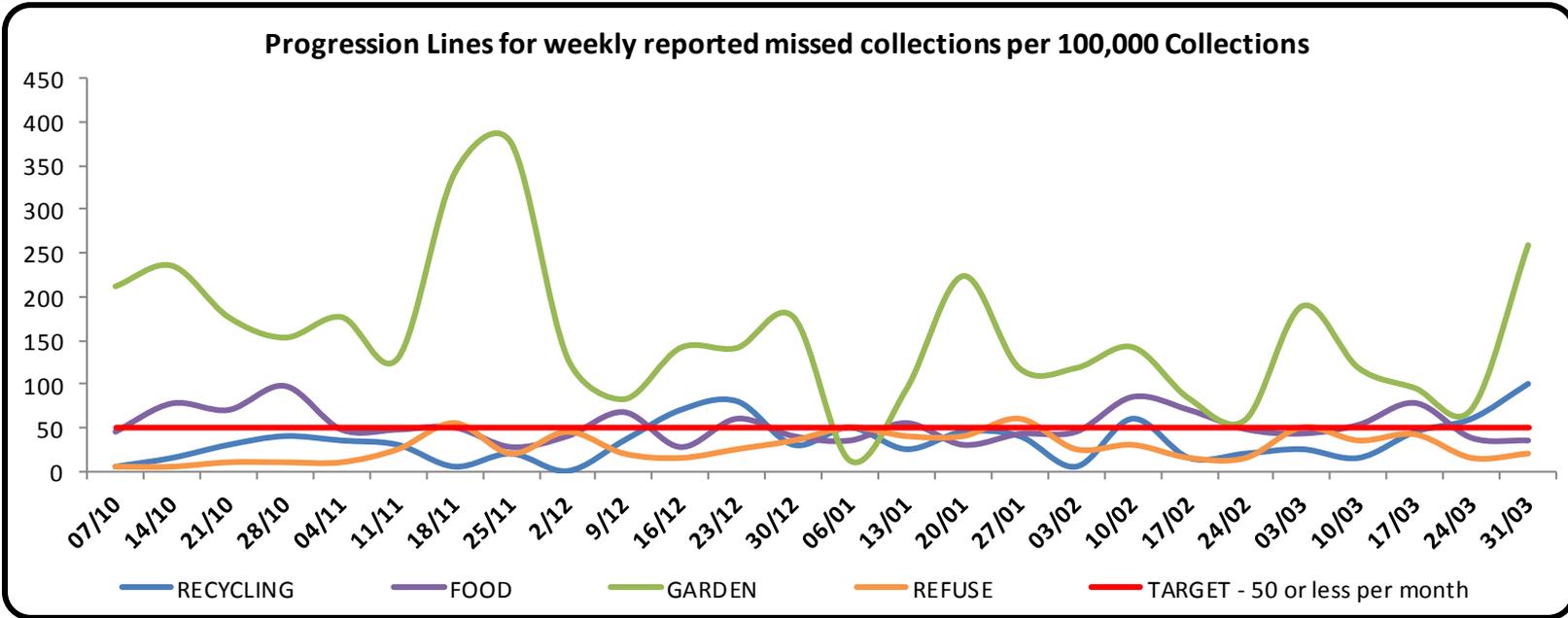


✘ There have been a high number of sickness absences on this service which resulted in high use of agency staff to ensure sufficient cover to run the service. Not all customers make use of the service each fortnight which means that collection vehicles have to drive down all roads just to check for bins. The use of a dedicated third collection round this year has helped to reduce missed collections by making each round accountable for specific properties and the possibility of investment of in-cab technology will help drive these down further.



Deliver Quality: Missed Collections per 100000

62

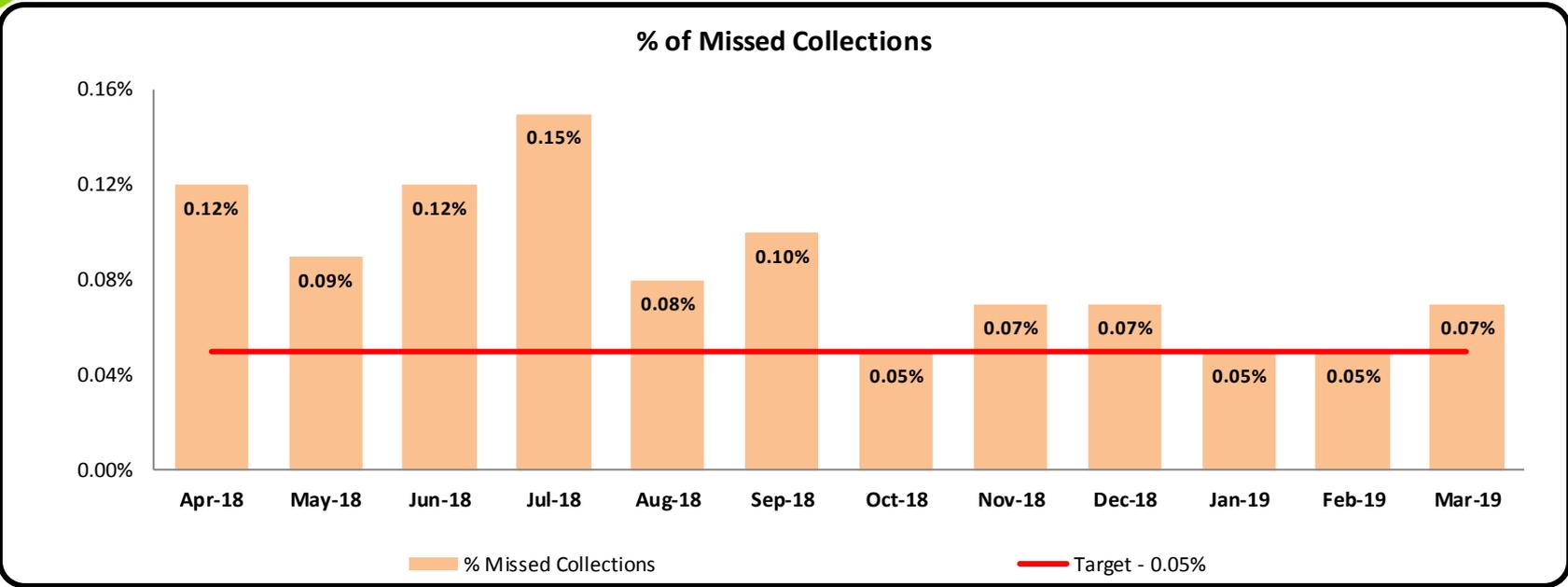


✓ Overall the level of missed collections has improved greatly across most services but there is still work to be done with the Garden Waste rounds.



Deliver Quality: Total Missed Collections

63



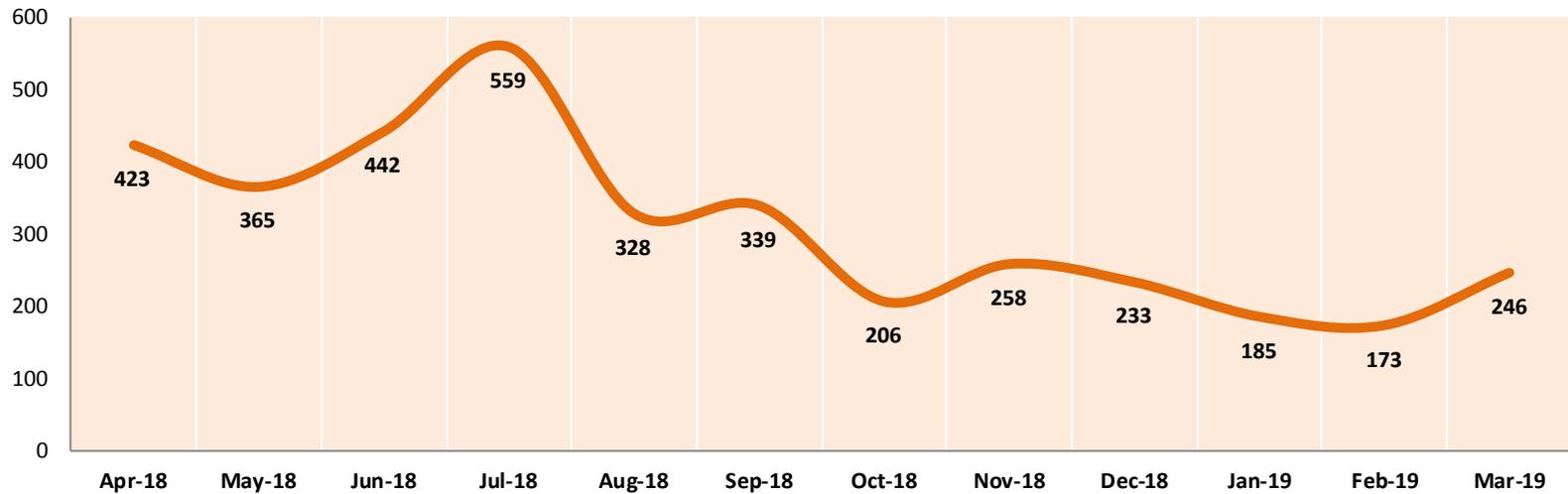
✓ The percentage of missed collections is now near to achieving the target with Q4's average of 0.06% a great improvement from Q1's 0.11%. All bins not presented should be reported as such to prevent issues such as late presentation being recorded as missed collections.



Deliver Quality: Missed Collections

64

Total Missed Collections by Month Tewkesbury

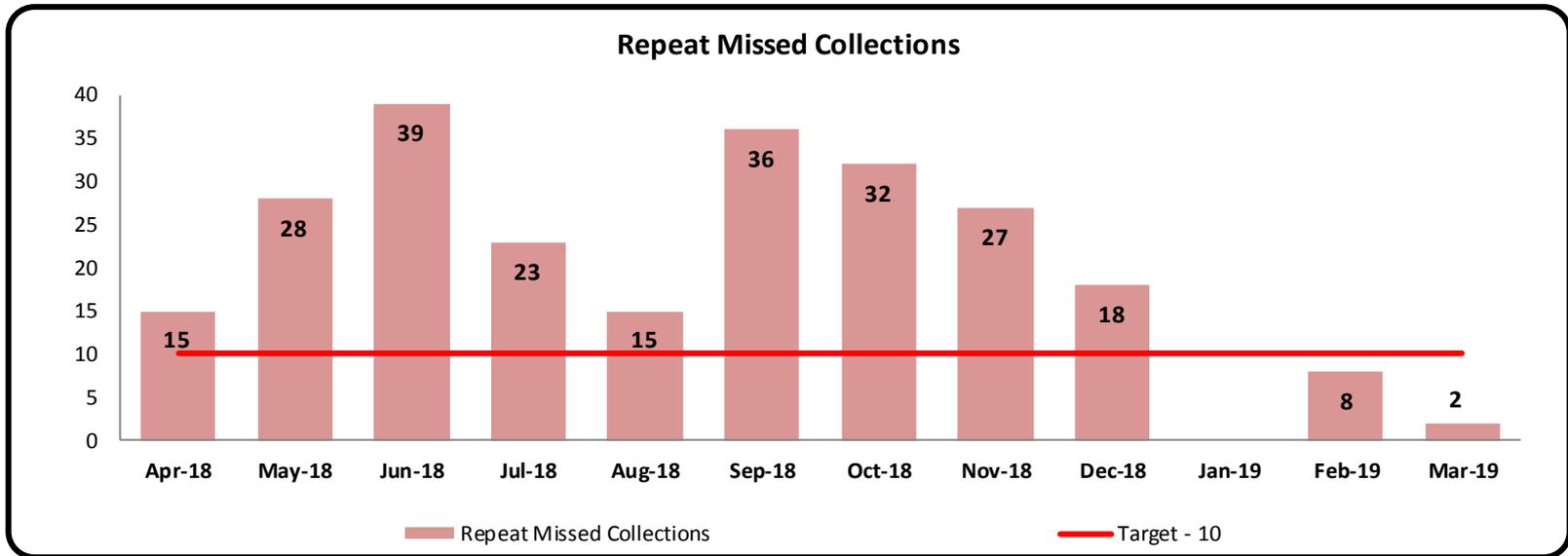


✓ The number of missed collections has reduced by 40% over the year with actions such as improving reporting by crews, reducing staff turnover and improved monitoring by supervisors working to maintain the reduction.



Deliver Quality: Repeat Missed Collections

65

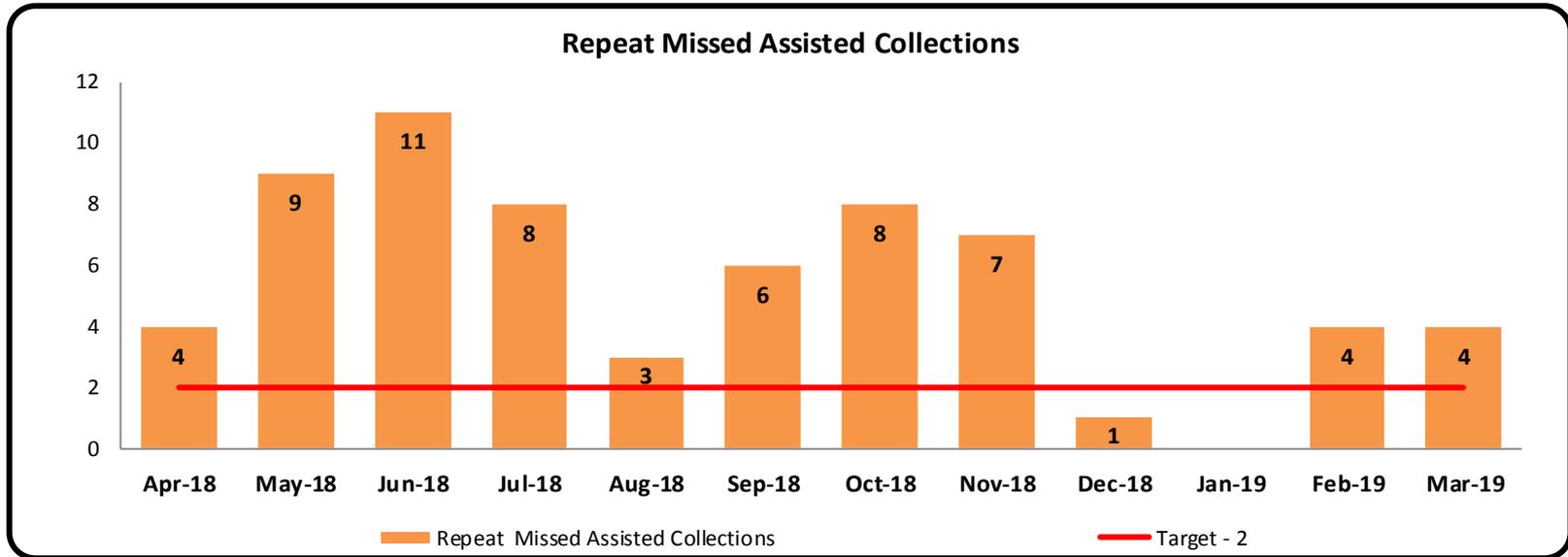


The level of repeat missed collections has dropped by 80% since June with the use of the “Red List” which identifies and highlights any collection issues made to the same property / location. These areas are visited by supervisors who are able to confirm collection and resolve any issues on the day to avoid repeat issues.



Deliver Quality: Repeat Missed Assisted Collections

99



➤ As with the repeat misses there has been significant reductions in the number of repeat issues with none being reported in January. The level has crept up at the end of the year but this has been addressed by a re-issuing of the Assisted collection list and closer monitoring by supervisors.



Deliver Quality: Collections – Apr 18-Mar 19

Total collections: 4,524,000

Total missed collections: 3,757

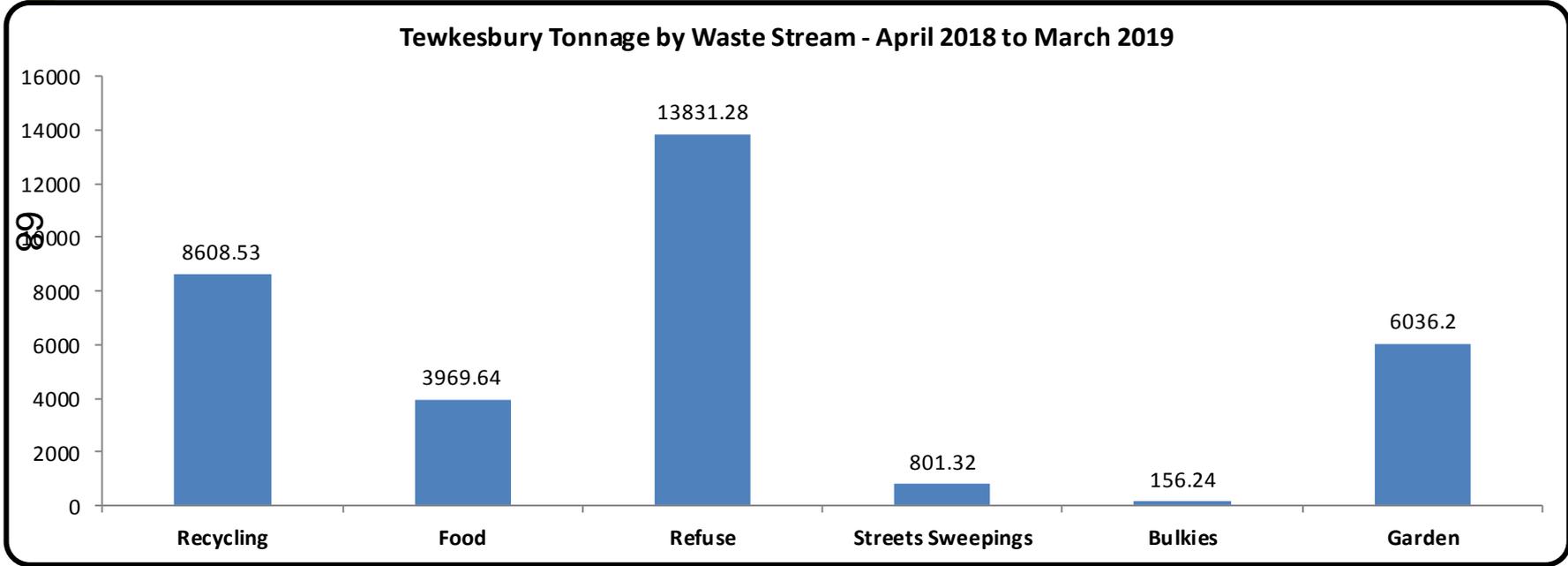
Target %: 99.95%

Collection Accuracy %: 99.92%

✓ Although the level of missed collections is below the contracted target for the year the latter half has shown improvement with a collection accuracy of 99.96%. Actions discussed in previous slides will help maintain this improvement.



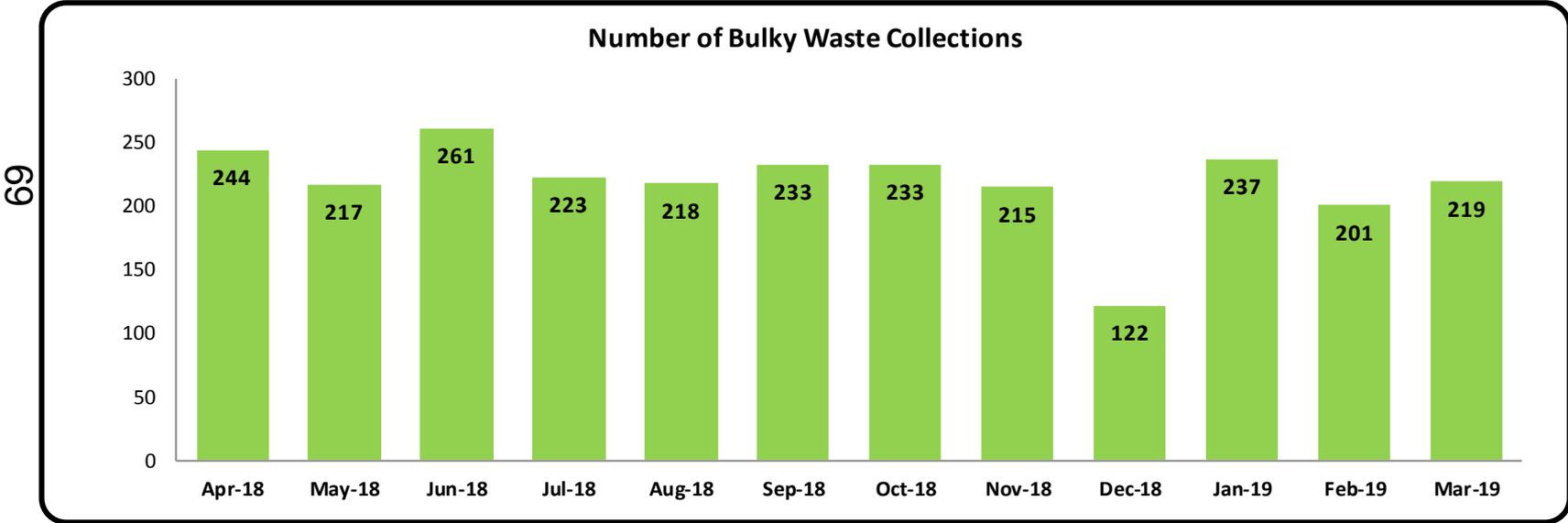
Deliver Quality: Tonnages



✓ Overall there was an increase in the amount of Recycling, Food waste and Garden Waste collected and a reduction in Refuse in 18-19 compared to 17/18.



Deliver Quality: Bulky Waste Collections

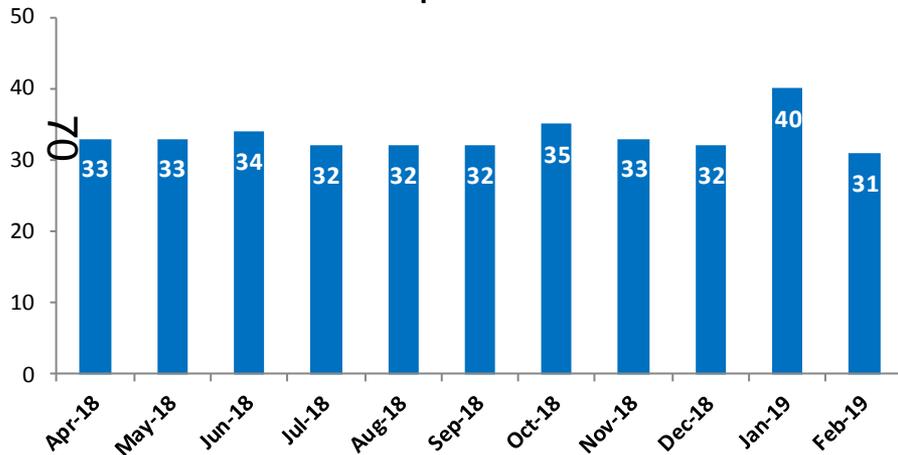


➤ Bulky waste collections are scheduled by TBC with the workload remaining reasonably level across the year, with a dip in December due to the service been suspended during the Christmas period. The number of bulky waste slots was increased in March to reduce customer waiting times and Ubico communicate regularly with TBC to highlight issues such as large volume waste (such as 3 piece suites having an impact on collections by increasing the number of journeys to the disposal point) causing delays to collections.



Deliver Quality: Household Waste

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



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

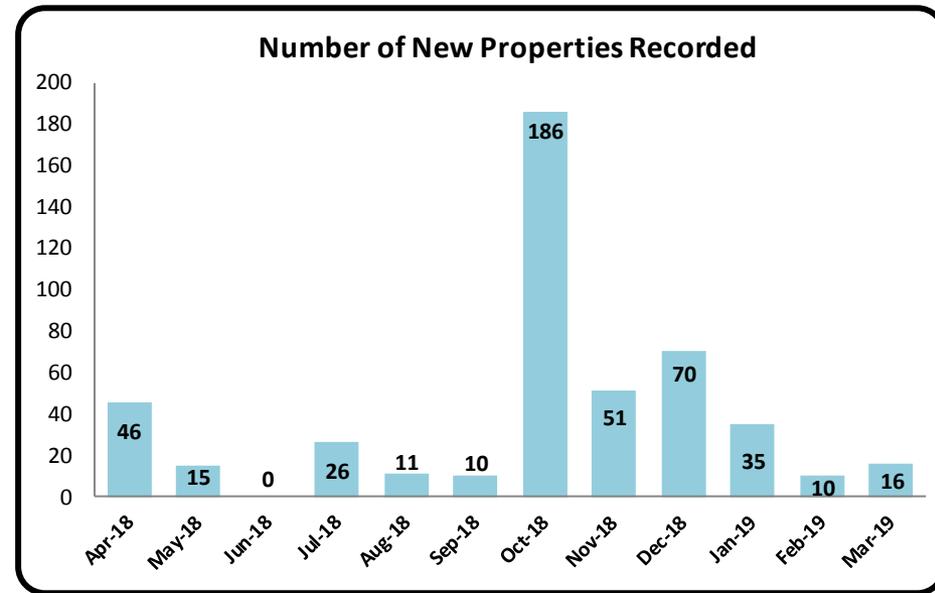
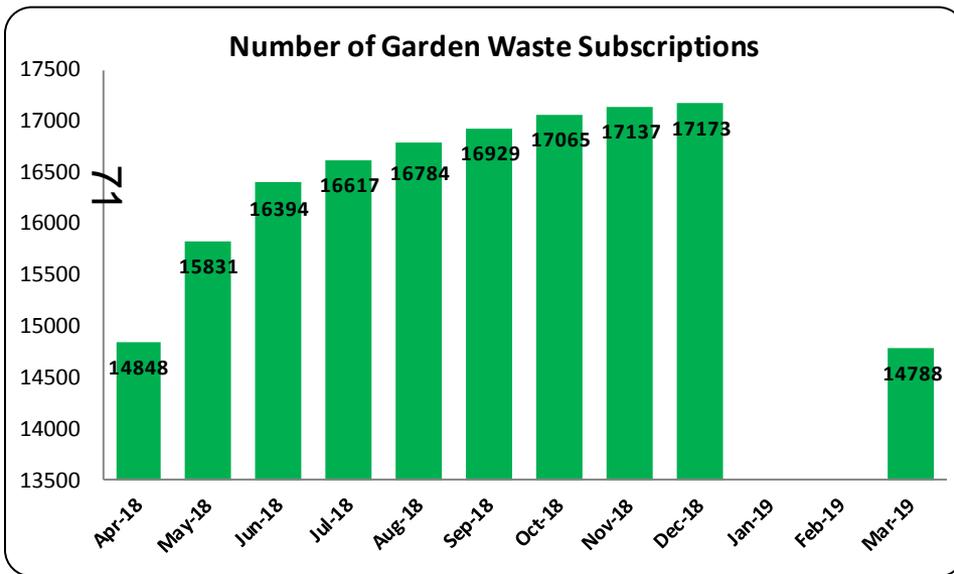


➤ The percentage of household waste reused, recycled and composted across the year is below the target line, possible ways to improve the percentage of household waste reused, recycled and composted to 60% by 2019/20 will be the potential of including small WEEE (toasters etc. and textiles) into the kerbside collections and Ubico are working with TBC & JWT to achieve this.



Deliver Quality: Garden Waste Subscriptions & New Properties

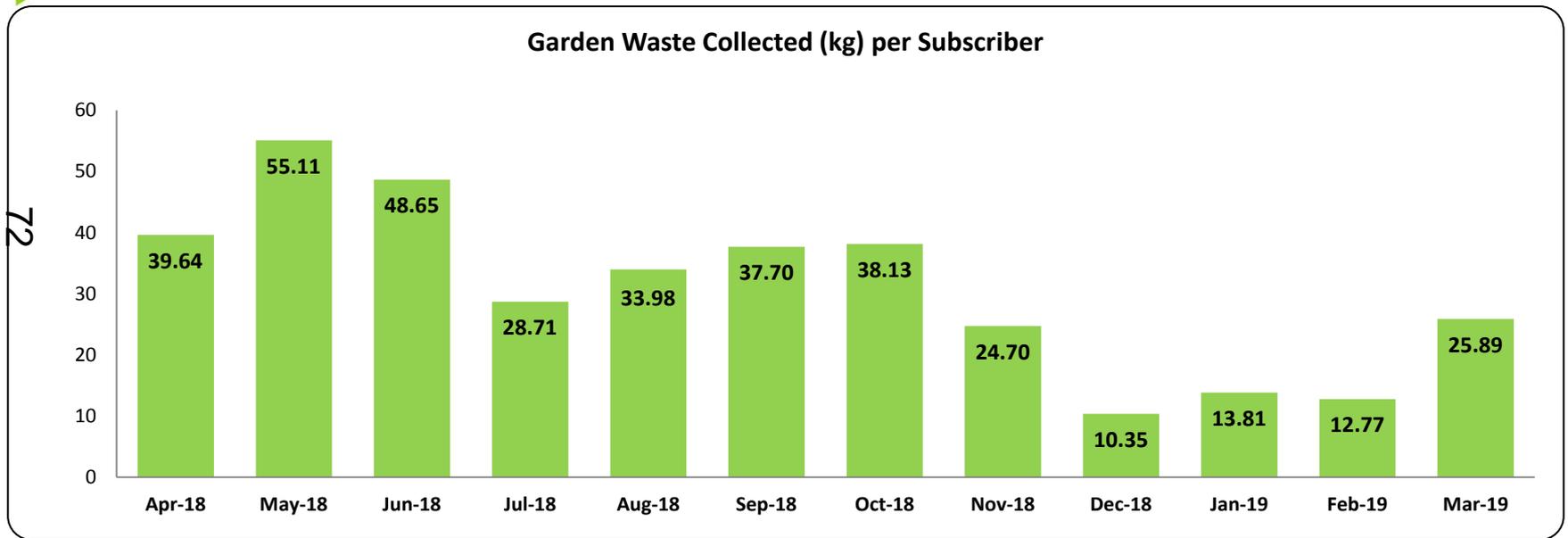
* no data for January & February 2019 for Garden Waste Subscriptions



➤ Overall there was a steady increase in the number of new subscriptions to the garden waste service throughout the year highlighting the need for the additional third collection crew. No data is available for Jan – Feb. The drop in subscriptions for March may be due to not all customers meeting the deadline to subscribe for the new year.



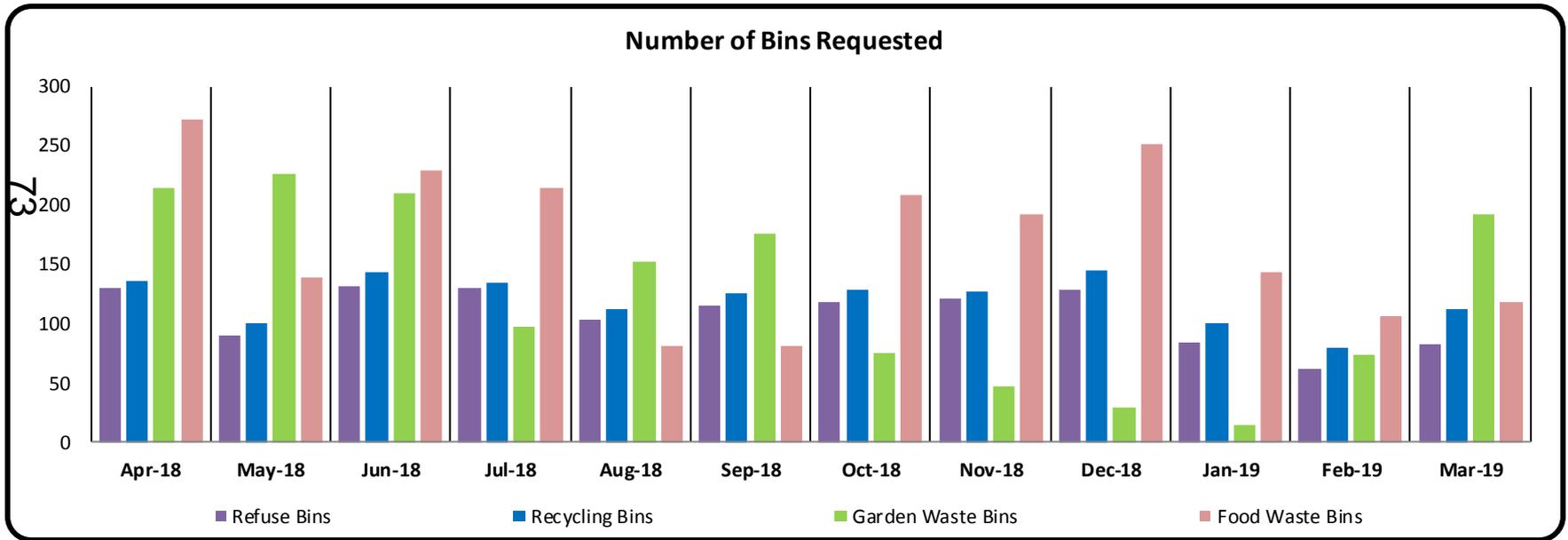
Deliver Quality: Garden Waste Collected



➤ Seasonal variations are shown with the heavier growing months being clearly identified.



Deliver Quality: Bin Requests

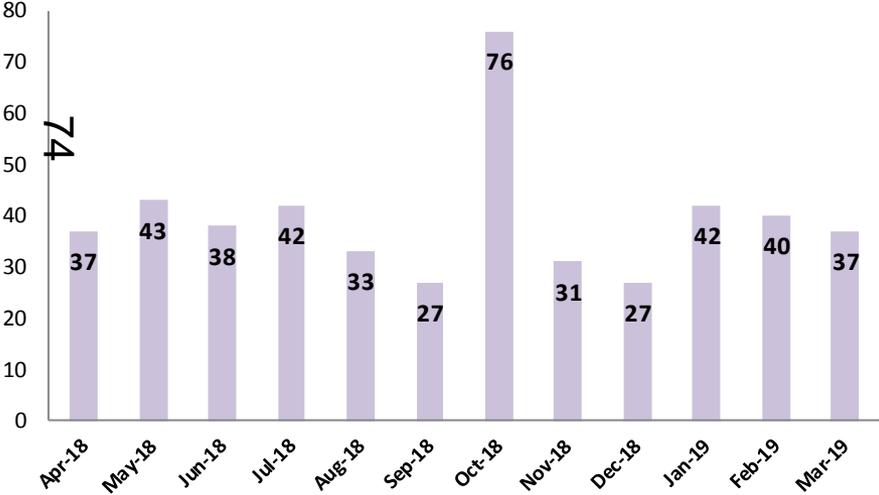


➤ The number of bin request fluctuates across the months with garden waste bins affected mostly seasonality, bin deliveries are scheduled automatically by TBC and all bins not delivered on the due day due to large volumes of bulky collections are rescheduled by the automatic system.

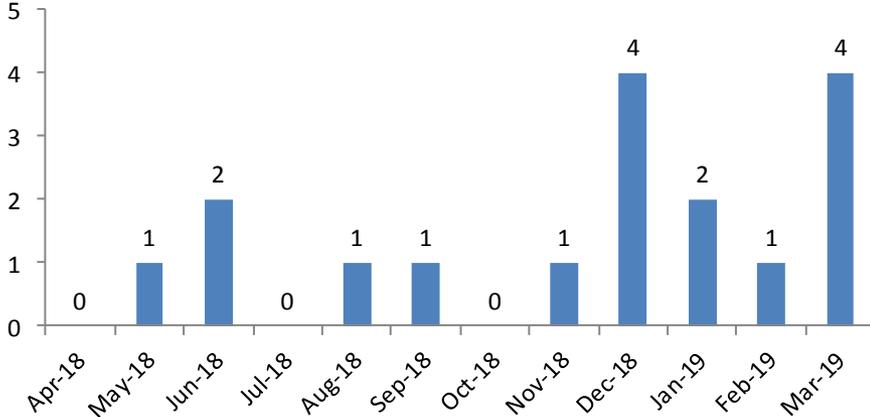


Care for our Environment: Litter/Street Requests

R2 Litter/ Street Cleaning Requests



Removal of Graffiti (Non-offensive)

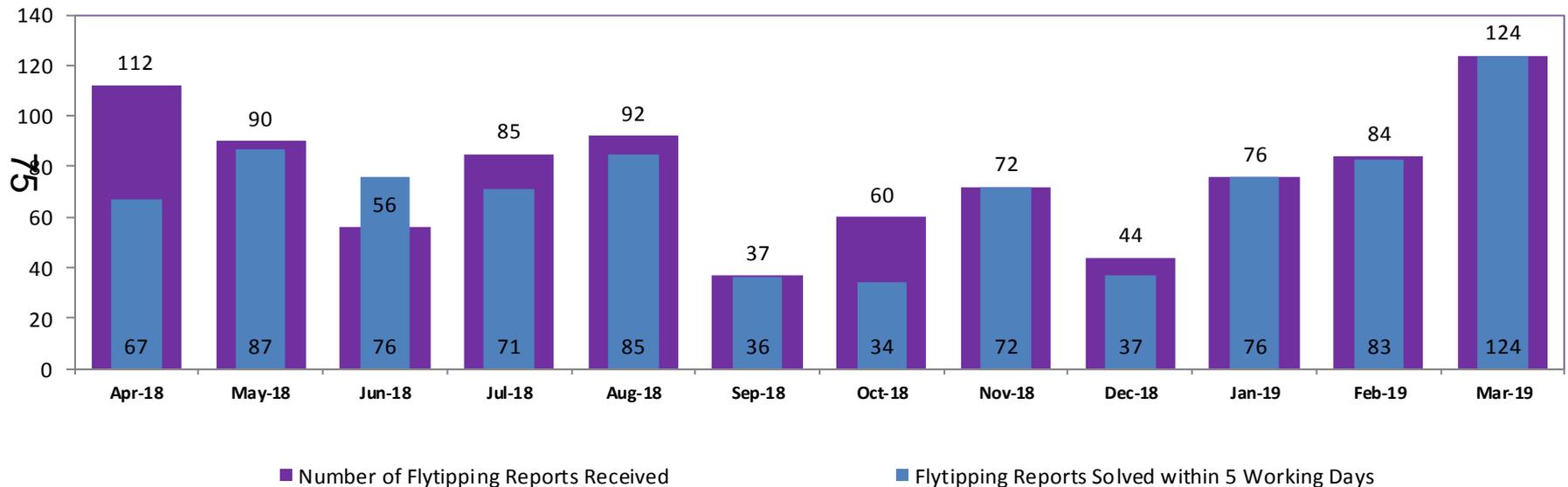


➤ Litter / Street Cleaning requests had a large spike in October but has otherwise remained steady. Graffiti has seen an alarming increase since December but Ubico remove all graffiti within target deadlines.



Care for our Environment: Fly-tipping Requests

Flytipping Reports



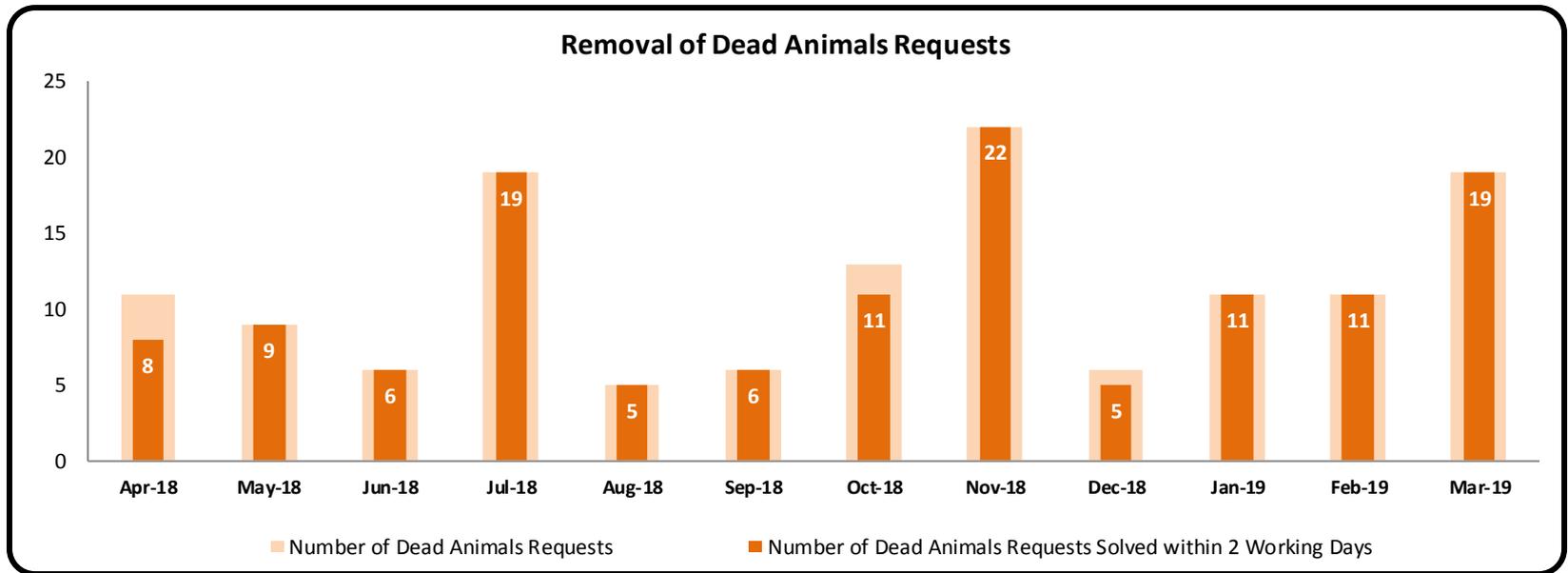
Fly tipping report numbers vary across the year, all fly tipping reports are investigated by Ubico and collected by the street cleansers whenever possible, however some of the reports are collected by 3rd party contractors and the 5 day deadline may not be met. When Ubico (TBC) are not responsible for the clear up, the reports are passed to the relevant person / authority.



Care for our Environment: Other Requests

*

76

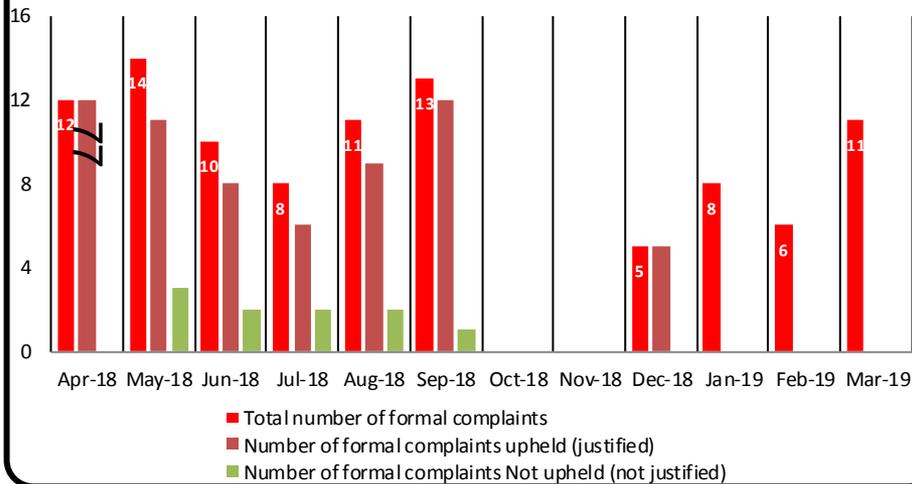


These reports are actioned as soon as possible due to the potential high emotion of seeing dead animals by members of the public. Occasionally large animals such as deer are reported but these are picked up before we can visit the area.

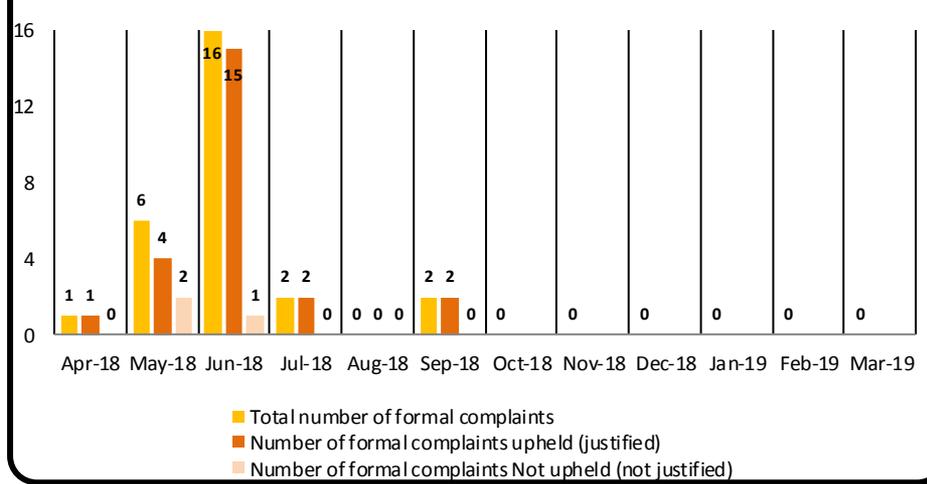


Care for our Environment: Complaints Completed by Ubico

Formal Complaints Waste & Recycling



Formal Complaints Ground Maintenance

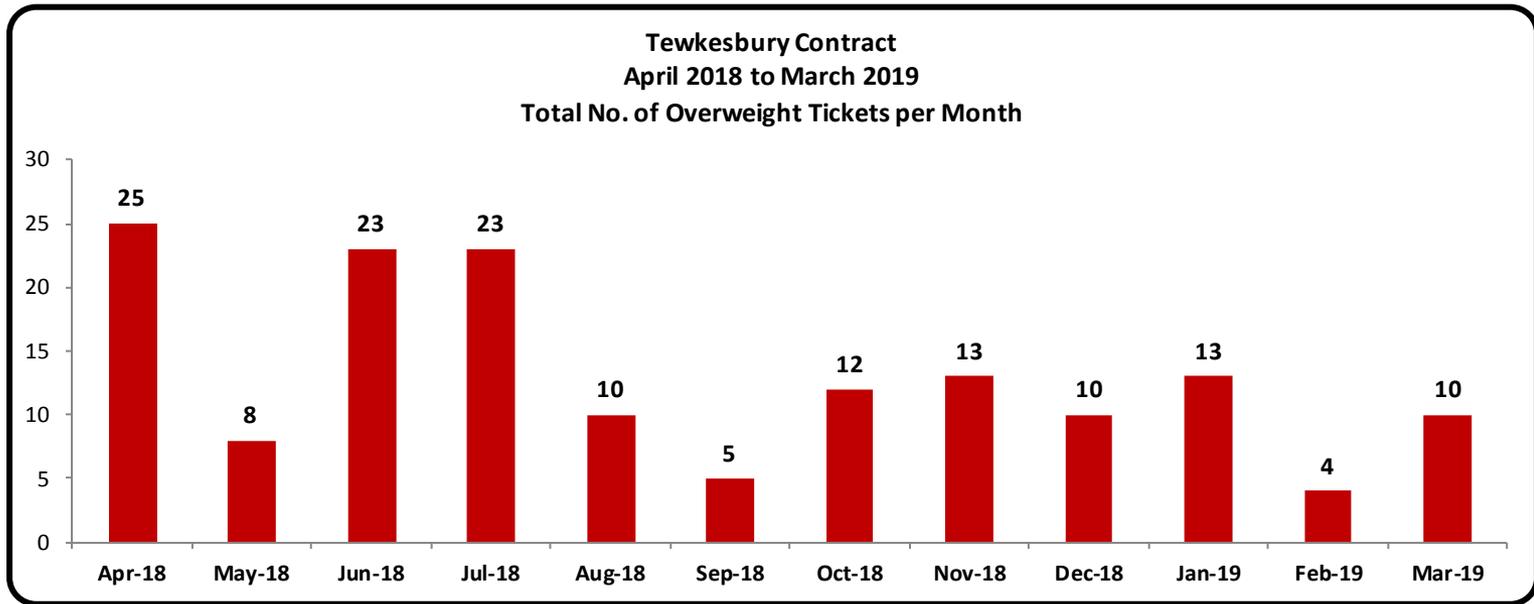


A significant reduction in formal complaints on the waste & recycling service matches the improvements to the service in the latter half of the year. Grounds maintenance recovered from a poor start to the year with no complaints from October.



Be Safe: Overweight

78



Target – 0 Overweight Tickets

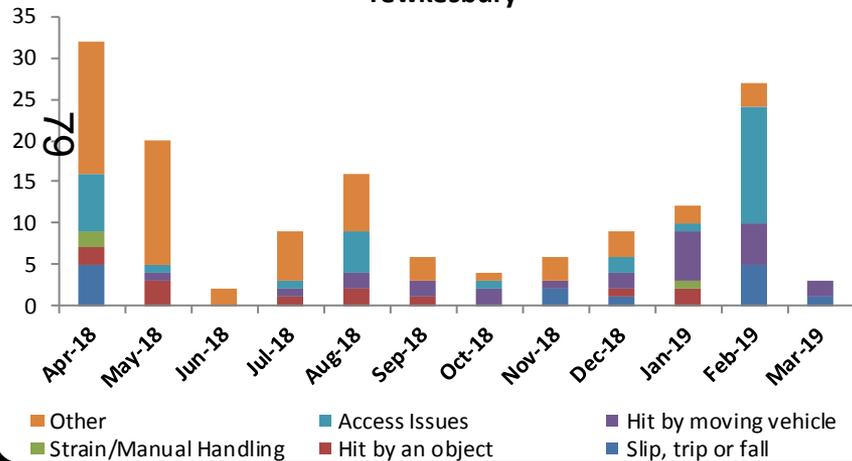


Although the number of overweight vehicles has reduced since the start of the year the target of 0 has not yet been reached. The majority of vehicles going overweight are the smaller van type which do not have a large payload. Drivers are given advice notes to tip earlier than normal and to be aware of what is being loaded and it is expected for the numbers to continue to reduce.

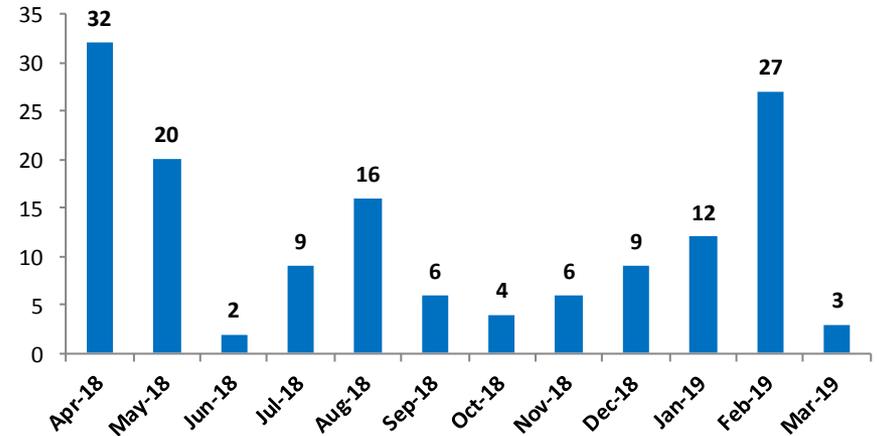


Be Safe: Near Miss Reporting

Near Misses by Month & Cause
Tewkesbury



Near Misses by Month
Tewkesbury



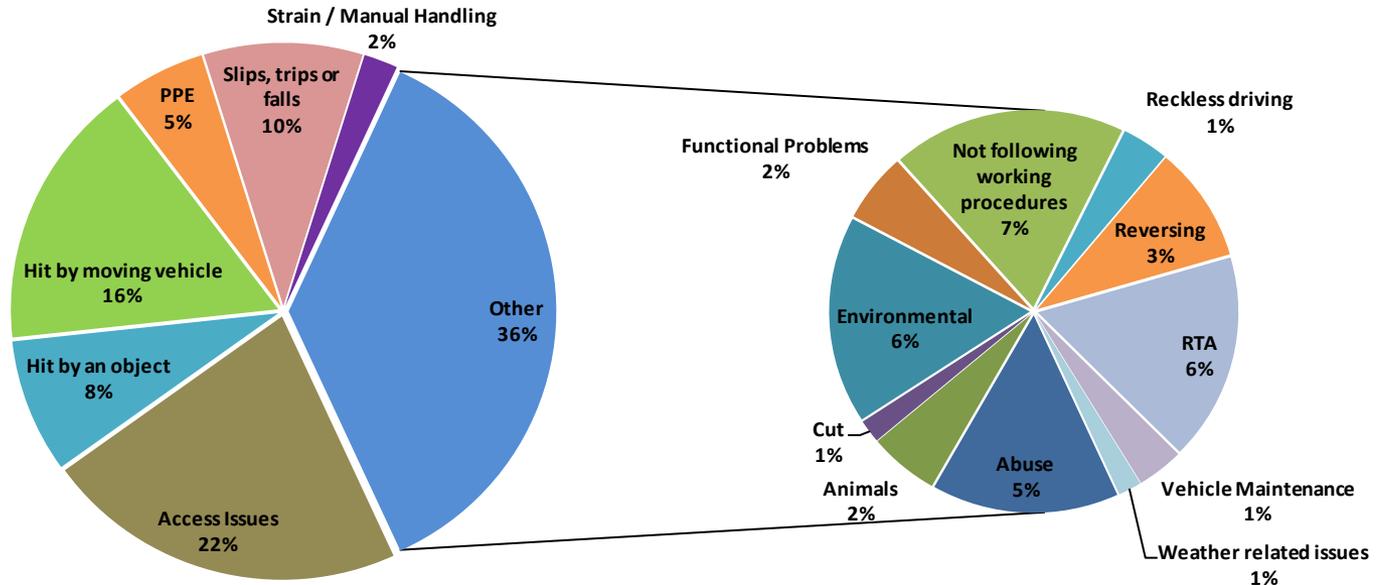
x Safety concerns are a useful tool in identifying potential incidents before they occur, it is difficult to get front line staff to report these as they often consider near misses as just part of the job. Poster campaigns, detailed de-briefs at the end of the day and better feedback to those reporting are all starting to show an improvement but this needs to be sustained to lead to a permanent behaviour change.



Be Safe: Near Miss Reporting

80

Tewkesbury Near Misses Reported by Category - April 2018 to March 2019

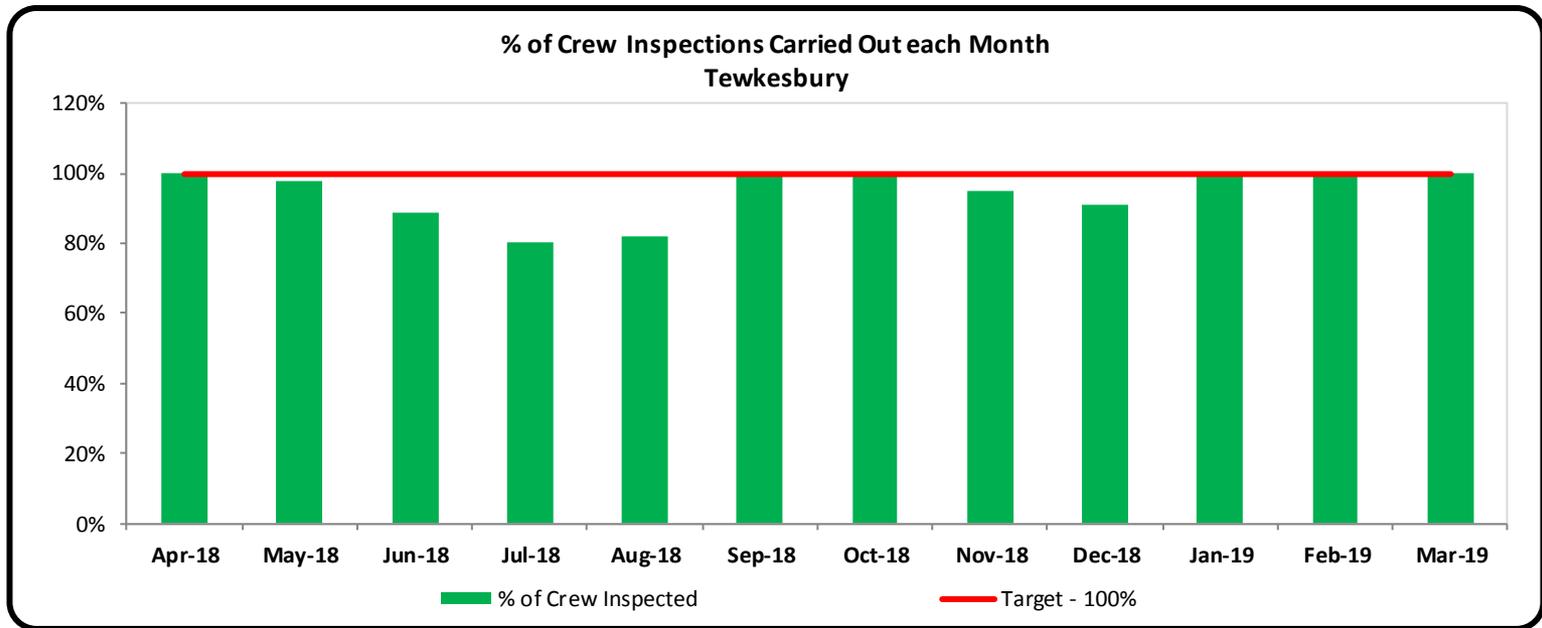


➤ Due to the low reporting of near misses 22% were due to access issues with the majority coming in February when it snowed. All near misses are analysed each month to highlight any trends which if noticed can be dealt with before they become an incident.



Be Safe: Crew Inspections

81

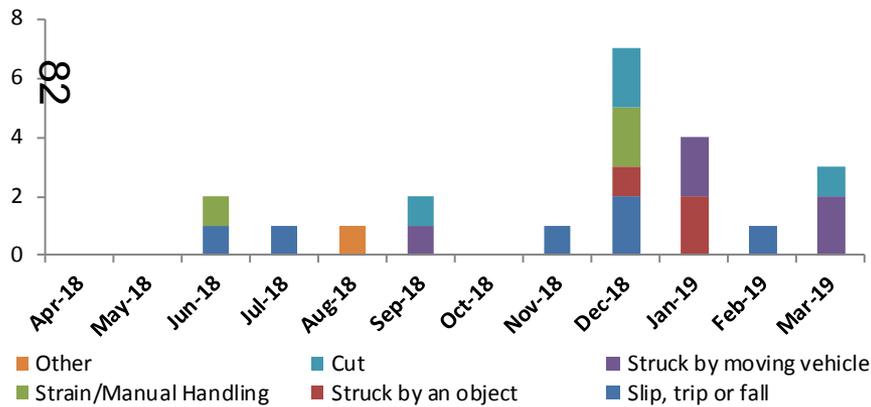


The target for crew inspections is to inspect every member of staff who has worked for over 10 days in the month, this includes agency workers. During the inspection an H&S briefing is discussed. Topics covered this year include General Site Safety, Cyclists, Sleepers in bins, PPE, Seatbelts, Stress & mental wellbeing to name a few.

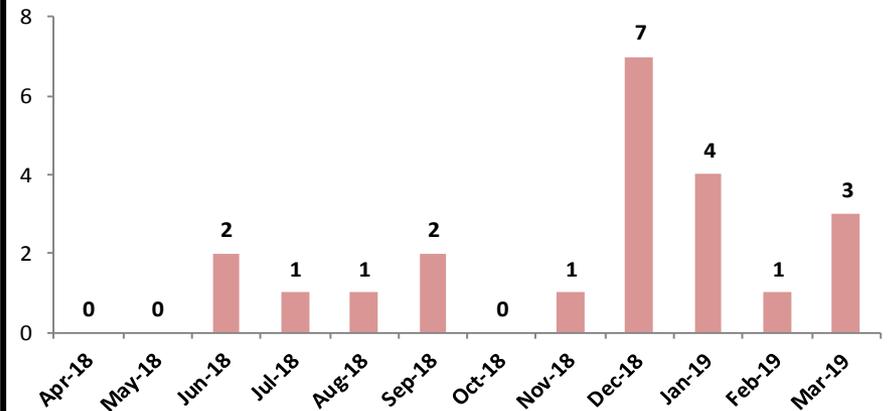


Be Safe: Personal Accidents

Personal Accidents by Month & Cause
Tewkesbury



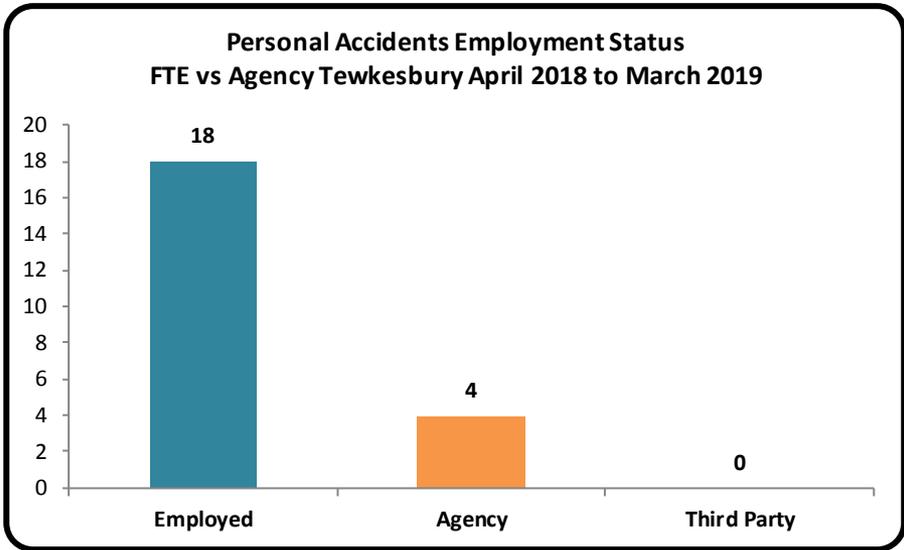
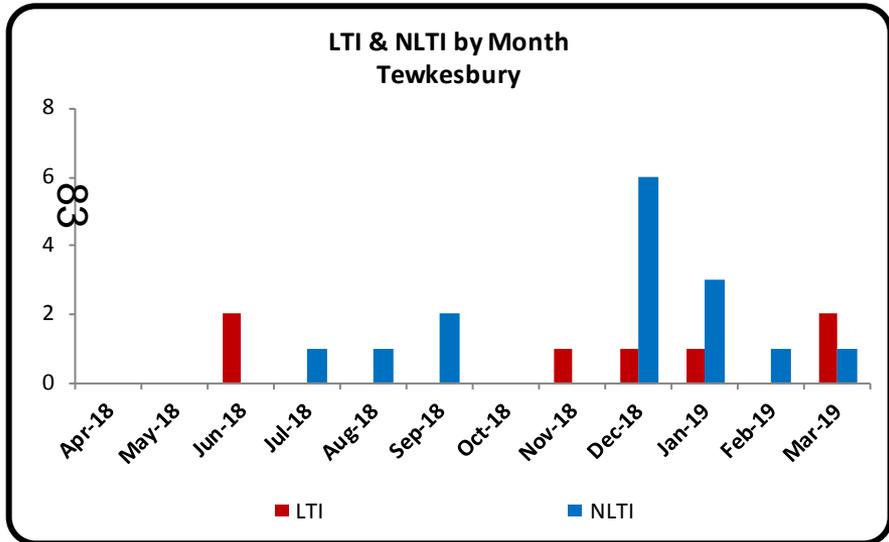
Personal Accidents by Month
Tewkesbury



Overall personal accidents are low in what is classed as a dangerous injury. December saw a spike in incident of which the majority could be classed as staff being careless of their immediate surroundings. A memo was issued to remind and the incident rate lowered in the following months.



Be Safe: Personal Accidents

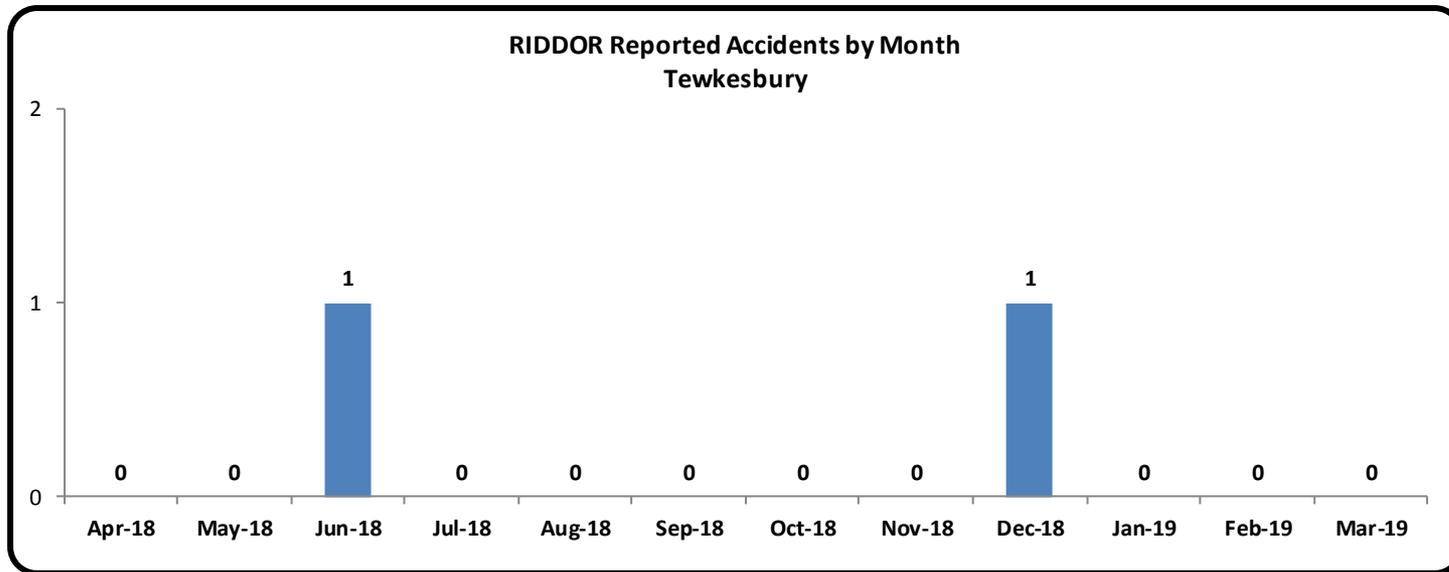


Lost time injuries are classed as any injuries that result in time away from work. As discussed in previous slides all incidents are investigated and trends identified with mitigating actions put in place to keep the workforce safe from harm.



Be Safe: Personal Accidents

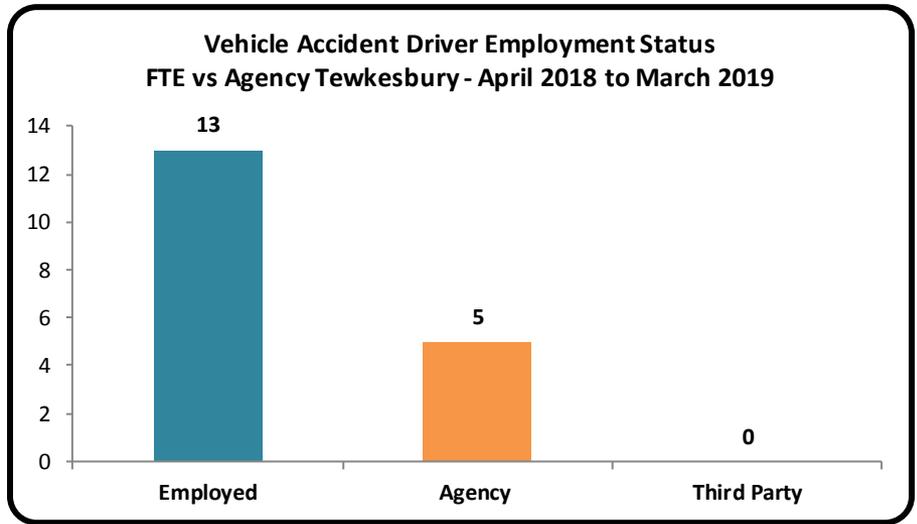
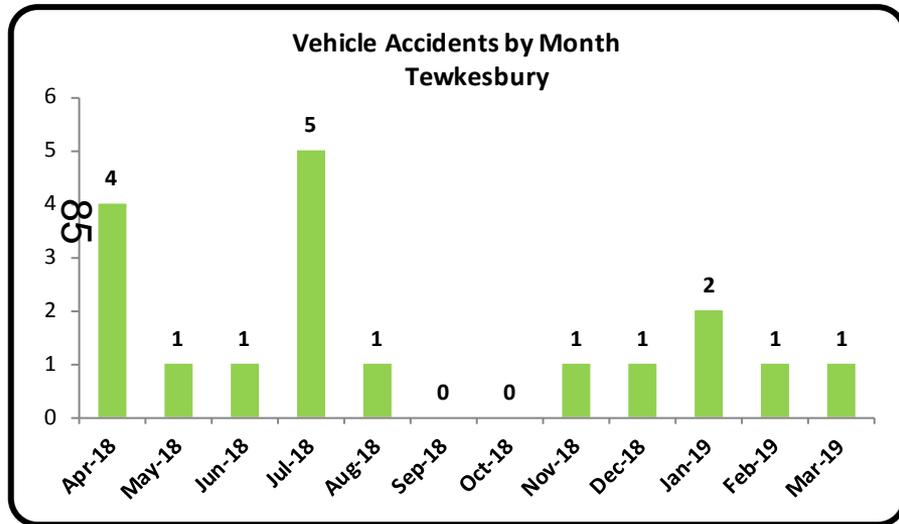
84



Reporting of Injuries, Diseases & Dangerous Occurrences is an HSE requirement that places a duty on employers to report certain serious workplace accidents, occupational diseases and specified dangerous occurrences (near misses). The RIDDORs reported on the TBC contract in 2018-19 were a loader who tripped over a kerb and fractured an arm and a strained back from moving a heavy bin.



Be Safe: Vehicle Accidents

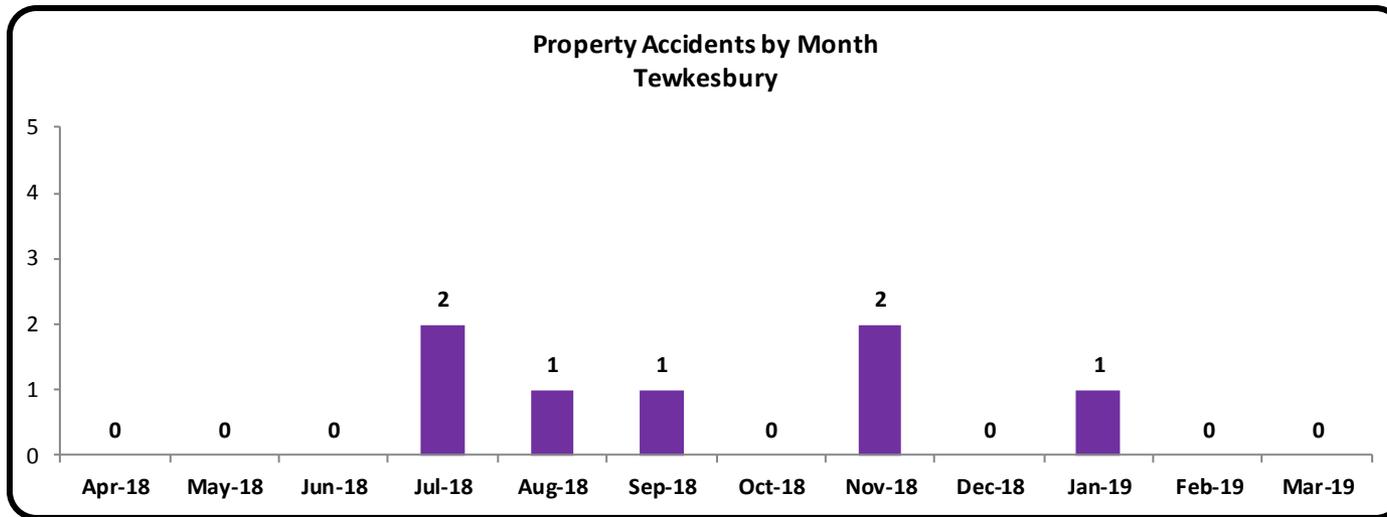


A total of 18 vehicle accidents were reported between Apr 2018 – Mar 2019 of which 13 were associated to full time employees and 5 accidents agency employees. During 2018-19 Ubico trained staff as driver assessors and all drivers were assessed for safety. This will now occur at least once per year for every driver and new starter and whenever an incident takes place due to driver error.



Be Safe: Property Accidents

98



✓ Property accidents are classed as accidents where a vehicle damages property. There were 7 instances in 2018-19 when this occurred and driving assessments should see this reduce.



Work together: Sickness

87

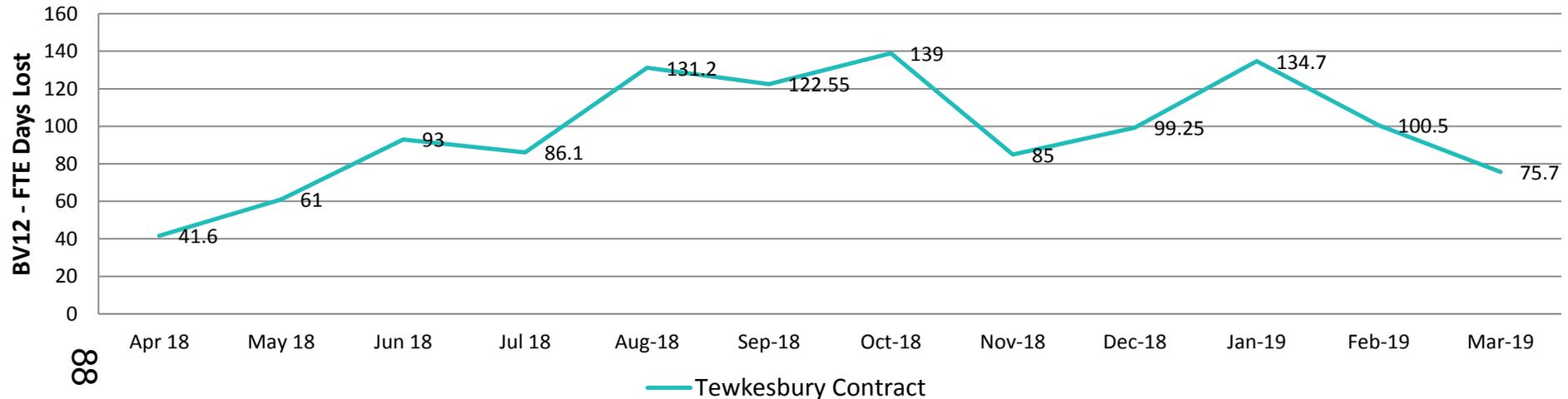
- ✓ Ubico is working in partnership with First Care to tailor performance reporting.
- ✓ Ubico staff have to report via First Care who utilise nurse-led advice to diagnose any medical conditions earlier and improve the health of staff.
- ✗ The equivalent of 2.75 Full Time Employees (FTE) were on long term absence during the year which led to increased agency costs.
- ✗ Short term absence was also higher than anticipated despite all absences being dealt with in line with the absence management policy.
- ✓ Ubico are looking at ways of reducing absence such as employing a physiotherapist to assist staff in avoiding and recovering from manual handling injuries.



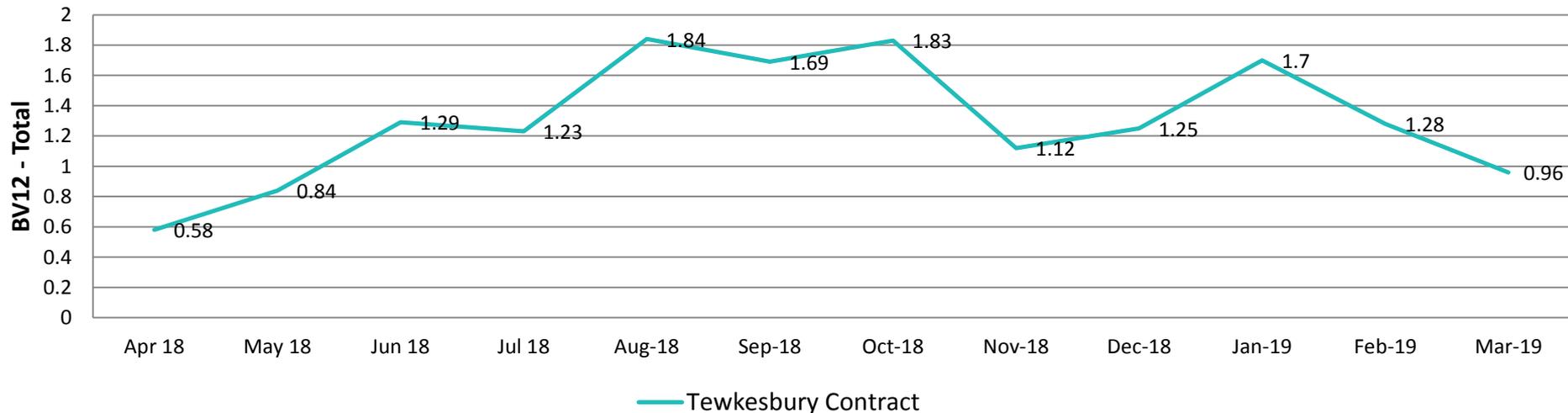
FTE Days Lost Rolling Year – (Tewkesbury Contract)



BV12 - FTE Days Lost Rolling Year

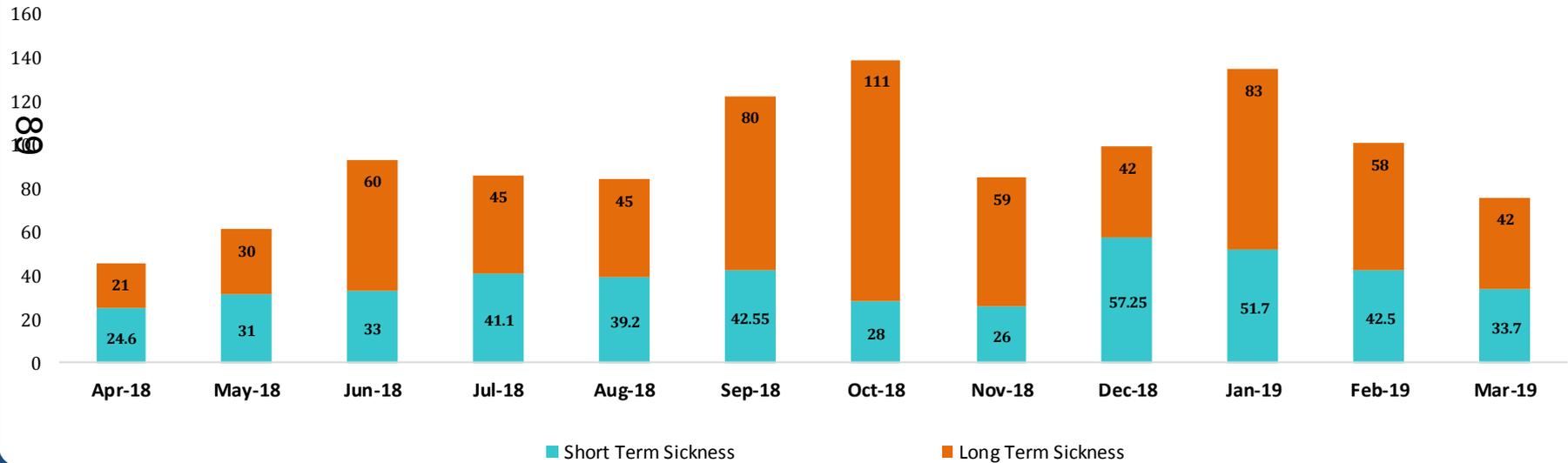


BV12 – Total FTE Rolling Year



Work Together: FTE Sickness

FTE Days Lost - Short Term / Long Term



✘ The equivalent of 2.75 Full Time Employees (FTE) were on long term absence during the year which led to increased agency costs.

✘ Short term absence was also higher than anticipated despite all absences being dealt with in line with the absence management policy.



Deliver Quality: Traffic Commissioner / DVSA Rating

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RATING FROM TRAFFIC COMMISSIONER / DVSA											
Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green

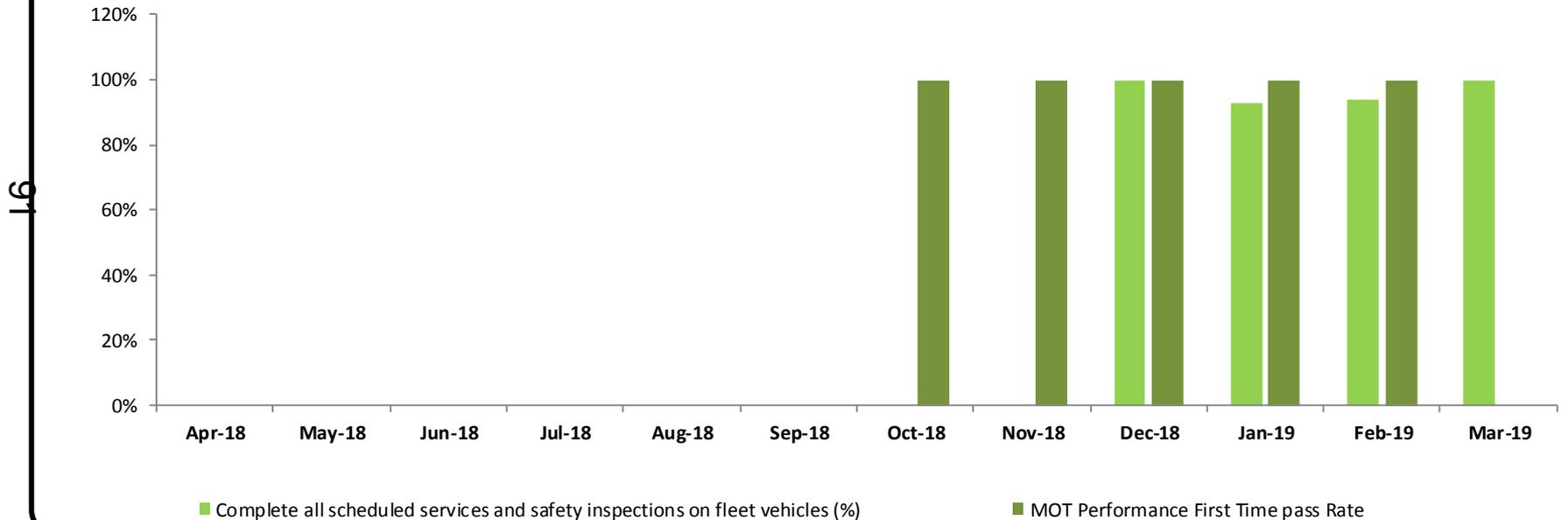


The DVSA score every operator on positive and negative encounters over a rolling 3 year period. Negative encounters include MOT failures and poor inspections. Positive encounters include MOT passes and successful inspections. The rating is based on a traffic light system of Red, Amber & Green. Ubico has successfully retained the green rating.



Deliver Quality: Fleet Compliance

Fleet Management



This performance indicator was only started in October so a full years data is not yet available. All vehicles have a set service schedule that details the weeks that a service or inspection must be carried out so the vehicles can be classed as roadworthy. In both Jan & Feb a service was put back by a few days to maintain the service but as the vehicles did not go out until the service was carried out it did not affect the roadworthiness.



Deliver Quality: Fleet Compliance Score

The latest audit was undertaken on 6th February 2019 and is conducted on a 12 weekly programme.

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

Section 1 – Transport Manager – Certified and active

Section 2 – Driver First use check – Checking completion

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

Section 4 – Maintenance planning – 6 month plan required

Section 5 – Scheduled Maintenance Documentation – All records kept

Section 6 – Driver Hours Records – Compliance with regulations

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

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31/05/2018	100	84.7	23/08/2018	100	89.8	06/02/2018	100	84.7
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Ubico started a series of internal Fleet Compliance Audits in 2018-19 to ensure that all aspects of fleet management are compliant with the undertakings of the Operators Licence. The number of certified transport managers has been increased this year and the dedicated Compliance team have produced more stringent audit checks which mean that although the standard has risen the scores of the audit have lowered.



Deliver Quality: Tewkesbury Financial Summary 2018-19

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Activity	Full Year Contract Sum	Forecast Variance
Refuse Collection	886,230	130,719
Trade Refuse	308,510	4,083
Recycling	757,840	129,453
Organics	405,670	10,156
Food Waste	472,660	-83,059
Grounds Maintenance	367,780	77,521
Street Cleansing	478,440	-8
TOTAL	3,677,130	268,866



Deliver Quality: Financial Report

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- 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.
- Supplies and services overspend is mainly in relation to additional Personal Protective Equipment being purchased during the year.
- 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.



Ubico Corporate Update**1. Health & Safety & Environmental Compliance**

- 1.1. Keeping Ubico workforce safe will always be the company's first priority and highest risk.
- 1.2. In 2018 considerable work was undertaken to continue to harmonise our health and safety and environmental compliance systems and processes. In addition, Ubico enhanced its Health and Safety reporting to identify year on year trends and provide more meaningful data to managers providing a clearer picture on Ubico performance and enabling informed decision making and intervention.
- 1.3. Ubico's core priority in 2018 was working towards achieving the International Standard for Health and Safety (ISO45001). Ubico achieved certification in April 2019 representing a significant milestone for the company.
- 1.4. Achieving and embedding this ISO standard will be a core priority for 2019/20.
- 1.5. Ubico also implemented a corporate restructure in 2018 to strengthen the company's compliance function. This has provided Ubico with more robust internal monitoring to check whether safe systems of work, training and risk assessments are being followed and executed appropriately. On-going enhancement of the company's compliance function will progress in 2019/20 as a means of driving a culture of health and safety and continued improvement.
- 1.6. Partnership working and investment has enabled Ubico to strengthen our environmental compliance by making key changes to operational depots. However, further investment is needed at some sites to ensure that Ubico can demonstrate the highest standards of compliance.

2. Fleet Operations

- 2.1. Fleet operations underwent considerable change in 2018 in order to meet the needs of the company. The fleet function, including the corporate and workshop staff, was moved under the Operations Division to enable stronger partnership working between fleet and operational services.
- 2.2. In addition, a series of improvements to process and systems were implemented following an external review from the Freight Transport Association (FTA). Ubico is working to implement Fleet Management Software to provide a more robust system to underpin the maintenance and management of vehicles and improve performance reporting.
- 2.3. Ubico has successfully increased its number of qualified Transport Managers and we are now in a far stronger position with regard to compliance with the requirements of our Operator Licence.

- 2.4. During 2019 we will undertake a restructure of the fleet operations to better meet the company's aims and aspirations and work with shareholders on investing in our workshops to provide improved brake testing capability, in line with regulatory changes, and to maintain and improve MOT pass rate performance.

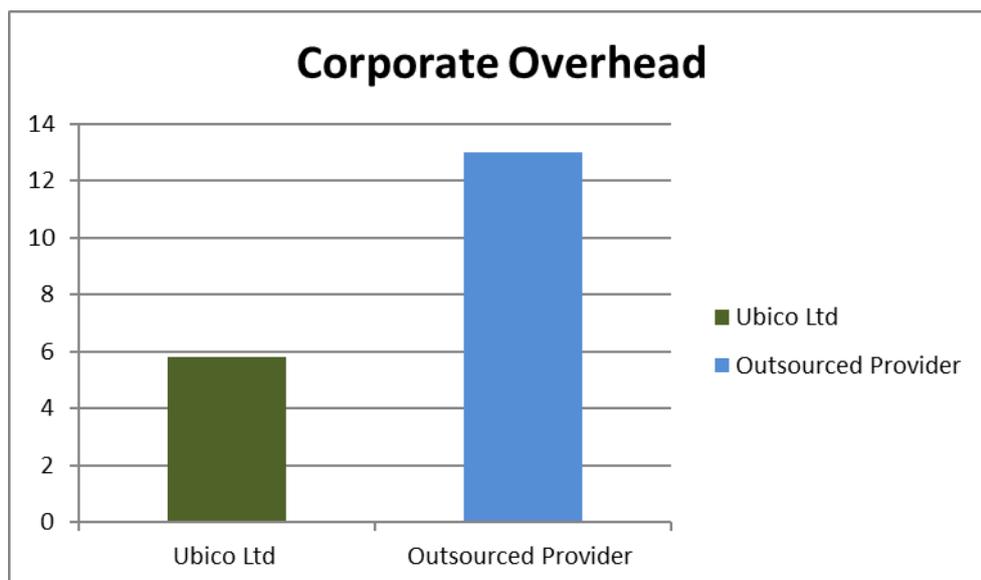
3. Technology

- 3.1. Ubico continues to operate with an out-dated back office system to underpin operations. Webaspx software is used to model and plan round changes, and cameras and trackers are used to monitor vehicles, however, day-to-day collections and maintenance remains a largely manual, paper-based process. Improvement is also required on both software and hardware systems to make them more effective, efficient and improve the management information provided to staff. Shareholders have expressed an interest in procuring systems that will deliver a more responsive and efficient operation. Ubico will work in partnership to undertake an end to end review of information transfer with a view to maximising the value of new technologies, which will likely incorporate of new technology. This will deliver benefits to both the councils and Ubico, allowing shareholders to get real time information on collection rounds and Ubico to be able to both report and respond to issues more easily, effectively and swiftly. However, it is a key priority for Ubico that the procurement of any system is undertaken in a coordinated and joined-up manner so that the company does not have an inefficient legacy of multiple different software systems.

4. Finance & Transparency

- 4.1. Ubico recruited a full time Financial Controller and technician to strengthen the function. This is in addition to maintaining the three FTE staff provided by Publica finance staff who work exclusively for Ubico. The finance team is now appropriately resourced for a company of Ubico's size and turnover. Historically, a lack of capacity within finance, with the company experiencing periods with only one full-time post to manage the company's finances, was insufficient to provide the service and detail necessary to partners.
- 4.2. In 2018 Ubico moved to providing monthly financial reporting, offering full line-by-line detail to partners if requested to ensure transparency and to provide an opportunity for appropriate scrutiny. Ubico also redesigned its partnership sum setting process for 2019/20, commencing dialogue and interaction with the commissioners much earlier than in previous years, and by being more proactive with both commissioners and finance officers on priorities for 2019/20. Whilst this updated process has been well received, Ubico needs to continue to improve for 2020/21 by starting this dialogue earlier still and by aligning Ubico's reporting to Council decision making or consultation meeting schedules to support our finance partners.

Ubico's Corporate overhead



- 4.3. Ubico still compares favourably when compared to traditional outsourced providers within the market. Outsourcing will result in a typical overhead of 9% and profit margin of 3-4% being added to the contract value. Ubico's corporate overhead remains at 5.8% to provide for a range of back office services such as HR & IT, Payroll, Finance, Procurement and management.
- 4.4. That said, Ubico will continue to strive to deliver efficiencies back to shareholders by exploring greater innovation, integration and partnership working to create savings

5. Performance Reporting

- 5.1. In 2018 Ubico redesigned its monthly performance reporting, in response to partners requesting more information from the company. Ubico's monthly reports now contain more measures and provide more information on the performance of the services we operate than ever before.
- 5.2. In 2019, Ubico will continue to refine and improve its reporting. Ideally, the company would like to streamline and harmonise reporting to make it more efficient, however, this is dependent on partners agreeing to a more standardised metrics and, at present, commissioners are retaining bespoke local measures.

6. Commercial

Vehicles & Assets

- 6.1. Ubico is not currently maximising the use of the vehicles or assets that it operates. Retaining vehicle assets under shareholder ownership creates barriers to commercial success, leads to inefficiency and can expose shareholders to greater

financial risk if vehicle costs remain in silos within each individual contract.

- 6.2. While some sharing of vehicles has taken place between shareholding authorities, the full potential of the vehicle assets that Ubico operates is yet to be realised. By Ubico managing assets more effectively it will increase the company's ability to deploy vehicles based on need and to use them more widely for commercial purposes. Improved management or ownership of vehicles will help to:
- Smooth the costs of maintenance through a seven year fleet cycle across contracts
 - Reduce the reliance and financial impact of hire vehicles
 - Increase resilience
 - Increase commercial use
- 6.3. Ubico's other key resources are its operational depots. Again, the commercial value of these sites has not yet been maximised and the company will increasingly explore the potential to:
- Share and integrate operations to release assets for commercial use
 - Increase commercial activities from operational sites
 - Work in partnership to identify new sites or locations that will reduce costs or increase commercial potential
- 6.4. Ubico will bring forward proposals in 2019/20 to offer a re-designed procurement and vehicle management process for shareholders.

Investment

- 6.5. Shareholders have invested significant amounts of capital to support operational service delivery – largely in vehicles and plant equipment that are used to meet agreed specifications. However, investment for commercial return thus far in Ubico has been minimal. Ubico will present a number of investment opportunities to shareholders in the years ahead in the following areas:

Hire Vehicles

- 6.5.1. Ubico has already developed an initial pilot for hire vehicles and will offer further opportunities for investment in hire fleet for commercial return if the pilot proves to be a success. The model developed has demonstrated that by Ubico developing a pool of hire vehicles it is estimated will generate a return on investment averaging 12% across a 3 year period. The Board are clear that developing a diverse range of vehicles that can be used internally to reduce costs as well as offer potential income from third parties represents a viable opportunity for the company to further pursue in 2019/20.

Commercial Waste

- 6.5.2. Ubico will develop a range of options to develop a commercial waste offer to reflect shareholder appetite to generate additional income and realise greater commercial profit from this sector.
- 6.5.3. Ubico will bring forward a paper in the first quarter of 2019/20 that will explore the potential to deliver a more commercial and integrated commercial waste service. An initial stage in this development may be to invest in a pilot to develop an existing trade waste service operating from Swindon Road Depot to enable the testing and development of the appropriate technology and equipment to deliver a more sophisticated and customer focussed service.

Fleet Maintenance

- 6.5.4. As an extension of fleet capabilities Ubico will also look to the provision of other fleet services, such as vehicle washing and supply of parts and tyres to see if there is value in Ubico becoming more involved in these markets. Firstly to reduce internal costs to existing shareholders, but also to explore external commercial growth via third parties. In 2019 the Fleet department will be restructured and consolidated under the Head of Fleet Operations to enable and expedite the development of the fleet service and its commercial potential. Business cases have already been developed for investment and will be put progressed in 2019.

7. Javelin Park EfW

- 7.1. Javelin Park EfW is currently scheduled to begin operations in late June. In 2018 Ubico undertook a significant amount of work to support both CBC and Tewkesbury Borough Council high risks associated with direct deliver and to construct an operational plan for the transfer of waste locally before being transported to Javelin Park.

8. Future of Swindon Road Depot

- 8.1. As stated above, reviewing depot provision remains a key area of activity for the company. It has been identified that future property growth will place added pressure on the Swindon Road depot, increasing congestion and vehicle movement on site. While the existing depot has served CBC well, the current depot will require investment if it to remain fit for purpose for the size of the operation as well and maintain the highest standards of health and safety and compliance.
- 8.2. Ubico is committed to supporting CBC in exploring alternative depot locations that will aim to:
- Accommodate future growth in operations
 - Increase efficiencies
 - Have in-built infrastructure to sustainable fleet options e.g. electric vehicles
 - Allow for commercial expansion

- Deliver a more coherent and joined-up approach to collection and disposal of waste and recycling

Ubico Operational Update

1. Food Waste Collections

1.1 Food waste collections are the busiest collection service making an average of 170,000 collections a month. Staffing has been an issue and finding long term staff for this service has been difficult which has led to an increase in missed collections due to a lack of knowledge of the rounds.

2. Residual Waste Collections

2.1 Residual waste collections have improved since the start of the year and the introduction of the stretch target of no more than 50 missed collections per 100,000 collections has helped. The use of the “Red” list to highlight properties with repeat missed collections across all services has led to a reduction in repeat missed collections of 80% since June.

2.2 The capacity for growth of new housing in some areas means that some rounds were not making the most efficient use of their working hours; this has been rectified by reducing the number of collection vehicles being used on certain days thereby making the most efficient use of resources.

2.3 The reduction in vehicle use has also enabled fleet maintenance to be carried out without causing disruption to the front line services.

3. Recycling Collections

3.1 Recycling collections continues to be the best performing service in terms of missed collections with some weeks having less than one missed collection per crew per day over an average of 20,000 collections.

3.2 The capacity for growth of new housing in some areas means that some rounds were not making the most efficient use of their working hours; this has been rectified by reducing the number of collection vehicles being used on certain days thereby making the most efficient use of resources.

3.3 The reduction in vehicle use has also enabled fleet maintenance to be carried out without causing disruption to the front line services.

4. Garden Waste Collections

- 4.1 This service sees obvious spikes in weights in the spring and later in the year due to weather conditions promoting plant growth, due to this a third vehicle is used to reduce the pressure on the two existing rounds.
- 4.2 The transition from three rounds to two and back again causes obvious disruption with the crews and a spike in missed collections usually follows, this is minimised by close supervision and the use of staff who have knowledge of all the rounds.
- 4.3 During the weeks following Xmas the garden waste crews operate the treecycle scheme and collect trees from various points (usually garden centres) around the borough as well as from the kerbside. This maximises the amount of trees diverted from landfill and gives all residents a good service.

5. Bulky Collections

- 5.1 Ubico operate this service but TBC have kept control of the scheduling.
- 5.2 Although there is a strict limit on what can be collected larger items such as three piece suites can cause issues by filling the vehicle and causing additional journeys to the disposal point. This can lead to the scheduled daily work not being completed.
- 5.3 The bulky collection crew also deliver bins and bags and any delays in the delivery of these can cause reputational damage to both TBC & Ubico. Due to this the spare day is often utilised to catch up on deliveries.

6. Street Cleansing

- 6.1 The development of new housing throughout the borough has seen an increase in the requirements of TBC of the street cleansing team, this has so far been absorbed into the current service with a review currently being carried out to ensure all crews are working to maximise efficiency
- 6.2 As well as reviewing working practices the location of all litter bins will be mapped and assessed to ensure that they are in suitable locations for receiving the waste and that manual handling is kept to a minimum.

6.3 Cleaning up during and after events such as Tewkesbury Mop and Medieval Festival was carried out with a minimum of disruption to residents and event goers.

7. Grounds Maintenance (GM)

7.1 All parks, verges and TBC owned land received the scheduled amount of grass cutting.

7.2 Disruption at the start of the growing year led to delays in cutting some areas, this coupled with favourable growing climatic conditions led to round schedules not being met as the machinery normally used was not able to achieve the same standard of cut on the longer grass in the same time.

7.3 Additional resources were brought in to recover the situation and work was carried out by TBC & Ubico to ensure all cutting rounds were fully mapped and placed into an efficient order.

7.4 Grass cutting commenced in February 2019 to ensure all areas remained within the current service standards, this enabled Ubico to roll out the new schedules with minimum disruption.

8. Health & Safety

8.1 All Risk Assessments and Safe Working Practices were reviewed as normal through the year with an additional activity register being produced to ensure all tasks are covered.

8.2 All staff received refresher training covering basic induction, bin lift operation, use of reversing assistants, manual handling along with task specific training to maintain their safety.

8.3 Ubico supervisors received train the trainer training on Manual Handling and the safe use of bin lifts to ensure that all staff receive the correct induction training prior to going out on the rounds.

8.4 All office based staff received Operator Licence Awareness Training (OLAT) as well as a waste specific "IOSH" health & safety course.

8.5 Drivers continue to receive the 7 hours of mandatory Driver CPC training each year. Ubico designed its own waste collection specific course to be approved by JAUPT (the approving body). This course was presented by an external trainer and received very good feedback from the staff who had previously expressed concerns that standard issue courses were not relevant to the industry.

8.6 Driver Assessments to improve the standard of driving across the company were started this year; all drivers will be assessed on commencement of employment, at least once per year and after any vehicle accident. A reduction in vehicle incidents has already been seen but more data is required to be able to analyse the cause effectively.

9. Future Plans

9.1 Ubico will continue to work closely with TBC to identify areas of efficiency and income generation; costings have already been put forward for various projects and while Ubico will suggest new ways of working it will always remain TBC's ultimate decision on which course to follow.

9.2 Current reviews and projects include Street Cleansing, Grounds maintenance, Garden Waste efficiency, vehicle procurement and preparing for the change in tipping location for residual waste.

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	23 July 2019
Subject:	Depot Services Working Group
Report of:	Head of Community Services
Corporate Lead:	Chief Executive
Lead Member:	Lead Member for Clean and Green Environment
Number of Appendices:	1

Executive Summary:

Ubico Ltd deliver the Council's waste, recycling, street cleansing, grounds maintenance and trade waste services. The contract with Ubico constitutes a significant financial outlay for the Council. The budget for 2019/20 is £3.87m.

Ubico is a teckal company wholly owned by a partnership of local authorities of which Tewkesbury Borough Council is a shareholder.

This Committee receives regular reports on the performance of Ubico and has at times queried the effectiveness and efficiency of the company. Members have also, at times, expressed frustration about a perceived lack of control and transparency with Ubico. It is important that Councillors understand how Ubico operates and the relationship between the Council and the company.

In order to facilitate this, the Overview and Scrutiny Committee is asked to establish a Working Group in order to gain a full and comprehensive understanding of the company, its set up and its operations and management.

Recommendation:

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

Reasons for Recommendation:

To allow Councillors the opportunity to scrutinise the Ubico operations and management.

Resource Implications:

None arising directly as a result of this report.

Legal Implications:

The Council joined Ubico Limited on 1 April 2015.

The Council's involvement with the company is divided into 3 broad aspects:

- Shareholder-as joint owner;
- Board- the Council nominates a director to the Board of Directors; and
- Contractual- the company provides waste and environmental services to the Council in accordance with a contract for services which continues until 31 March 2022.

The proposed Working Group will have an opportunity to consider these three aspects in more detail, as well as the other areas of work set out in Paragraph 2.3 of the report.

Risk Management Implications:

None arising directly as a result of this report.

Performance Management Follow-up:

The Working Group will operate within the guidelines set out in the Terms of Reference. The Working Group will report back to this Committee and prepare a report to the Executive Committee on its findings at the conclusion of the review.

Environmental Implications:

None arising directly as a result of this report.

1.0 INTRODUCTION/ BACKGROUND

- 1.1** Ubico has been delivering the Council's waste and street scene services since 1 April 2015.
- 1.2** This Committee receives regular updates on the performance of the Ubico operations and financial management. An annual report and six monthly update is the main method of informing Councillors about these matters.
- 1.3** Councillors need to fully understand the relationship between Ubico and the Council, including what being part of a teckal arrangement means in terms of the level of control that the Council has over the operations of the company.

2.0 DEPOT SERVICES WORKING GROUP

- 2.1** The proposed Terms of Reference are set out in Appendix A to this report.
- 2.2** The primary aim is to receive reports and information pertinent to the operation and strategic direction of waste and recycling, street cleansing and grounds maintenance services.

- 2.3** Areas that the Working Group may wish to consider include:
- General overview of the company, partnership arrangements and governance
 - Finance and financial monitoring
 - Operations (to include H&S & ISO Accreditation)
 - Performance Management and Key Performance Indicators (KPIs)
 - Fleet management
 - Technology and telemetry
 - Future efficiencies
 - Commercial opportunities

3.0 OTHER OPTIONS CONSIDERED

3.1 None

4.0 CONSULTATION

4.1 None

5.0 RELEVANT COUNCIL POLICIES/STRATEGIES

5.1 None

6.0 RELEVANT GOVERNMENT POLICIES

6.1 None

7.0 RESOURCE IMPLICATIONS (Human/Property)

7.1 None

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

8.1 None

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

9.1 NonE

10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

10.1 None

Background Papers: None

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

Appendices: Appendix A – Depot Services Member Working Group - Terms of Reference

**Depot Services Working Group
Terms of Reference**

1. AIMS AND OBJECTIVES

To receive reports and information pertinent to the operation and strategic direction of waste and recycling, street cleansing and grounds maintenance services.

2. CONSTITUTION AND POWERS

- (i) The Group shall comprise nine Members of the Council to include six members of the Overview and Scrutiny Committee, one Member of the Audit and Governance Committee and the Lead Members for Clean and Green Environment and Finance and Asset Management.
- (ii) The Group will be supported by Officers, primarily the Head of Community Services and the Head of Finance and Asset Management.
- (iii) The Group shall, at its first meeting, appoint a Chair and Vice-Chair.
- (iv) The quorum of the Group shall be four Members.
- (v) Substitution arrangements will not apply.

3. TERMS OF REFERENCE

- (a) To receive and review quarterly financial and performance information in relation to the Ubico contract.
- (b) To review operational aspects of the Ubico contract delivery.
- (c) To receive the annual Ubico Business Plan and Vehicle Summary report.
- (d) To receive the presentation of business cases from Ubico in pursuit of both the commercial and efficiency agenda.
- (e) To receive internal audit reports in relation to the Ubico contract.
- (f) To review the requirements and provision of depot facilities.
- (g) To review the current contract arrangements and evaluate other options for service delivery.
- (h) To review emerging strategic issues.
- (i) To report to Overview and Scrutiny on a bi-annual basis the work undertaken by the Working Group.
- (j) Internal Audit reports will be referred to the Audit and Governance Committee for consideration.

4. DELEGATED POWERS

Working Groups are not decision-making bodies, therefore all decisions required will be referred to the appropriate Committee or Council

5. FREQUENCY OF MEETINGS

Working Group meetings will take place every three months, or as necessary. The Group will continue until contract renewal at which point it will be reviewed.

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	23 July 2019
Subject:	Community Services Improvement Plan
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:

On 24 July 2018, the Council received a report on the Community Services Review and, as recommended by Executive Committee earlier that month, agreed with the way forward as set out in the review.

An improvement plan was set out as part of the review and it was agreed that the Overview and Scrutiny Committee would receive updates on progress against the plan.

This report demonstrates the progress made and provides a context for future work in line with the overall aims and objectives of the Community Services Review.

Recommendation:

To CONSIDER the progress made against the Community Services Improvement Plan.

Reasons for Recommendation:

To comply with the Council's decision for the Overview and Scrutiny Committee to monitor the Community Services Improvement Plan.

Resource Implications:

None arising directly as a result of this report.

Legal Implications:

None arising directly as a result of this report. Any future actions resulting from the Improvement Plan will, where necessary, be the subject of legal advice.

Risk Management Implications:

None arising directly as a result of this report.

Performance Management Follow-up:

Performance on a number of Key Performance Indicators (KPIs) in relation to Community Services is reported to the Overview and Scrutiny Committee as a matter of course.

Environmental Implications:

None arising directly as a result of this report.

1.0 INTRODUCTION/ BACKGROUND

- 1.1** The Community Services Review was carried out in the spring of 2018 and was approved by the Council on 24 July 2018. The review was accompanied by an improvement plan which set out a range of actions that were identified.
- 1.2** An update on these actions is attached as an appendix to this report and uses the same format as the performance tracker which is regularly reported to the Overview and Scrutiny Committee.
- 1.3** The overarching aim for the review was to deliver a service that is fit for the twenty-first century; is customer focussed; supports business; is alert to and agile enough to take advantage of commercial opportunities; and is resilient enough to maximise those opportunities.
- 1.4** Good progress has been made on the improvement plan, which is a dynamic document which will evolve over time with actions removed as they are completed and further actions added as the service moves on.
- 1.5** The new, proposed structure came into place on 1 October 2018 as outlined in the report. All HR processes were followed and consultation with staff and Trade Union was undertaken in line with the Council's policies and procedures.

2.0 PROGRESS AGAINST IMPROVEMENT PLAN ACTIONS

- 2.1** There are 15 actions within the Improvement Plan.
- 2.2** Of these actions the following progress has been made:
- Actions complete – 6 (✓)
 - Actions still progressing well – 3 (☺)
 - Actions not on target / deadline extended – 4 (☹)
 - Actions off target and not progressed – 2 (☹)
- 2.3** The main reason for some of the actions not progressing has been due to staff shortages as some staff have left the team. This has meant needing to use agency staff who take time to train whilst recruiting permanent staff to the new roles and vacant roles.
- 2.4** In addition to some staff leaving, a number of individuals have suffered long term sickness. Most of these issues have now been resolved and the majority of the key posts have now been recruited to, in particular all Environmental Health Officer posts are and the Senior Licensing Officer post have been recruited to and these officers are now in post.

2.5 Additional resource has been recruited to the Housing Team and Community Support Unit, with the exception of the Community Safety & Anti-Social Behaviour Coordinator, as outlined in the original report.

2.6 Posts that remain vacant in Environmental Health at the time of writing this report are:

- Private Sector Housing Liaison Officer
- Planning Liaison / Contaminated Land Officer
- Student Environmental Health Officer

Officers are discussing ways to fill the first two posts by working more closely with neighbouring authorities and are considering a recruitment drive through schools and colleges for the latter post.

2.7 New performance measures are now in place in Environmental Health, particularly in the area of enviro-crime, and these are reported to the Overview and Scrutiny Committee.

2.8 A new suite of performance indicators has been introduced to monitor and manage the Council's relationship with Ubico in all areas of the service its delivers on behalf of the local authority.

2.9 The Community Safety Partnership has now been reconstituted and has met on a number of occasions and agreed a structure and Terms of Reference. Whilst this is embryonic at this stage, it will start developing its plan and strategy for the coming years based on local priorities and is now supported by the Community Support Unit.

2.10 Overall, the aims have been partially met and the Community Services management team will continue to work to achieve the desired outcomes.

3.0 OTHER OPTIONS CONSIDERED

3.1 None

4.0 CONSULTATION

4.1 None

5.0 RELEVANT COUNCIL POLICIES/STRATEGIES

5.1 None

6.0 RELEVANT GOVERNMENT POLICIES

6.1 None

7.0 RESOURCE IMPLICATIONS (Human/Property)

7.1 None

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

8.1 None

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

9.1 None

10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

10.1 None

Background Papers: Community Services Review – Executive Committee July 2018

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

Appendices: Appendix 1 - Community Services Improvement Plan

**O&S ACTION PLAN MONITORING
COMMUNITY SERVICES IMPROVEMENT PLAN**

Ref	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
EH-1	To engender a spirit of ownership of the place programme by working in geographic areas and promoting responsibility and ownership of business support and community satisfaction with the environmental conditions of the area.	Head of Community Services	September 2018	✓	<p>The new structure was launched on 1 October 2019. Recruitment has been underway and key posts are appointed to.</p> <p>A number of posts remain vacant despite attempts to recruit, including:</p> <ul style="list-style-type: none"> • Private sector liaison officer • Planning liaison officers • Environmental Health student <p>The management team is considering the best way to recruit to these posts moving forward.</p>
EH-2	To deliver on the Council's enviro-crime action plan by using all of the enforcement and education tools that are available to the team and training officers more broadly within the Council to varying degrees.	Environmental Health Manager	Ongoing / annual plan	☺	<p>The Environmental Health Team is delivering on the Council's enviro-crime agenda and continue to update the Overview and Scrutiny Committee periodically.</p>

Ref	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
EH-3 (a)	To ensure that hazards in properties in the private rented sector are minimised. Employ officers.	Environmental Health Manager	Sept 2018 Sept 2019	☹	This post was one of those that it is difficult to recruit to. Options are being explored including working with partner authorities who are also experiencing difficulties recruiting to these posts.
EH-3 (b)	Develop a private sector housing action plan	Environmental Health Manager	April 2019 Jan 2020	☹	This has suffered due to the lack of progress in recruitment.
EH-4	To ensure that all of Houses in Multiple Occupation (HMOs) in the Borough are licensed and inspected in line with current legislation.	Head of Community Services / Environmental Health Manager	Oct 2018 Jan 2020	☹	The HMOs that have come forward have been licensed; however, we need to be more proactive in identifying potential HMOs for licensing. One HMO has had enforcement action taken to prevent tenants living in sub-standard conditions and the landlord prosecuted.
EH-5	Ensure that the team are taking appropriate and risk-based enforcement action in all types of business premises targeting rogue traders where needed.	Head of Community Services	Ongoing	☺	Regular reviews of enforcement action are undertaken to ensure that actions taken are appropriate. Environmental Health enforcement policy due for review 2020.

Ref	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
EH-6	Employ officer to ensure that comments on planning applications are made in a timely fashion.	Environmental Health Manager	Sept 2018 Sept 2019	☹	This post was one of those that it is difficult to recruit to. Options are being explored including working with partner authorities who are also experiencing difficulties recruiting to these posts. Environmental Health is still commenting on planning applications or using WRS to comment.
EH -7	Develop a suite of performance measures that the teams and individuals can be assessed against	Head of Community Services	April 2019	✓	Performance indicators are in place and are reported via the performance tracker. Local service performance indicators are also in place to monitor service standards.
H-1	Employ officers to deal appropriately with the new requirements of the Homelessness Reduction Act in preventing homelessness and limiting the negative impact on the community of homelessness.	Housing Services Manager	Sept 2018	✓	Additional posts have been recruited to.
H-2	To work better with the private rental sector including private landlords to deliver a sustainable supply of temporary and emergency accommodation.	Housing Services Manager	Sept 2018	✓	Additional posts have been recruited to. The Council are also a partner in the Ministry of Housing, Communities and Local Government private sector bid aimed at working more closely with landlords to encourage them to take tenants on lower incomes.

Ref	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
CS-1	To resource community safety work in developing a community safety plan to ensure that the borough is a place that feels safe.	Head of Community Services	Aug 2018	✓	There is now a Community Support Unit in place reporting to the Head of Community Services. There is only one vacant post which will be recruited to in due course.
CS-2	To reintroduce an effective Community Safety Partnership which will develop a strategy to meet the needs of the borough in tackling low level crime and anti-social behaviour and engender a feeling of safety within the borough.	Head of Community Services	Aug 2018	✓	The Tewkesbury Borough Community Safety Partnership (CSP) has been reconstituted and has met on a number of occasions. All CSP partners are represented and there are good links with Safer Gloucestershire. Further work now needs to be done to engage Members.
CS-3	To provide better support to the CDO's in their role relating to Community Safety and Crime and Disorder reduction.	Head of Community Services	Sept 2018 Sept 2019	☹	Whilst there are good links with the CDOs, the temporary nature of the Environmental Health team has made this action difficult to bed in. Now that all key posts are recruited to this should be relatively easy to complete.
L-1	To provide a level and quality of service that contributes to an effective and efficient licensing service.	Head of Community Services	April 2019 March 2020	☹	Some actions from the Licensing Action Plan have been completed but this has slipped, due to the difficulty in employing Senior Licensing Officer and the newly employed officer's notice period.
L-2	To ensure that the licensing objectives are regulated in premises and at events within the borough.	Head of Community Services	Ongoing January 2020	☺	A review of the Licensing Policy is currently underway and events are regulated. This needs to be rolled out proactively.

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)