

2 September 2019

<b>Committee</b>	Overview and Scrutiny
<b>Date</b>	Tuesday, 10 September 2019
<b>Time of Meeting</b>	4:30 pm
<b>Venue</b>	Tewkesbury Borough Council Offices, Severn Room

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

### **Agenda**

#### **1. ANNOUNCEMENTS**

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

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

#### **2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

To receive apologies for absence and advise of any substitutions.

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

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



	<b>Item</b>	<b>Page(s)</b>
<b>4.</b>	<b>MINUTES</b>  To approve the Minutes of the meeting held on 23 July 2019 and the Special meeting held on 13 August 2019.	1 - 18
<b>5.</b>	<b>EXECUTIVE COMMITTEE FORWARD PLAN</b>  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.	19 - 24
<b>6.</b>	<b>OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2019/20</b>  To consider the forthcoming work of the Overview and Scrutiny Committee.	25 - 33
<b>7.</b>	<b>CITIZENS' ADVICE BUREAU PRESENTATION</b>  To consider the annual update on Citizens' Advice Bureau activity in the borough.	
<b>8.</b>	<b>PERFORMANCE REPORT - QUARTER 1 2019/20</b>  To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.	34 - 78
<b>9.</b>	<b>REVIEW OF WATER SUPPLY OUTAGE MONITORING REPORT</b>  To consider the progress made against the remaining actions arising from the review and to determine whether any further action or reports are required.	79 - 89
<b>10.</b>	<b>HEALINGS MILL</b>  To receive an update on progress made in respect of the redevelopment of the Healings Mill site.	90 - 93
<b>11.</b>	<b>SUMMARY OF FORMAL COMPLAINTS 2018/19</b>  To consider the annual update to provide assurance that complaints are managed effectively.	94 - 108
<b>12.</b>	<b>GLOUCESTERSHIRE ECONOMIC GROWTH SCRUTINY COMMITTEE UPDATE</b>  To receive an update from the Council's representative on matters considered at the last meeting.	
<b>13.</b>	<b>GLOUCESTERSHIRE HEALTH OVERVIEW AND SCRUTINY COMMITTEE</b>  To receive an update from the Council's representative on matters considered at the joint meeting with the Adult Social Care and Communities Scrutiny Committee.	

**DATE OF NEXT MEETING**  
**TUESDAY, 22 OCTOBER 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, 23 July 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, P D Surman, M J Williams and P N Workman

**also present:**

Councillors G F Blackwell, D W Gray and J R Mason

**OS.18 ANNOUNCEMENTS**

- 18.1 The evacuation procedure, as noted on the Agenda, was taken as read.
- 18.2 The Chair welcomed the representatives from Ubico to the meeting and indicated that they were in attendance for Agenda Item 9 – Ubico Report 2018/19 along with the Lead Member for Clean and Green Environment. He also welcomed the Council's representative on the Gloucestershire Police and Crime Panel who was in attendance for Agenda Item 7 – Gloucestershire Police and Crime Panel Update, and the Lead Member for Housing who was present as an observer.

**OS.19 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

- 19.1 Apologies for absence were received from Councillor S A T Stevens. There were no substitutions for the meeting.

**OS.20 DECLARATIONS OF INTEREST**

- 20.1 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.
- 20.2 There were no declarations made on this occasion.

**OS.21 MINUTES**

- 21.1 The Minutes of the meeting held on 18 June 2019, copies of which had been circulated, were approved as a correct record and signed by the Chair.

**OS.22 EXECUTIVE COMMITTEE FORWARD PLAN**

22.1 Attention was drawn to the Executive Committee Forward Plan, circulated at Pages No. 25-30. 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.

22.2 A Member raised concern that the Forward Plan was quite light in October and November and he hoped that more items would come forward for those meetings. It was subsequently

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

**OS.23 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2019/20**

23.1 Attention was drawn to the Overview and Scrutiny Committee Work Programme 2019/20, circulated at Pages No. 31-40, which Members were asked to consider.

23.2 A Member queried when the Grounds Maintenance Working Group would be reporting back to the Overview and Scrutiny Committee. The Head of Community Services advised that the first meeting of the Working Group was scheduled to take place on 6 August 2019. He explained that the Overview and Scrutiny Committee was required to review the Working Group's Terms of Reference on an annual basis, and make a recommendation to the Executive Committee as to whether there was a continuing role for the Group, so he anticipated that a report would be brought back to the Overview and Scrutiny Committee in February 2020.

23.3 It was

**RESOLVED** That the Overview and Scrutiny Committee Work Programme 2019/20 be **NOTED** subject to the inclusion of the Grounds Maintenance Working Group Report on 5 February 2020.

**OS.24 GLOUCESTERSHIRE POLICE AND CRIME PANEL UPDATE**

24.1 Members received an update from the Council's representative on the Gloucestershire Police and Crime Panel on matters discussed at the last meeting of the Panel held on 19 July 2019.

24.2 The Council's representative on the Gloucestershire Police and Crime Panel advised that this was the first meeting of the year so there had been a number of procedural tasks to complete such as electing a Chair and Vice-Chair, both of whom had changed from previous years. There were several new Members on the Panel and, following a discussion on the Terms of Reference, it was agreed that additional training would be helpful in order for them to better understand the role of the Panel and its relationship with the Police and Crime Commissioner. The Chair had emphasised that the Panel's role was not to provide oversight of the Police as they were accountable to the Police and Crime Commissioner who was accountable to the electorate in turn. The Association of Police and Crime Commissioners stated that the role of the Police and Crime Panel was to scrutinise the work of the Police and Crime Commissioner and to be a "critical friend" with a duty to support as well as challenge.

24.3 The Police and Crime Commissioner's annual report 2018/19 had been circulated to the Panel and, whilst this was supposedly a draft document, it had appeared to be at a fairly advanced stage giving the Panel very little opportunity to input into its content. The Police and Crime Commissioner had given an overview of the current situation from his perspective and the 2.5% pay rise for public employees had been welcomed. The report covered a range of issues including the challenges and impacts of missing persons in the county; a new collaboration agreement

across all six Police forces in the region, the approach to knife crime in the county – this was still rare by national standards; purchase of a new training facility at Berkeley which would free up another building; details of the annual budget and an overview of the Gloucestershire force. The Panel had discussed the report and made a number of observations including a request to see the report earlier in the production process so that more feedback could be provided and reflected in the final content. The focus on “Gloucestershire – a child-friendly county” had been debated and the progress on reducing the number of juveniles entering the criminal justice system in order to help prevent the chances of reoffending had been noted. A number of Members had felt that the report should contain more details on performance as it was difficult to form a clear view without any specifics. With regard to the proposal to merge the Fire Service with the Police, the Panel had questioned whether the broadly supportive presentation by the Police and Crime Commissioner was justified, particularly as only a small percentage of the population had been consulted. The Police and Crime Commissioner had subsequently agreed to check the data more thoroughly and reconsider the wording. A lot of time had been spent talking about the new training centre and its importance and the Council’s representative indicated that his personal view was that it needed to be used as an opportunity to build closer connections with other services.

- 24.4 The remainder of the meeting had been spent discussing detailed reports regarding the delivery plan and the wide range of the activities of the Police. It had been interesting to note that Home Office statistics showed a 20% increase in reported crimes and a 10% reduction in the number of charges meaning that the ratio had reduced from 14.4% to 11.4% so the vast majority of crimes were going without punishment. Overall, it had been an interesting meeting and he indicated that his role was to act as a conduit for Members’ concerns so he would be pleased to take any comments or questions they may have throughout the course of the year.
- 24.5 In response to a query, the Council’s representative advised that the Panel meetings were held at Shire Hall; however, it had been suggested that a tour of the Police facilities at Waterwells would be beneficial and this was being arranged. A Member made reference to the Ofsted report on children’s services at the County Council and questioned whether this had had any impact on Police resources. The Council’s representative explained that policing was a highly complex area, with connections to various services, so it would take some time to tease this out. A Member queried who received the Police and Crime Commissioner’s annual report and was advised that it could be downloaded from the Commissioner’s website.
- 24.6 The Chair thanked the Council’s representative for his update and indicated that it would be circulated to the Committee following the meeting. It was subsequently
- RESOLVED** That the Gloucestershire Police and Crime Panel Update be  
**NOTED.**

## **OS.25 ANNUAL REVIEW OF PLANNING COMMITTEE OVERTURNS**

- 25.1 The report of the Head of Development Services, circulated at Pages No. 41-49, provided a template for the annual review of Planning Committee overturns. Members were asked to consider the template.
- 25.2 The Head of Development Services advised that, at its meeting on 8 January 2019, the Overview and Scrutiny Committee had received a report on the new Key Performance Indicators (KPIs) and had requested that the template for the annual review of Committee overturns be brought back to the Committee. At the meeting on 9 April 2019, it had subsequently been agreed that a populated version of the template be submitted for consideration. By way of background, she explained

that the Planning Committee could make a decision which was different from the Officer recommendation. Planning Officers prepared reports for the Committee which were debated and certain issues may arise which resulted in Members taking a different view; sometimes this changed the outcome from an approval to a refusal or vice versa. This may reflect a difference in the assessment of how a policy had been complied with, or different weight may be attributed to material considerations. The template attached at Appendix 1 had been designed to provide sufficient information for the statistical analysis required by the Protocol for Councillors and Officers Involved in the Planning Process and to enable an annual review of the reasons why decisions differed to the recommendation. It was noted that the Protocol, which had been refreshed in December 2016, included an annual review of Committee decisions and this was the first stage of that process.

- 25.3 Members were advised that Part 1 of the template comprised a statistical analysis of all decisions made by the Committee and the percentage of decisions that had changed from a permit to refuse and vice versa. The template covered a three year period from April 2016 to March 2019 with a three year summary and information for each individual year which would allow an assessment of trends. Part 2 of the template provided a qualitative analysis for the previous financial year i.e. 2018-19 with full details of each application where the Committee decision differed from the Officer recommendation, together with the narrative for that e.g. site location, proposal, summary of reasons for recommendation etc.
- 25.4 During the debate which ensued, a Member indicated that whilst the information was interesting, he was unclear what could be done with it. The Head of Development Services advised that it was intended to help identify any recurring issues or emerging trends, for example, if there was a lack of clarity on a particular policy. The Business Transformation Manager explained that the annual review of Planning Committee decisions required by the Protocol for Councillors and Officers Involved in the Planning Process would be a check and balance to ensure that everyone involved was doing the best they could. It would include all Committee decisions, not just those where decisions had been made against Officer advice, and there would be an opportunity to use this in planning training by referring to particular decisions and relating them to policy which could be useful for both Officers and Members. In response to a query as to when the report would be considered by the Planning Committee and what that Committee would be asked to do with it, the Head of Development Services reminded Members that if applications were refused there was an opportunity for applicants to appeal the decision so it was useful to have a six month grace period, as such, it would be taken to Planning Committee in December 2019 or January 2020 and it would be down to the Committee to decide what it wanted to do with the information.
- 25.5 A Member raised concern that there was no summary page setting out the patterns or trends that had been identified by Officers and that was something he would like to see introduced. Another Member asked whether any comparisons could be drawn with other local authorities on a national basis. In response the Business Transformation Manager advised that, although she could ask other authorities in the county whether they went through a similar process, each authority had different criteria which made comparisons very difficult. Notwithstanding this, Officers would give this some consideration going forward. A Member drew attention to Page No. 48 of the report and indicated that Reference 18/00543/FUL Staverton Connection, Gloucester Road, had been permitted by the Committee against the Officer recommendation to refuse but no reasons had been provided for that decision. The Head of Development Services apologised for the omission and advised that the reason for the decision - as stated in the Minutes of the Planning Committee meeting - was that "the economic benefits of the proposal would outweigh the harm caused to the Green Belt and character and appearance of the area". A Member noted that the reason was subjective and the Head of Development Services clarified that the issues presented in Committee reports

were material considerations for the determination of the application which Officers had balanced; however, Members could weigh those considerations slightly differently as they had done in this instance. In response to a query as to how this was specified, she stressed that there was no formal weighting – decisions must be based on policy and although some parameters would be more clearly defined than others, Members were at liberty to make certain choices within that.

- 25.6 A Member noted that Part 2 of the template only contained data from 2018/19 and indicated that he would like to have seen the information for previous years in order to identify patterns, particularly in terms of policy impact. The Head of Development Services indicated that 2018/19 was considered a stable point to start the analysis in planning policy terms given the status of the Joint Core Strategy and Tewkesbury Borough Plan. If Members wanted to see the information for the previous two years, resources could be directed to that but she warned that it would be time-consuming. Another Member indicated that the figures at Page No. 45 of the report did not add up in terms of the number of permissions that had changed to refusals and vice versa which should be 17 and 34 respectively. In terms of comparisons with other local authorities, he felt it would be nice to know how many had gone to appeal and whether they had been successful. He agreed that Part 2 of the template should have included three years' worth of data in order to identify trends and that it would have been helpful to know what conclusions Officers had drawn from the information. He requested that the call-in section be amended to give a reason for the application going to Planning Committee for determination, for instance, had it been called-in by a Member, was there an objection from the Parish Council etc. and Officers undertook to make that amendment going forward. The Chair sought a steer from Members as to whether they wished to see Part 2 of the template populated back to March 2016. The Head of Development Services reiterated that this would require considerable Officer time which would inevitably impact on other projects - it was noted that the Review of the Planning Enforcement Plan had been deferred from the current meeting to 22 October 2019, partly to allow it to be considered alongside the Development Services Improvement Plan but also to focus resources on this piece of work. A Member recognised the implications of undertaking this additional work and indicated that he was happy to make a proposal on that basis. This was seconded and, upon being taken to the vote, the motion was lost. It was subsequently

**RESOLVED**

1. That the template for the annual review of Planning Committee overturns be **NOTED**.
2. That it be **AGREED** that Part 2 of the template be populated going forward as opposed to retrospectively for the two years preceding 2018/19.

**OS.26 UBICO REPORT 2018/19**

- 26.1 The report of the Head of Community Services, circulated at Pages No. 50-103, provided the annual update on the Ubico contract for waste and recycling, street cleansing and grounds maintenance services. Members were asked to consider the 2018/19 outturn performance update on the services provided by Ubico.
- 26.2 The Head of Community Services advised that a range of performance information was collected and reported to the Environmental Services Partnership Board on a quarterly basis and was monitored by the Joint Waste Team monthly. Appendix 1 to the report attached the annual commissioner report which was prepared for the Board and detailed service requests, performance and health and safety statistics for the year; this was the first full year of tracking the newly adopted Key Performance Indicators (KPIs) which were the same across the partnership to allow

for comparison. The document attached at Appendix 2 to the report was the Ubico corporate update which outlined the company's view on progress throughout the year.

- 26.3 The Head of Community Services indicated that the Lead Member for Clean and Green Environment was in attendance and he invited him to make a comment prior to any questions from the Committee. The Lead Member explained that the figures for missed bin collections were extremely good in the context of the amount of collections and he reminded Members that missed bins were not always the fault of Ubico or its drivers, for instance, there was a blackspot in Winchcombe where inconsiderate on-street parking meant that vehicles were unable to exit particular streets until those vehicles had been moved which had a knock on effect on the remainder of their round – this was just one example. In his view Ubico was very efficient and he provided assurance that missed bins were collected once they had been reported.
- 26.4 The Head of Community Services felt it was important to recognise the amount of work that had been done to improve performance since 2017 and the service was now in a completely different place than it had been at that time. Residual household waste collection and percentage of household waste reused, recycled and composted were still within target and the figures for 2017/18 and 2018/19, and the 2019/20 target, were set out at Page No. 52, Paragraph 3.2 of the report. There had been a slight increase in residual waste and a dip in recycling in the last quarter but that could be attributed to contamination of recyclate being taken to the Materials Recovery Facility (MRF) and it was recognised that work needed to be done with the community around what could and could not be recycled, for example, soiled nappies were a particular problem currently. With regard to bin deliveries, the number of requests fluctuated across the months. It was noted that there was error within the system which meant that Ubico was not able to respond as it should and work was ongoing to address this. In April 2018, the Council had changed the way it delivered the green garden waste service and how it charged for that service. This had continued to grow and now had over 18,000 customers generating approximately £863,000.
- 26.5 With regard to grounds maintenance, Members would be aware that the grass cutting service had suffered during 2018 due to unpredictable weather conditions and this was now being monitored much more closely via the Grounds Maintenance Working Group that had been established by the Overview and Scrutiny Committee. Ubico was approximately one week behind currently which was significantly better than the previous year. In terms of street cleansing, graffiti, fly-tipping and dead animals, requests remained fairly consistent although it was noted that the five day target to remove fly-tips was not regularly achieved which could be partly due to the use of third party contractors to remove larger and more complex fly-tips e.g. asbestos. Notwithstanding this, overall he felt it had been a good year and some significant improvements had been made. The Managing Director of Ubico advised that attempts were being made to be more transparent in the performance and financial information provided and he agreed that the last year had been a good year for the organisation capped by the fact that it had achieved the International Standard for Health and Safety (ISO45001) in April 2019 which was a significant milestone. There had also been consolidation among the Finance team and he reminded Members that when he had joined the company there had been one full-time equivalent who was not directly employed by Ubico which was completely inadequate. He had taken time to build up the finance function and ensure that the Head of Finance and Asset Management and the Head of Community Services had the same information as Ubico in order to improve financial risk and think about how the information was collectively delivered to Members. Ultimately Ubico wanted to make dividends and he hoped that the consolidation would demonstrate the desire to have a long term future with the Council.

- 26.6 During the debate which ensued, a Member drew attention to Page No. 58 of the report in relation to missed recycling collections per 100,000 which seemed to suggest an average of 20,000 collections per day which would equate to 100,000 per week. In response, he was advised that there were 5.3 refuse crews which collected from approximately 1,000 properties each, so the average number of collections per day was in the region of 5,000. The Member went on to note that Page No. 60 of the report in relation to missed food waste collections stated that there was an average of 170,000 collections per month but it was unclear whether the figures shown in the graph reflected the amount of bins actually missed during that particular week, for instance, the week commencing 7 October appeared to show 45 missed bins according to the graph but the actual number was considerably less. He felt it would be easier if the graphs showed how many collections were missed instead of per 100,000. In response, the Managing Director of Ubico explained that this was a national benchmark that had been agreed by the Joint Waste Team which allowed comparison between the services and across the company so Tewkesbury Borough Council's performance could be compared with other authorities. Notwithstanding this, he indicated that he would discuss with the Head of Community Services and his team whether there was an opportunity to give a snapshot of the raw numbers as he accepted that a few missed collections could skew the figures when represented per 100,000 collections so it may be possible to add a local percentage to the graphs. Another Member indicated that she could see a lot of time and effort had gone into producing the graphs but this made it difficult to see a clear message and she suggested that the Managing Director of Ubico liaise with the Head of Corporate Services in order to agree a set of reports which would be easier for the Committee to understand. The Managing Director of Ubico welcomed this feedback and indicated that when he had taken up the role the level of responsibility had been poor in terms of the information that was provided to shareholders and owners and he had started off by going through the report slide by slide with the Head of Community Services to ensure they gave a full and detailed picture. He would be happy to go away and think about introducing a summary to capture the crucial KPIs so that this information was digestible for Members and it would be for them to decide how much they wanted to delve beyond this. The Chair indicated that he had concerns regarding Page No. 62 which related to missed collections for garden waste as this seemed to suggest that the target had only been achieved once in the six month period but that was not the reality. He agreed that Members needed to be able to digest and understand the information in order to come to the right conclusions so this was an important action to take forward. The Managing Director of Ubico reminded Members that the original target for missed collections within the contract had been too easy to achieve and had firstly been revised to 0.1% and then to a stretch target of 99.95% - the red line on the graphs was the stretch target which was regularly exceeded so this was something to be proud of.
- 26.7 A Member noted that Cotswold District Council used cameras in its waste collection vehicles and asked whether other partners did the same. In response, the Managing Director of Ubico advised that most of the fleet had cameras but these were mainly used for reviewing accident data if a complaint was made around driver behaviour; Cotswold District Council was in the process of procuring new vehicles and had opted for a service change as part of that which meant that updated technology would be installed to allow a live feed to some collections in real time and, therefore, to establish whether a bin had been presented for collection. This had already been done in Oxford where missed collections had reduced from 5,000 to less than 2,000 per year. Introducing this type of technology was a decision for individual Councils to make depending on the type of approach they wished to take with residents and how stringent they wanted to be. Whilst this could be costly initially, there were benefits for a rural borough such as Tewkesbury where a round trip cost in the region of £100. A Member queried whether it was possible for Ward Councillors to be informed of hotspots for missed collections in their areas so they

could try to resolve any issues locally. He was advised that any areas of non-compliance were added to a whiteboard on the Tewkesbury Borough system to enable Customer Services to see which properties had not presented a bin etc. so that information was available. It was noted that the Managing Director of Ubico had previously gone out with the Head of Community Services and members of the team in order to address areas where there were access issues etc. At present there was no in-cab technology; should that be introduced it would be possible to get better live data to obtain higher quality information about hotspot issues so, whilst there was a system in place, it could be improved.

- 26.8 A Member queried what Ubico defined as a 'missed collection' and was informed that this was when a resident contacted the Council to report that they had got home and their bin had not been emptied. This would be recorded and passed to Ubico and a process was undertaken at the end of the week to remove any which were known not to have been presented. The Member asked whether these were then collected and the Managing Director of Ubico confirmed that Ubico always went back to collect any genuine misses. In response to a query regarding a missed garden waste collection, the Head of Community Services advised that when the new sticker system had been introduced in April 2018, crews had been given strict instructions not to pick up any bins without a sticker so there had been some initial teething problems whilst people got used to the new system. Mistakes did happen but there were safeguards to ensure these were kept to a minimum and a number of mechanisms were in place to deal with repeat issues including an 'amber' list and a 'red' list so supervisors could provide assurance bins had been collected. The Managing Director of Ubico indicated that when Members visited the depot they would be able to see the system from the operatives' perspective which would help them to better understand the internal processes. He stressed that, as a company, Ubico carried out one million collections every two weeks so there were bound to be some which slipped through the net. A Member felt it would be fair to assume that there were many more missed garden waste collections than were being reported as it was highly likely that some people would simply wait for two weeks until the next collection.
- 26.9 A Member questioned when the KPIs in relation to grass cutting would be available and the Head of Community Services provided assurance that this was something which the Grounds Maintenance Working Group would be looking at. It was not intended to bring a report to the Overview and Scrutiny Committee until a full year of information was available, although the Committee would receive a report when the Working Group had completed its work and it may also be appropriate to include this information in the Ubico six month update report.
- 26.10 Attention was drawn to Page No. 74 of the report in respect of street cleansing and a Member questioned whether there were plans in place to increase this in October when there had been a spike in the number of requests, presumably due to fallen leaves. In response, Members were informed that a "firefighting" approach was taken currently with two mechanical sweepers directed around the borough as and when they were needed, although scheduled routes were in the processes of being designed. The Managing Director of Ubico went on to explain that there was a national issue with driver shortages which impacted every local authority and this was felt acutely between October and December when drivers were more able to pick and choose other higher paid driving jobs. If there were a number of drivers off sick, or an agency worker had not turned up, waste collections were prioritised so there were occasions when street sweeping may suffer. Notwithstanding this, he provided assurance that this was being managed as best as they could and a number of actions were being discussed as to how the situation could be addressed e.g. training programmes etc. A Member indicated that he had been contacted by a Parish Council in respect of fallen leaves and this had been dealt with promptly when he had reported it to Ubico.

- 26.11 Another Member drew attention to the final bullet point on Page No. 94 of the report which referred to an overspend of £93,765 on transport costs, the majority of which was an overspend on tyres, and he indicated that he failed to see how that had happened as depreciation should have been taken into account in the business plan so he questioned why this had not been identified sooner. The Managing Director of Ubico agreed that the costs on tyres should have been identified and that had been a key learning point; nevertheless, it should be borne in mind that maintenance of the fleet had previously been an external contract so this was relatively new for Ubico and the fact that the tyres on the new fleet would all wear at the same rate had been an oversight. He provided assurance that the budget setting process had been reviewed in order to address this for future years. The Member also noted that the majority of additional expenditure on employee costs could be attributed to the use of agency staff and he sought further information in this regard. The Managing Director of Ubico advised that three full time equivalent staff had been absent for an entire year due to long term sickness. The budget for employee costs did include an assumption of sickness as it was not an option not to replace staff, as such, agency staff had been covering a large amount of long and short term sickness throughout the year. The third reason for the overspend was the additional costs in relation to grounds maintenance and Members would recall that the Executive Committee had authorised additional funds in order to address the problems with grass cutting. He indicated that value for money was being delivered within the contract and the service was preferential when compared to the private sector or an outsourced provider.
- 26.12 In response to a query regarding the cost of the recyclate that was being rejected by the MRF, and whether offending areas could be identified in order to target those particular residents, the Head of Community Services clarified that the Council operated a mixed recycling service so all recyclate collected was tipped into the same lorry and it could take between two and four days for this recyclate to reach the MRF. A gate fee was negotiated and could be affected by a number of factors including the market, where the recyclate was going to and the quantity and type of recyclate. He had met with Suez earlier that day and advised that new technology was being introduced at the MRF which meant that the recyclate would be much cleaner and therefore a higher price could be achieved; however, this also meant that the recyclate had to be much higher quality when it went in and a number of campaigns would be run over the course of the year to work with the community in that respect. The Managing Director of Ubico advised that a consultation event was being held for all stakeholders later in the year which would include a closer look at the journey of recycling - this would be open to all Members who may find it useful in terms of arming themselves with general information which could be relayed to residents. A Member questioned whether the Council reviewed what it recycled and looked for opportunities to recycle more. In response, the Head of Community Services advised that it was important to ensure there was a market for material being recycled and there were cost implications for everything that was recycled. Consideration was currently being given to whether it would be feasible to recycle small electrical items but it was necessary to find a market for these items and to identify a collection methodology. It was noted that putting an additional vehicle onto a round cost in the region of £150,000 and there would be other knock on effects such as the need to increase the operator licence at the depot. Nevertheless, Officers were constantly looking at what could be recycled and communicating with residents in order to maximise these opportunities. The Managing Director of Ubico pointed out that a kerbside collection could mean that people did not use the household recycling centres and that cost was passed on to the Council. Ubico's strategic position was that the focus should be on reducing waste and what people threw away, taking into account the carbon emissions from additional vehicles etc. A Member queried how the initial trips to Javelin Pak had been going and the Head of Community Services advised that there had been a small protest group from Extinction Rebellion on the opening day but this had not

resulted in any disruption for Tewkesbury Borough Council which was delivering to Javelin Park on Mondays and Tuesdays; since that time there had been no protests at all and his understanding was that things had been going reasonably well.

- 26.13 A brief debate ensued in relation to the comment at the bottom of Page 91 which several Members found confusing and clarification was provided that any vehicles not in use were clearly marked with “vehicle off road” signs so that these were not subject to an inspection. The Managing Director of Ubico indicated that this comment intended to highlight the interaction between the operational team and the workshop to ensure that all vehicles were safe and there was as little impact on the service as possible.
- 26.14 In relation to Appendix 2, Ubico Corporate Update, a Member drew attention to Paragraph 4.2 which stated that Ubico had moved to providing monthly financial reporting in 2018 and questioned exactly when this had happened as he would have expected the overspend to be identified through that reporting process. The Managing Director for Ubico confirmed that monthly reporting had been carried out throughout 2018 but the accuracy had improved as the year had gone on. The Head of Community Services explained that these type of services always attracted overspends but the overspend had increased significantly towards the end of the year and it was concerning that no sensible explanation had been provided for this. The reporting for quarter one of 2019/20 looked more positive and, whilst there were still a lot of queries, adjustments could be made to ensure there were no surprises at the end of the year. The Managing Director of Ubico confirmed that the target for this year was to improve accuracy and a number of things had been done to address that, for instance, an in-house accountant was working with the Council’s Finance team to co-design the monthly report, operational managers were being supported to improve knowledge of their budgets and supervisors were being trained so they were able to flag up any issues.
- 26.15 A Member raised concern that there was a problem with the metrics at Page No. 97, Paragraph 5.2 of the report which stated that “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 more standardised metrics and, at present, commissioners are retaining bespoke measures”. The Managing Director of Ubico explained that some metrics were standard, i.e. the one for missed collections, but there were differences based on local policy decisions on service KPIs which meant that Ubico had to adjust its performance reporting. The Member expressed the view that this was much more onerous and the Managing Director of Ubico agreed that it was challenging but it was important to respect local decisions to meet residents’ needs. He confirmed that the current level of reporting was acceptable but if it became more complex in terms of the information being requested then there would be a resource issue.
- 26.16 A query was raised in relation to the range of options being considered for commercial waste, as set out at Page No. 99 of the report, and, in response, the Head of Community Services advised that Officers were working in partnership with Ubico to develop the options to bring back to the relevant Committees later in the year. A Member questioned why it was sometimes necessary to undertake more than one journey in order to collect bulky waste and was informed that there was a limit on the number of collections per day and Ubico did not know what was being collected until the day. The Head of Community Services recognised that the system was not quite right and it was being reviewed; however, it was worth remembering that bulky waste items such as three piece suites were not always the same size.

26.17 A Member expressed the view that the waste collection service in Tewkesbury Borough was far preferable to the service he received from the local authority in the area where he lived. Ubico had been on quite a journey and the current service was now considerably better than it had been and the introduction of KPIs which were being accurately reported was a particular achievement. The Chair thanked the representatives from Ubico for their attendance and it was

**RESOLVED** That the 2018/19 outturn performance update on the services provided by Ubico Ltd. be **NOTED**.

## **OS.27 DEPOT SERVICES WORKING GROUP**

27.1 The report of the Head of Community Services, circulated at Pages No. 104-108, asked Members to establish a Depot Services Working Group in accordance with the Terms of Reference at Appendix A to the report.

27.2 The Head of Community Services indicated that the Overview and Scrutiny Committee received regular reports on the performance of Ubico and there had previously been frustration about the perceived lack of control and transparency. It was important that Members fully understood the relationship with Tewkesbury Borough Council, including what being part of a teckal arrangement meant in terms of the level of control that the Council had over the company. In order to facilitate this, the Committee was asked to establish a Depot Services Working Group in accordance with the Terms of Reference attached at Appendix A to the report which set out that the Group would 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.

27.3 It was

**RESOLVED**

1. That a Depot Services Working Group be established in accordance with the Terms of Reference set out at Appendix A.
2. That the following Members of the Overview and Scrutiny Committee be appointed to the Working Group:  
Councillors C L J Carter, K J Cromwell, J W Murphy,  
P W Ockelton, R J G Smith and M J Williams.

## **OS.28 COMMUNITY SERVICES IMPROVEMENT PLAN**

28.1 The report of the Head of Community Services, circulated at Pages No. 109-117, provided an update on the progress made against the Community Services Improvement Plan. Members were asked to consider the report.

28.2 The Head of Community Services explained that the Community Services Review had been carried out in 2018 and an improvement plan containing 15 actions had subsequently been approved by the Council. Members were advised that six of the actions were complete and three were progressing well but four actions were not on target and two had not progressed. The main reason for the actions not progressing was due to several staff leaving the team and the need to appoint agency staff whilst recruiting permanent staff to new and vacant roles; this had been challenging, particularly in terms of training.

28.3 A Member sought clarification as to the current position in terms of recruiting a student Environmental Health Officer and was informed that there had been a change of approach as it was now intended to speak to schools and colleges in the area to try to engage someone who would like a career in environmental health rather than employ someone who was already involved. The Member indicated

that he had some concerns regarding hazardous properties in the private rented sector and he questioned whether any progress had been made in this regard. In response, the Head of Community Services indicated that he did not want to give the impression that nothing was done in respect of private sector housing and he stressed that robust action was taken when complaints were received – he pointed out that a Prohibition Order had recently been raised in respect of a House of Multiple Occupation (HMO) within the borough. Unfortunately, resources meant that it was not always possible to be more proactive as this was not a statutory requirement; however, Officers were engaging with private sector landlords where appropriate. It was noted that more work was now being done with the Community Development Officers in terms of their role in community safety and the reduction of crime and disorder and this was welcomed by Members.

28.4

It was

**RESOLVED** That the progress made in relation to the Community Services Improvement Plan be **NOTED**.

The meeting closed at 6:45 pm

# TEWKESBURY BOROUGH COUNCIL

**Minutes of a Special Meeting of the Overview and Scrutiny Committee held at the Council Offices, Gloucester Road, Tewkesbury on Tuesday, 13 August 2019 commencing at 4:30 pm**

## **Present:**

Chair	Councillor K J Cromwell
Vice Chair	Councillor J W Murphy

## **and Councillors:**

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

## **also present:**

Councillors G F Blackwell, C M Cody, M A Gore, M L Jordan, E J MacTiernan, J R Mason, C Reid, C Softley and S Thomson

## **OS.29 ANNOUNCEMENTS**

29.1 The evacuation procedure, as noted on the Agenda, was advised to those present.

## **OS.30 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

30.1 Apologies for absence were received from Councillors C L J Carter, J K Smith and S A T Stevens. Councillors D W Gray and D J Harwood would be acting as substitutes for the meeting.

## **OS.31 DECLARATIONS OF INTEREST**

31.1 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.

31.2 There were no declarations of interest made on this occasion.

## **OS.32 NOTICE OF MOTION - DECLARING A CLIMATE CHANGE EMERGENCY**

32.1 The Chair advised that, at the meeting on 30 July 2019, the Council had referred the following motion to the Overview and Scrutiny Committee in order to consider the wording and make a recommendation back to the Council meeting on 1 October 2019:

Humans have already caused devastating climate change, the impacts of which are being felt around the world. Global temperatures have already increased by 1 degree Celsius from pre-industrial levels. Atmospheric CO2 levels are above 400 parts per million (ppm). This far exceeds the 350ppm deemed to be a safe level for humanity;

In order to reduce the chance of runaway Global Warming and limit the effects of Climate Breakdown, it is imperative that we as species reduce our CO<sub>2</sub>eq (carbon equivalent) emissions from their current 6.5 tonnes per year to less than 2 tonnes as soon as possible

Individuals cannot be expected to make this reduction on their own. Society needs to change its laws, taxation, infrastructure, etc., to make low carbon living easier and the new norm;

Carbon emissions result from both production and consumption;

Tewkesbury Borough Council has already addressed the problem of single use plastics and has shown a strong commitment to recycling and sustainable transport but more needs to be done.

In Gloucestershire the consequences of no action include:

- Increased risk of flash flooding and the resulting damage to buildings, crops, farmland and infrastructure as a result of more extreme rainfall events.
- Health problems due to increased heat stress particularly for vulnerable adults and children.
- Increased costs associated with changes to crops and biodiversity.
- Higher energy costs.
- Crop failures associated with extreme heat, such as was experienced in 2018.

The County Council has already recognised more needs to be done and has created an additional cabinet role with responsibility for overseeing the authority's approach to prevention of, mitigation of, and adaptation of climate change.

The government believes that a shift to a very low carbon energy future represents the best course for the country's economic development while lowering the risk of fuel poverty and reducing air pollution.

In view of the above the Council is asked to:

- Declare a "Climate Emergency".
- Commit to doing all in its power to make Tewkesbury Borough Council carbon neutral by 2030, taking into account both production and consumption emissions.
- Set up a Working Group consisting of seven Members of the Council (to be nominated at this evening's meeting) to prepare a long-term plan to achieve this, together with any initial budgetary requirements, to be reported back to the Executive Committee in October.
- Call upon central government to provide additional powers and resources to support local and national action towards the 2030 target.
- Commit to working with partners in Gloucestershire to achieve Countywide carbon neutrality aims.

32.2

The Chair invited the proposer of the motion to address the Committee. The proposer of the motion indicated that she wished to begin with a definition of a climate emergency which referred to catastrophic changes to the world's climate caused by human activity and resulting in the loss of a safe climate, which threatened all life on earth. Science demonstrated that the earth had warmed, and was continuing to do so, resulting in serious consequences for the atmosphere, weather systems, human ability to produce food and for all people and species. She advised that the response related to tackling changing climate – taking action at a scale and speed that would restore a safe climate with the target being to provide maximum protection globally for all species and people. A safe climate would allow

existing and future generations, communities and ecosystems to survive and flourish. She went on to explain that current climate conditions were increasingly unsafe for a huge range of species, including millions of humans, and rapid transition to zero emissions across all sectors was required with technical solutions and appropriate political action.

- 32.3 She also wished to address carbon neutrality which related to zero carbon dioxide emissions via elimination or offsetting. She explained that carbon dioxide was released in processes associated with transport, energy production and agriculture / industry and, in order to achieve neutrality, this needed to be offset - for example, continuing to take the unnecessary flight but planting a forest in return - or eliminated - for instance, using renewable energy or greener modes of transport. Climate emergency declarations meant that carbon dioxide emissions would factor in all future decisions.
- 32.4 In order to combat the terrifying change of climate, everyone - both as individuals and as organisations, businesses, councils and governments - needed to make drastic changes but she pointed out that this did not have to be all about sacrifice, on the contrary, it could actually be a positive and wholesome realisation. The Borough of Tewkesbury was in many places exquisite, with Areas of Outstanding Natural Beauty, rivers, hills and woods and offered unique market towns, villages and communities framed by farming, leisure, tourism and technology – there was so much to nurture, enhance and protect; however, there was also poor public transport, severe traffic congestion, flooding, pollution, terrible cycling provision, environmentally inefficient houses and an awful lot more building on its way. She was certainly ambitious and up for the challenge and she was not alone – she had done this with her home and in business so why not the borough? She had been at the forefront of an international technology company achieving the business environmental standard ISO14001 and this had been done properly, without greenwash – the company had frequently been cited as showing best practice and various organisations, including the NHS, had used it as a model for much larger institutions. Taking into account diverse challenges, the remit had covered buildings, energy, transport, chemical reduction, materials reuse, recycling and waste - landfill had reduced by 94% and she was pleased to say that many of the initiatives actually saved money too. This had been achieved by changing business as usual and thinking outside the box, through policy changes, education and training, with strong support from leaders and senior managers and, most importantly, by the simple will to do it. She was not saying it would be easy and it would take dedication from a team of Councillors and Officers, plus a borough of inhabitants, many of whom were asking for radical change including nine year old Noah who felt so strongly that insufficient steps were being taken to protect his world that he had contacted her and they had gone on a school strike for climate change.
- 32.5 She stressed that the five other district councils in Gloucestershire, plus the County Council, had already passed climate emergency motions. Stroud District Council had achieved carbon neutrality as long ago as 2015 and Tewkesbury Borough Council could, and should, be following its lead. There was also excellence in other areas; Nottingham Council, for example, and around the globe, communities, councils and countries were leading with exemplary, exciting practices. People often asked her what motivated her to be so 'green', or why she cared so much about the planet, and her simple answer was that she was a mother - surely everyone wanted a decent future for their children. The priorities of elected representatives should be to care for and protect their communities, families, futures and the planet. Only a couple of weeks ago, the UK had recorded its highest temperature ever so there was no longer room for climate change deniers. The desperation to carry on without making protective provision was in itself dying; the evidence was evident and constituents were rightly demanding a rethink of local authority processes and governance. She advised that more than half of the UK's principal local authorities had now declared a climate emergency, making it one of

the fastest growing environmental movements in recent history. In the past eight months, 205 of the UK's 408 principal authorities had declared a climate emergency, with widespread support across political groups, committing them to take urgent action to reduce their carbon emissions at a local level. Many had set 2030 as a target date for going carbon zero in their boroughs, districts and cities. A lot had already started work, switching to renewable energy suppliers on their estates, building more energy efficient homes, planting trees and decarbonising transport. In her view, three simple steps were required: political will; a carbon reduction plan; and fundraising - in theory, local authorities could make bids to a host of organisations for project funding such as electric vehicle charging grants, pollution levies etc.

- 32.6 At Gloucestershire County Council in May, Members had unanimously voted through their climate emergency declaration. Tewkesbury Town Council would be declaring a climate emergency in September and there was already a Climate Change Action Group which had discussed energy, solar, recycling, insulation, water fountains / fill-up stations, plastic-free, community engagement, no mow, wildflowers, compost, wormery, bees, tree planting and wildlife mapping – all at its first meeting. The Local Government Association had declared a climate emergency at its Annual General Meeting in July and agreed to establish the Climate Emergency Network Special Interest Group to support councils and lobby central government. Stroud District Council had declared in November 2018 that it would achieve carbon neutrality by 2030 and the Forest of Dean District Council had done the same in December 2018; Cotswold District Council and Cheltenham Borough Council had both committed to carbon neutrality by 2030 in July 2019 and Gloucester City Council had made a similar commitment, albeit with a target of 2050, so the question remained, what would Tewkesbury Borough Council do?
- 32.7 She reiterated that the planet was facing catastrophic warming within its children's lifetimes, with large parts of the world uninhabitable and major food growing regions ruined by drought or rising seas. Climate warming was an existential risk to human civilisation and, on the current warming path, it was heading towards outright chaos. The failure of community and political leaders to talk about such concerns left unspoken fears lurking just below the surface of public life and the response to the climate crisis must be having the courage to match actions to the size of the problem.
- 32.8 The seconder of the motion indicated that she had little more to add but felt that everyone could agree that climate change was bigger than party politics and they all had a role to play. Tewkesbury Borough Council would be the last district council in Gloucestershire to declare a climate emergency but it still had an opportunity to lead the way. She was proud to second the motion and hoped the Committee would give it their full support.
- 32.9 In the absence of any questions from the Committee, the Chair indicated that he wished to propose an amendment which had been discussed with the proposer of the motion and aimed to provide clarification and a clear direction on the way forward as follows:
- The Council is asked to:
- Declare a "Climate Emergency".
  - Commit to doing all in its power to make Tewkesbury Borough Council **offices** carbon neutral by 2030 ~~taking into account both production and consumption emissions.~~

- ~~Set up a Working Group consisting of seven Members of the Council (to be nominated at this evening's meeting) to prepare a long term plan to achieve this, together with any initial budgetary requirements, to be reported back to the Executive Committee in October.~~ **Expand the remit of the existing Flood Risk Management Group to deal with climate change matters with the following delegations to the Borough Solicitor in consultation with the Group:-**
  - i) preparation of revised Terms of Reference to include an audit of the Council's current position, an action plan to achieve carbon neutrality by 2030, funding and promotion of good practice throughout the borough including buildings that provide a public service, such as the Tewkesbury Leisure Centre; and*
  - ii) membership of the Group, taking account of its wider role.*
- Call upon central government to provide additional powers and resources to support local and national action towards the 2030 target.
- Commit to working with partners in Gloucestershire to achieve Countywide carbon neutrality aims.

32.10 The proposer of the motion welcomed the suggestion to expand the remit of the Flood Risk Management Group and the inclusion of an audit of the Council's current position. Whilst she was disappointed that the remit had narrowed from Tewkesbury Borough Council to the Tewkesbury Borough Council offices, she believed it was important to make a start and she would be pleased if an agreement could be reached in order to enable that. A Member indicated that she understood the reasons for reducing the remit to the Council offices, notwithstanding this, she felt that 2030 was quite a long time to achieve carbon neutrality for one building. Whilst she accepted that it was unclear how long it would take, she felt that the timescales should be changed in order to do this as soon as practicable and before 2030. The Chair indicated that 2030 had been set as a target but he was sure everyone would strive to achieve this as quickly as possible. He clarified that the amendment to the motion would mean that the Flood Risk Management Group would look at the buildings where the Council had a direct influence, for example, the leisure centre and Tourist Information Centres as well as the Public Services Centre. In response to a query as to when the audit would be complete and a report taken to Council, the Deputy Chief Executive advised that, should the motion be agreed, a key role of the Working Group would be to look at the timescales based on what was achievable and to set out what the milestones might be in terms of delivery. The Member went on to question whether there were expertise within the Council to support the delivery of the motion and was advised that this would also be something for the Working Group to consider. Another Member queried whether the revised Terms of Reference for the Flood Risk Management Group would be considered by the Overview and Scrutiny Committee and was advised that the amended motion proposed that the revision of the Terms of Reference be delegated to the Borough Solicitor in consultation with the Flood Risk Management Group so it would essentially be for that Group to agree its Terms of Reference. This method was considered to be the most timely and effective way to proceed.

32.11 A further amendment was suggested to include a report to Council by its meeting on 21 April 2020 at the latest with a detailed action plan for delivery, which both the proposer and the seconder of the motion were happy to accept, and, upon being put to the vote, it was

**RESOLVED**

That it be **RECOMMENDED TO COUNCIL** that the Council:

- Declare a “Climate Emergency”.
- Commit to doing all in its power to make Tewkesbury Borough Council offices carbon neutral by 2030.
- Expand the remit of the existing Flood Risk Management Group to deal with climate change matters with the following delegations to the Borough Solicitor in consultation with the Group:-
  - i) preparation of revised Terms of Reference to include an audit of the Council’s current position, an action plan to achieve carbon neutrality by 2030, funding and promotion of good practice throughout the borough including buildings that provide a public service, such as the Tewkesbury Leisure Centre; and
  - ii) membership of the Group, taking account of its wider role.
- Call upon central government to provide additional powers and resources to support local and national action towards the 2030 target.
- Commit to working with partners in Gloucestershire to achieve Countywide carbon neutrality aims.
- Report to Council by its meeting on 21 April 2020 at the latest with a detailed action plan for delivery.

The meeting closed at 5:00 pm

**EXECUTIVE COMMITTEE FORWARD PLAN 2019/20**

**REGULAR ITEM:**

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

<p><b><u>Addition to 4 September 2019</u></b></p> <ul style="list-style-type: none"> <li>• Economic Development and Tourism Strategy 2017-2021 – recommendation from Overview and Scrutiny Committee.</li> <li>• Waiver to Contract Procedure Rules.</li> <li>• Garden Town Programme.</li> <li>• Confidential Item: Use of Urgency Powers.</li> <li>• Confidential Item: Future Countywide Waste Partnership – Joint Waste Committee and Joint Waste Team.</li> </ul>
<p><b><u>Deletion from 4 September 2019</u></b></p> <ul style="list-style-type: none"> <li>• Confidential Item: Future HR Provision.</li> <li>• Confidential Item: Irrecoverable Debts Write-Off Report (Quarterly).</li> </ul>

<b>Committee Date: 16 October 2019</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Performance Management Report – Quarter 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.
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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Agenda Item 5

<b>Committee Date: 16 October 2019</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
<b>Anti-Fraud and Corruption Policy.</b>	<b>To approve the Anti-Fraud and Corruption Policy following recommendation from Audit and Governance Committee.</b>	<b>Head of Corporate Services.</b>	<b>No.</b>

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<b>Committee Date: 4 November 2019 (Special)</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
<b>West Cheltenham Masterplan (SPD).</b>	<b>To consider approval of the West Cheltenham Masterplan (SPD) for consultation.</b>	<b>Head of Development Services.</b>	<b>Yes – from 16 October 2019 to enable consideration of the item in line with Cheltenham Borough Council.</b>

<b>Committee Date: 27 November 2019</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Financial Update – Quarter Two 2019/20.	To consider the quarterly budget position.	Head of Finance and Asset Management.	No.
<b>Digital Strategy.</b>	<b>To approve the Council’s Digital Strategy.</b>	<b>Head of Corporate Services.</b>	<b>No.</b>
<b>ICT Strategy.</b>	<b>To approve the Council’s ICT Strategy.</b>	<b>Head of Corporate Services.</b>	<b>Yes – deferred from 4 September to enable to the ICT Strategy to be brought forward alongside the Digital Strategy.</b>
<b>Review of Council Tax Reduction Scheme and Council Tax Discounts.</b>	<b>To consider following consultation.</b>	<b>Head of Corporate Services.</b>	<b>Yes – deferred from 16 October to allow time for completion of the consultation period.</b>
Confidential Item: Irrecoverable Debts Write-Off Report (Quarterly).	To consider the write-off of irrecoverable debts.	Head of Corporate Services.	No.
(To be considered in private because of the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)).			

<b>Committee Date: 8 January 2020</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Performance Management Report – Quarter Two 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.
<b>West Cheltenham Masterplan.</b>	<b>To consider approval of the West Cheltenham Masterplan.</b>	<b>Head of Development Services.</b>	<b>No.</b>

<b>Committee Date: 5 February 2020</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Budget 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)).			

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

**Committee Date: 8 April 2020**

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

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>
Shopfronts Supplementary Planning Document (SPD).	To agree the document for the purposes of consultation.
Spring Gardens Regeneration Phase 1a report.	To agree the recommendation of the preferred option for the regeneration of Spring Gardens.

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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 10 September 2019

- Gloucestershire Economic Growth Scrutiny Committee Update (following meeting on 4 September 2019).
- Gloucestershire Health Overview and Scrutiny Committee Update (following the joint meeting with the Adult Social Care and Communities Scrutiny Committee on 30 July 2019).

#### Deletions from 10 September 2019

- 

**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.

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Agenda Item 6

NB – Changes from previous work programme highlighted in bold

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
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 Development Services Improvement Plan progress report which is 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.
<b>Gloucestershire Economic Growth Scrutiny Committee Update</b>	<b>To receive an update from the Council’s representative on matters considered at the last meeting (18 September 2019 – joint meeting with the Environment Scrutiny Committee).</b>	N/A	No.
Gloucestershire Police and Crime Panel Update.	To receive an update from the Council’s representative on matters considered at the last meeting (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.

<b>Committee Date: 3 December 2019</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
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
<b>Grounds Maintenance Working Group Report.</b>	<b>To consider the progress made by the Working Group and to review the Terms of Reference and make a recommendation to the Executive Committee as to whether there is a continuing role for the Group.</b>	<b>Head of Community Services.</b>	<b>No.</b>
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.
<b>Gloucestershire Health Overview and Scrutiny Committee Update</b>	<b>To receive an update from the Council's representative on matters considered at the last meeting (14 January 2020).</b>	<b>N/A</b>	<b>No.</b>
Gloucestershire Police and Crime Panel Update.	To receive an update from the Council's representative on matters considered at the last meeting (3 February 2020).	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.
<b>Gloucestershire Health Overview and Scrutiny Committee Update</b>	<b>To receive an update from the Council’s representative on matters considered at the last meeting on 3 March 2020).</b>	N/A	<b>No.</b>
<b>Gloucestershire Economic Growth Scrutiny Committee Update</b>	<b>To receive an update from the Council’s representative on matters considered at the last meeting (26 February 2020).</b>	N/A	<b>No.</b>

<b>Committee Date: 14 April 2020</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Overview and Scrutiny Committee Work Programme 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.
<b>Gloucestershire Economic Growth Scrutiny Committee Update</b>	<b>To receive an update from the Council's representative on matters considered at the last meeting (18 March 2020).</b>	<b>N/A</b>	<b>No.</b>

<b>Committee Date: 14 April 2020</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Gloucestershire Police and Crime Panel Update.	To receive an update from the Council's representative on matters considered at the last meeting (27 March 2020).	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.
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	
<b>Performance Management – Quarter 4 and Full Year 2019/20</b>	<b>To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee – <i>to include Planning Committee Overturns as agreed by the Overview and Scrutiny Committee at its meeting on 23 July 2019.</i></b>

NB – Changes from previous work programme highlighted in bold

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	10 September 2019
<b>Subject:</b>	Performance Management – Quarter 1 2019/20
<b>Report of:</b>	Head of Corporate Services
<b>Corporate Lead:</b>	Chief Executive
<b>Lead Members:</b>	Lead Member Commercial Transformation
<b>Number of Appendices:</b>	6

**Executive Summary:**

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

**Recommendation:**

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

**Reasons for Recommendation:**

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

**Resource Implications:**

None directly associated with this report.

**Legal Implications:**

None directly associated with this report.

**Risk Management Implications:**

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

**Performance Management Follow-up:**

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

**Environmental Implications:**

None directly associated with this report.

**1.0 INTRODUCTION/BACKGROUND**

- 1.1** New Council Plan priorities (2016-20) were approved by Council on 25 April 2018. Supporting the priorities is a set of objectives and actions. Progress in delivering the objectives and actions are reported through a Council Plan Performance Tracker (Appendix 1). The tracker is a combined document which also includes a set of Key Performance Indicators (KPIs). The report also includes the Revenue Budget Summary Statement (Appendix 2), the Capital Monitoring Statement (Appendix 3) and the Reserves Position Summary (Appendix 4). This performance information is reported to the Overview and Scrutiny Committee on a quarterly basis and the outcome is then reported to the Executive Committee by the Chair of the Overview and Scrutiny Committee.
- 1.2** This is the first monitoring report for 2019/20. The majority of information within the performance tracker reflects the progress of Council Plan actions as at the time of writing the report. The KPI information is of a statistical nature so represents the position as at the end of June 2019 (Qtr 1). The tracker includes actions that have been refreshed to ensure the Council Plan is a 'live' document. The refreshed plan was approved by Council on 16 April 2019. This is the last year of the four year plan and work will start in the autumn to develop a new plan and priorities.

**2.0 COUNCIL PLAN PERFORMANCE TRACKER**

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

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

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

😊 – action progressing well

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

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

Grey – project has not yet commenced

✓ – action complete or annual target achieved

For monitoring of key performance indicators the following symbols are used:

↑ - PI is showing improved performance on previous year

↔ - PI is on par with previous year performance

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

**2.3** This report presents the first quarter of the final year of the current plan. Key successful activities to bring to Members' attention since the last performance report include:

- Garden waste renewals continue to perform strongly. The sale of 18,335 stickers has generated £875,780. (£820,000 reported to committee in July 2019).
- A full review of the bulky waste service has commenced.
- Commercial awareness training has been rolled out to senior management and Members.
- An options report on the regeneration of Spring Gardens was presented at Council on 30 July 2019.
- The ground floor west wing of the Public Services Centre, including vacant space, has been refurbished and occupied by the County Council which has signed long term leases for all areas of occupation.
- The Growth Hub has already achieved its target of 1,000 visitors in advance of the annual year end.
- The pre-submission of the Tewkesbury Borough Plan was approved at Council on 30 July 2019.
- Local Enterprise Partnership (LEP) approval obtained for the business case for improvements to the A40 at Longford.
- Appointment of Programme Director for the delivery of the Garden Town project.
- Approval at Executive Committee on 12 June 2019 of a Private Rented Housing Sector Accommodation Fund Pilot.

2.4 Due to the complex nature of the actions being delivered, inevitably some may not progress as smoothly or quickly as envisaged. Actions with either a 😞 or 😊 are highlighted below:

Action	Status and reason for status
Disposal of the Ministry of Agriculture, Food and Fisheries (MAFF) site.	😊 Disposal is on hold pending the outcome of the Spring Gardens regeneration project and parking strategy review to understand any potential requirements arising from the projects.
Develop a programme with partners to progress Healings Mill and other key development opportunity sites to support the regeneration of Tewkesbury.	😞 Date has been amended from September 2019 to March 2020 to allow time to explore options for an acceptable development proposal for the site. A progress report will be presented to this meeting. The date for this action has been amended <b>six</b> times, due to various constraints arising such as; flooding and heritage issues.
Explore with partners- including the Battlefield Society- the potential to increase the heritage offer at the Battlefield site.	😞 Date has been amended from March 2019 to March 2021. The target date has been amended <b>five</b> times previously to reflect the ongoing discussions with land owners and stakeholders. The new date takes into account the work anticipated to develop the heritage offer and concept for the Battlefield as part of the 2021 celebrations.
Develop a programme to work with landlords to ensure residents have a supply of rented properties to meet their needs.	😞 Due to the requirement to transfer responsibility to deliver the private rented scheme, the implementation date slipped and has been amended from June 2019 to September 2019. Target date was previously changed in Q4 2018/19 to factor the private rented housing sector accommodation fund pilot going to Executive Committee.
Implement the One Legal business review and associated case management system replacement.	😊 Testing of the proposed new case system is being carried out but will achieve the target date of April 2020.  The target date has been amended <b>twice</b> previously. This was due to the project being on hold whilst the Public Sector Network security compliance was completed.

Introduce the option for paperless billing for council tax and business rates.	☹️ Project has been delayed due to GDPR and a software integration issue which has been resolved. This caused the target date to slip from June 2019 to September 2019. The target date has been amended <b>twice</b> previously.
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### 3.0 KEY PERFORMANCE INDICATORS (KPIs)

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

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

😊 (on target)	☹️ (below target but confident annual target will be achieved)	☹️ (below target and target unlikely to be achieved)
13	3	1

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

↑ (better performance than last year)	↓ (not as good as last year)	↔️ (on par with previous year performance)
10	5	4

### 3.3

KPI's where the direction of travel is down and/ or KPI is either a 😞 or 😊 are highlighted below:

KPI No.	KPI description	Reason for 😞 or 😊
12	Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant.	↓ Figure is down compared to the outturn of 2018/19, from 90.30% to 90.91%. This is a result of one major application missing the target timescale. However, the overall target of 85% was achieved.
13	Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the applicant.	↓ 😊 Due to the complexity of the issues needed to address some of the 'minor' applications, it has taken longer for 15 minor applications to be determined within the agreed timescale.
14	Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant.	😊 The Q1 figure, 87.23%, did not meet the 2019/20 target of 90% due to 18 applications being answered outside of the agreed timescale.
27	Average number of sick days per Full Time Equivalent (FTE)	↓ 😞 Both long term (>28 days) and short term sickness has increased during Q1 which has had an impact on the average number of days per full-time equivalent, totalling 3.7 days. It is unlikely the KPI will achieve its 2019/20 target of eight days.
29	Residual household waste collected per property in kgs.	😊 The increase to residual waste tonnage is up slightly from both kerbside collections and rejects from the MRF. Steps are to be taken to reduce this.
31	Percentage of Freedom of information (FOI) requests answered on time.	↓ Whilst the target of 80% has been achieved, the quarterly figure has dropped when compared to the outturn (92%) for 2018-19. This is due to the number of requests not meeting the 20 working day timescale.
32	Percentage of formal complaints answered on time.	↓ The Q1 figure compared to last year's outturn has slightly decreased as a result of high number of complaints received during this quarter not being answered within the 20 working day timescale. Total of seven complaints were answered late, during this quarter.

Areas where KPIs are performing particularly well include:

- KPI 7: 358 visitors entered the Growth Hub during this quarter which is on track to meet the 1000 target.
- KPI 12: 90.91% of 'major' planning applications were determined within time which is above the Council's target of 85% and considerably above the national target of 60%.
- KPI 21: with the Benefits Team putting in place new ways of working, it has improved the average number of days to process new benefit claims from 22 days (Q4 2018/19 figure) to 10 days.
- KPI 22: The number of days to process change in circumstances has also improved as a result of new ways of working from five days to three days.

#### 4.0 FINANCIAL SUMMARY - REVENUE POSITION

4.1 The financial budget summary for Q1 shows a £71,190 deficit against the profiled budget. Below is a summary of the expenditure position for the council split out between the main expenditure types:

Services expenditure	Budget	Budget Q1	Actual Q1	Variance
	£	£	£	£
Employees	9,822,531	2,314,616	2,246,650	67,966
Premises	640,349	298,046	302,496	(4,450)
Transport	157,779	35,535	29,696	5,839
Supplies & Services	1,985,608	388,247	422,243	(33,995)
Payments to Third Parties	5,539,444	1,619,759	1,672,122	(52,363)
Transfer Payments - Benefits Service	13,611,266	4,188,186	4,217,743	(29,557)
Income	(20,478,721)	(2,326,328)	(2,320,647)	(5,681)
	<b>11,278,256</b>	<b>6,518,060</b>	<b>6,570,303</b>	<b>(52,242)</b>
<b>Corporate Codes</b>				
Interest costs	255,678	63,920	17,574	46,346
Investment Properties	(2,753,605)	(874,018)	(803,121)	(70,897)
Corporate Savings Targets	(7,500)	0	0	0
RSG and other grant funding	(36,565)	(5,700)	(6,152)	452
New Homes Bonus	(3,273,399)	(818,350)	(818,350)	0
Business rates	(2,497,557)	0	(5,152)	5,152
	<b>2,965,308</b>	<b>4,883,912</b>	<b>4,955,102</b>	<b>(71,190)</b>

Note: With regards to savings and deficits, items in brackets and red are overspends

#### 4.2 Surplus on Service Expenditure

4.2.1 The budget position in relation to service expenditure shows an overall budget deficit of £52,242 as at the end of June 2019. Whilst an overall deficit position is reported, there are two areas that report a surplus. As can be seen from the table the majority of the savings, £67,966, are related to employee cost. These savings are being generated mainly through staff vacancies, across most services, with Community Services generating the most savings at £13,000. Services have managed vacancies during the period by utilising current staff to cover work in the short term and limiting, where possible, use of agency staff.

**4.2.2** Initial savings are also being delivered through the car pool pilot. This is encouraging given the Council is only three months into the pilot and a full review of the success of the pilot is due to take place after six months.

### **4.3 Deficit on Service Expenditure**

**4.3.1** Deficits reported on supplies and services, and to a large extent on payments to third parties, are in relation to expenditure incurred on delivering the European Elections. The Council receives grant income to cover the cost of the elections and therefore an income surplus within Democratic Services matches off this expenditure. The Borough Election expenditure is also contained within Democratic Services and this is matched off through one-off funding from reserves and New Homes Bonus. Overall, Democratic Services is in a cost neutral position.

**4.3.2** In terms of other areas contributing to the deficit reported for payments to third parties, Community Services are reporting a first quarter deficit of £12,817. Whilst savings have been accumulated on the disposal of recyclate collected, the Ubico contract sum is showing an increase in resources consumed of circa £24,000 at the first quarter. Additional resources have been deployed on the grounds maintenance rounds to ensure issues with grass cutting are minimised during the growing season and a contingency reserve exists to cover these costs should the contract be in deficit at year end.

**4.3.3** In addition, the allocation of depot-related costs has been reviewed following changes of use at Swindon Road depot, most pertinently Tewkesbury's increased usage following its delivery review in 2017 which saw the food waste collection service being delivered through separate vehicles. As a result, the cost apportionment to Tewkesbury has increased by £50,000 on an annual basis. Officers have reviewed the cost apportionment basis and agreed it reflects current use of the site. The apportionment basis will now be reviewed annually in the autumn so that any variations can be incorporated within the budget.

**4.3.4** The overspend on transfer payments relates to Housing Benefit claimant payments and recovery of expenditure from the Government. The Q1 monitoring reported that the Housing Benefits team has identified two significant overpayments as a result of claimant error, which go back over several years, one of which is for over £20k and included a fraud investigation. The Council only receives government subsidy of 40% where claimant error is identified and, as a result, we are predicting a loss on the budgeted provision of £29,000; however, the Council is entitled to 100% of the debt if it can be reclaimed from the claimant, therefore, in the long run the deficit on the Housing Benefit claim could be eradicated.

**4.3.5** Income is showing a small deficit at the end of Q1, although this is the net position for all services. Per the analysis above Democratic Services has received an additional £86,000 of grant to cover the cost of the European elections. Also in Community services the Garden Waste service is £12,000 up on the annual target of income of £842,000; however this is being offset by a current deficit on planning income of £80,000. The Development Management team has predicted that they will recover this current deficit and achieve the budgeted level of income by the end of the financial year

**4.4** Attached at Appendix 2 is a summary of the position for each Head of Service, which shows the current variance against their budget. Where the main types of expenditure headings within the Head of Service's responsibility have a variance over £10,000, a short explanation for the reason for the variance has been provided.

**4.5** The corporate codes include the other sources of financing which are needed to balance the budget. There is a significant budget deficit being shown on investment properties, which is due to not being able to secure another commercial opportunity as expected at the end of the current year. Paragraphs 5.2 and 5.3 provide more information on this. This has meant that the income expected to be received in rent has not been achieved; however, this loss has been mitigated to an extent as treasury management costs have been reduced through reduced borrowing and no minimum revenue provision being made. The net result is a £25,000 deficit.

## **5.0 CAPITAL BUDGET POSITION**

**5.1** Appendix 3 shows the capital budget position as at Q1. This is currently showing a deficit against the profiled budget of £6.14m.

**5.2** This deficit is as a result of the Council being unable to secure a commercial investment acquisition in the first few months of the financial year. Although the Council has reviewed several potential acquisitions in the last few months, it has not proceeded to bid on these. Only in the last month of the quarter has a property passed the due diligence tests and the Council entered into negotiations for its purchase. At the time of writing, this acquisition is still being progressed.

**5.3** The market for investment properties, specifically in the industrial or alternative sector which the Council requires for a balanced portfolio, has become increasingly competitive with less high quality investments coming to the market. The Council continues to work with its advisors to source and secure new property and hopes to conclude a suitable investment within the calendar year.

**5.4** Other capital schemes are progressing in line with budgets.

## **6.0 RESERVES POSITION**

**6.1** Appendix 4 provides a summary of the current usage of available reserves.

**6.2** Reserves have been set aside from previous years to fund known future costs and the strategic planning of the authority's operation. The information in the appendix does not take account of reserves which have been committed, but not yet paid.

**6.3** Whilst the Q1 position shows that there remains a significant balance on the reserves, the expectation is that the balances will be spent in the future. Finance has asked for updates from all departments about their plans to ensure that earmarked reserves are either used for their intended purpose, or released back to the general fund.

## **7.0 OTHER OPTIONS CONSIDERED**

**7.1** None

## **8.0 CONSULTATION**

**8.1** None

## **9.0 RELEVANT COUNCIL POLICIES/STRATEGIES**

**9.1** Council Plan 2016-20.

## **10.0 RELEVANT GOVERNMENT POLICIES**

**10.1** None directly.

- 11.0 RESOURCE IMPLICATIONS (Human/Property)**
- 11.1 None directly.
- 12.0 SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)**
- 12.1 Linked to individual Council Plan actions.
- 13.0 IMPACT UPON (Value For Money/Equalities/E-Government/Human Rights/Health And Safety)**
- 13.1 Linked to individual Council Plan actions.
- 14.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS**
- 14.1 Council Plan 2012-16 approved by Council 25 April 2018.

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**Background Papers:** None

**Contact Officer:** Head of Corporate Services (Appendix 1)  
01684 272002      Graeme.simpson@tewkesbury.gov.uk

Head of Finance and Asset Management (Appendix 2-4)  
01684 272005      simon.dix@tewkesbury.gov.uk

**Appendices:** Appendix 1 – Council Plan Performance Tracker Qtr 1 2019/20  
Appendix 2 - Revenue Budget  
Appendix 3 - Capital Budget  
Appendix 4 - Reserves

## Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2019-20 Progress Report

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

### PRIORITY: FINANCE AND RESOURCES

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Objective 1. Seek to be financially independent of the government's core grants.</b>				
a) Deliver the council's transformation programme to deliver a balanced budget.	Target date: March 2020	Corporate Leadership Team (CLT) Lead Member for Commercial Transformation	☺	<p>Current projects in the Transform programme include:</p> <ul style="list-style-type: none"> <li>• Garden waste phase 2</li> <li>• Bulky waste service review</li> <li>• Pool car pilot</li> <li>• Installation of electric charging points</li> <li>• Paperless billing for council tax and business rates</li> <li>• Implementation of the council's commercial strategy</li> <li>• Spring Gardens regeneration project.</li> </ul> <p>These projects have their individual milestones and target dates, and are progressing.</p>

**PRIORITY: FINANCE AND RESOURCES**

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Objective 1. Seek to be financially independent of the government's core grants.</b>				
45 b) Maximise retention around business rates.	Target date: 31 March 2020	Head of Finance & Asset Management  Lead Member for Finance and Asset Management		Outturn figures for 2018/19 highlight an overall retention of business rates totalling £1.18m for the year. This is an exceptional year boosted by the fact that the council were in a 100% retention pilot for the year. Whilst we are not in a pilot this year following our unsuccessful bid, we are in the county wide pool which will allow us to retain higher amounts than if we acted as an individual authority. We are currently awaiting Q1 pool performance but the base position at Tewkesbury shows that we are on target to deliver our budgeted position for growth retention. We still await confirmation from the Government about the transition to a 75% retention scheme, originally planned for April 2020.
c) Work to reduce the council's deficits, outlined in the Medium Term Financial Strategy (MTFS).	Target date: 18 Feb 2020	Head of Finance and Asset Management  Lead Member for Finance and Asset Management		New MTFS due to be produced in early Winter. There is currently uncertainty on how local government will be funded beyond March 2020. Without this information it is difficult to project the deficits the council will face in the medium term.  The deficit highlighted in the previous MTFS for the current year has been met through additional income, internal service restructure savings and an increase in the council tax.
<b>Objective 2. Maintain a low council tax.</b>				
a) Produce a Medium Term Financial Strategy which ensures that council tax remains in the lowest quartile nationally.	Target date: 31 January 2020	Head of Finance & Asset Management  Lead Member for Finance and Asset Management		Current MTFS suggests the potential for £5 annual council tax increases over the medium term. This would mean that Tewkesbury's council tax, which at £119.36 is currently the fifth lowest in the country, would remain within the lowest quartile even without allowing for likely increases in the threshold.  A new MTFS will be produced in early Winter for Council approval.

**PRIORITY: FINANCE AND RESOURCES**

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Objective 3. Investigate and take appropriate commercial opportunities.</b>				
a) Deliver the aims and objectives of the commercial property investment strategy.	Target date: 31 March 2020	Head of Finance & Asset Management  Lead Member for Finance and Asset Management	☺	The council now has a commercial property portfolio of £39.5m producing an annual gross income of £2.4m. A further £6.7m is available within the capital programme to support the portfolio and officers continue to look for suitable opportunities to acquire high quality assets.
46 b) Undertake a review of the discretionary trade waste service to ensure it is operating on a viable commercial level.	Target date: <del>April 2017</del> <del>July 2017</del> <del>August 2017</del> <del>April 2018</del> <del>April 2019</del> December 2019 (date reported to O&S 12 February 2018)	Head of Community Services  Lead Member for Clean and Green Environment	☺	As an interim measure, a marketing campaign is currently underway to increase the customer base. As reported to O&S committee in February 2019, a wider strategic review of the service is also currently being undertaken. As agreed with the O&S committee, a report will be brought back in January 2020 with the outcomes of the review.
c) Increase commercial activity in all services in line with our commercial strategy.	Target date:  March 2020	Heads of service  Deputy Chief Executive / Lead member for Finance and Asset Management.	☺	To increase awareness of what commercialisation means to the council, a range of workshops has been held for senior management and members. A communications plan is also currently being developed to embed a commercial culture across the council. There are a number of projects currently in progress with a commercial element to them, e.g. garden waste, bulky waste, trade waste, reviewing the tourism and information centre and paperless billing.

**PRIORITY: FINANCE AND RESOURCES**

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Objective 4. Use our assets to provide maximum financial return.</b>				
a) Explore options for the regeneration of Spring Gardens.	Target date: <del>June 2019</del> July 2019-March 2020 (new date to reflect new milestone). (revised date reported to O&S 12 March 2019)	Head of Finance and Asset Management  Lead Member for Finance and Asset Management	☺	Council have received and approved a report on the progress made to date and the recommendation to short list four options. This phase of the project is now complete.  The project will now be taken forward through the next phase of due diligence which will result in a further report to Council recommending one preferred option. This is likely to be in the final quarter of the financial year and the tracker will be updated to reflect this next phase at the next opportunity.
49 Disposal of the Ministry of Agriculture, Food and Fisheries (MAFF) site.	Target date: 31 March 2020	Head of Finance & Asset Management  Lead Member for Finance and Asset Management	☹	Disposal on hold pending the outcome of both the Spring Gardens regeneration and the parking strategy review to understand any potential requirements arising from the projects. This site potentially offers flexibility to the council to meet any emerging requirements. Should there be no requirements, the council will proceed with a disposal.
c) Investigate the potential use of remaining vacant areas in the Public Services Centre (PSC).	Target date: December 2019	Head of Finance & Asset Management  Lead Member for Finance and Asset Management	☺	Works nearing completion to refurbish vacant ground floor space at the rear of the west wing. Upon completion, the county council will occupy the larger area and have signed new long term leases for all areas of occupation.  The Public Services Centre will effectively be operating at full capacity at this time with a small area retained to flexibly meet the council's ongoing needs.

**PRIORITY: PROMOTING AND SUPPORTING ECONOMIC GROWTH**

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Objective 1. Deliver our strategic plans.</b>				
a) Deliver year three of our Economic Development and Tourism Strategy.	Target date: June 2020	Head of Development Services Lead Member for Economic Development/ Promotion	☺	Year three of the strategy commenced in June 2019.  Work achieved includes: <ul style="list-style-type: none"> <li>• Heritage Action Zone expression of interests submitted for both Tewkesbury and Winchcombe. Results expected in the autumn.</li> <li>• Garden Town Business Event</li> <li>• Support and promotion for the Tewkesbury Food and Drink Festival and inaugural 2021 Beer Festival</li> <li>• Delivery of inward investment programme with Local Enterprise Partnership (LEP).</li> </ul>
b) Deliver growth hub services in the Public Services Centre.	Target date: April 2020	Head of Development Services Lead Member for Economic Development/ Promotion	☺	Ongoing successful delivery of hub services – following launch in November 2018: <ul style="list-style-type: none"> <li>• Growth Hub Tenant, Janina Neumann Design, announced as top ‘30 under 30’ young entrepreneurs</li> <li>• Successful launch and delivery of Planning Surgery for businesses in the Hub.</li> <li>• In partnership with Job Centre Plus – delivery of 6-week course supporting people back to work and self-employment.</li> <li>• Achieved annual target of 1000 visitors - well advance of year one end.</li> <li>• Delivery of eight business workshops and 1-2-1 events in this quarter – including social media marketing, sales techniques and health and wellbeing for the workforce.</li> <li>•</li> </ul>
c) Work with the Local Enterprise Partnership (LEP) and other partners to contribute to the Local Industrial	Target date: December 2019	Head of Development Services Lead Member for Economic Development/	☺	Officers are engaged with the LEP to help deliver the strategic action required through the Local Industrial Strategy (LIS) in the Economic Development and Tourism Strategy. This work is also tying into the review of the Joint Core Strategy. The LIS is expected to be finalised in December 2019. Various meetings with Management Team are occurring and the task is to ensure that the LIS reflects the aspirations of the council and can be complementary to the Economic Development and Tourism Strategy. The

Strategy (LIS).		Promotion		council is currently promoting youth survey as part of the LIS.
<b>PRIORITY: PROMOTING AND SUPPORTING ECONOMIC GROWTH</b>				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Objective 2. Deliver employment land.</b>				
49	a) Deliver employment land through the Joint Core Strategy (JCS) and Tewkesbury Borough Plan (TBP).	JCS target date: Autumn 2019 (Draft JCS Consultation)	Head of Development Services  Lead Member for the Built Environment	<p>Following adoption of the JCS, which includes 112ha of employment land, planning and economic development officers are working to promote employment land in the borough. The take up of employment land will be monitored in the Authority Monitoring Report (AMR) which government planning guidance requires the council to publish.</p> <p>The JCS review is underway which will consider future employment land needs. The initial Issues and Options consultation was completed on 11 January 2018. Responses to the consultation are now being considered in order to progress the review to Draft Plan stage. This will include further evidence gathering on employment needs. Two new officers have been appointed to ensure that the plan can be prepared in the most expedient manner to achieve the strategic direction in the strategic plan.</p>
		Borough plan target date: <del>Spring/ Summer 2019</del>  December 2019 (reported to O&S 4 Sept)		<p>The Tewkesbury Borough Plan has identified further employment sites which will be informed by the Employment Land Review. As part of the development of the Borough Plan, potential employment sites have been assessed to see if they would make sustainable allocations for inclusion in the plan. This has been supported by a number of evidence base documents to support evidence of deliverability. The Pre-Submission version of the plan was approved at Council on 30 July 2019. The Pre-Submission plan seeks to allocate sites totalling around 45ha of employment as well as providing significant further potential at Gloucestershire Airport.</p>

**PRIORITY: PROMOTING AND SUPPORTING ECONOMIC GROWTH**

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Objective 3. Maximise the growth potential of the M5 junctions.</b>				
a) Produce a detailed strategy for the delivery of growth at Junction 9.	Target date: Project Delivery Plan- September 2019  Masterplan produced: June 2021	Head of Development Services  Lead Member for Economic Development/ Promotion	☺	The Ashchurch area has now been awarded Garden Town status. Officers are working with Homes England to produce a Project Delivery Plan which will set out the key components to deliver the Garden Town. A team of officers is being created to deliver the Garden Town with the first appointment of the Programme Director secured in August 2019.
50 b) Work with partners to secure transport infrastructure improvements around the borough, including the all-ways Junction 10, Junction 9 and A46 improvements.	Target date: 2021 (approved business case)	Head of Development Services  Lead Member for Economic Development/ Promotion	☺	<p><u>All-ways Junction 10</u> Led by Gloucestershire County Council with district council support, the business case for all – ways J10 was been submitted in March. Subject to Government’s review, it is expected that the outcome will be made available in the Autumn. This consists of an all-ways motorway junction and associated link roads to the development sites, notably the Cyber Park and based upon the funding criteria is to be delivered by 2023. The council, working with partners Cheltenham Borough Council and Gloucestershire County Council, is responding to questions from Government on the submission to ensure that the case is made to achieve the funding.</p> <p><u>J9 and A46</u> Tewkesbury Borough Council continues to be actively engaged in both the A46 Partnership and Midlands Connect to promote the development opportunities at Ashchurch and hence the need for an off-line solution. The council hopes to host an A46 session for MPs in the Autumn, possibly in London in conjunction with Midlands Connect, which will allow the showcasing of the J9 A46 area and the areas importance to be highlighted. The J9/A46 area has been submitted by GCC with support from Tewkesbury Borough Council as an early Expression of Interest (EOI) to the Western Gateway Sub National transport Body for improvements to J9/A46 and this is seen as a priority for the transport body.</p>

**PRIORITY: PROMOTING AND SUPPORTING ECONOMIC GROWTH**

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Objective 4. Deliver regeneration for Tewkesbury town.</b>				
a) Prepare and adopt a supplementary planning document for the regeneration of Tewkesbury Town.	Target date: <del>April 2018</del> <del>September 2018</del> <del>October 2018</del> <del>November 2018</del> April 2019 (revised date reported to O&S 12 March 2019)	Head of Development Services  Lead Member for Built Environment	✓	The Supplementary Planning Document (SPD) was approved for adoption at a meeting of the Council on 16 April 2019.
51 b) Develop a programme with partners to progress Healings Mill and other key development opportunity sites to support the regeneration of Tewkesbury.	Target date: <del>September 2017</del> <del>January 2018</del> <del>March 2018</del> <del>September 2018</del> <del>March 2019</del> (reported to O&S 4 Sept) <del>September 2019</del> (reported to O&S 18 June 2019) March 2020 (reported to O&S on 10 Sept 2019)	Head of Development Services  Lead Member for Economic Development/  Promotion	☹	<p>Discussions are being held with the developer and agencies to explore what options may exist to try and bring forward an acceptable development proposal.</p> <p>However, this site remains very difficult due to a number of constraints, for example flooding and heritage issues, which are incorporated in the discussions.</p> <p>The site is referenced as an opportunity site in the recently adopted Tewkesbury Town Supplementary Planning Document and was referenced in the recently submitted High Streets Bid. The site is also identified as a site in the Tewkesbury Borough Plan.</p> <p>The site has recently been designated as a grade II listed building which brings with it further challenges. Officers have met with the owners to discuss the opportunities and constraints with this designation in place.</p> <p>Officers have also submitted a bid for high street heritage funds which focuses on the Mill as a catalyst.</p> <p>A six monthly update report will be presented to this meeting.</p>

**PRIORITY: PROMOTING AND SUPPORTING ECONOMIC GROWTH**

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Objective 5. Promote the borough as a visitor attraction.</b>				
<p>a) Explore with partners- including the Battlefield Society- the potential to increase the heritage offer at the Battlefield site.</p>	<p>Target date: Complete feasibility - <del>December 2017.</del> <del>April 2018</del> <del>September 2018</del> <del>December 2018</del> <del>March 2019</del> (reported at O&amp;S committee 12 March 2019) New revised date: March 2021 (as reported to O&amp;S on 10 September).</p>	<p>Head of Development Services Lead Member for Economic Development/ Promotion</p>	<p>☹</p>	<p>Productive meetings have recently been held with representatives from the Battlefield Society and other partners. A project plan has been produced outlining the key milestones and potential council involvement. The plans have also been shared with the 2021 Group with the aim that this celebration will also act as a catalyst for the Battlefield. In 2021 Tewkesbury will be celebrating 550 years since the Battle of Tewkesbury, as well as 900 years since the consecration of Tewkesbury Abbey. This year will mark a number of celebrations and events. The anticipation is that the development of the heritage offer and concept for the Battlefield will be part of the 2021 celebrations.</p>
<p>b) Review the tourism resources to maximise the tourist provisions in the borough.</p>	<p>Target date: <del>April 2019</del> <del>June 2019</del> New revised date: October 2019 (revised date reported to O&amp;S committee 18 June 2019)</p>	<p>Head of Development Services Lead Member for Economic Development/ Promotion</p>	<p>☺</p>	<p>Partnering options with regard to the Old Hat Shop are currently underway with one particular organisation interested and discussing with their board. A members' update will be provided as soon as an option has been progressed. Plans for future tourism provision will shortly be firmed up and shared with members. Discussions are ongoing with Winchcombe Town Trust regarding the Tourist Information Centre provision as a result of their successful LEADER European bid, which is to develop a new heritage centre. A planning application has been submitted for this. In addition the Heritage Centre is at the heart of a Heritage Action Zone expression of interest which was submitted in July. This was a joint venture between Winchcombe Town Council and Tewkesbury Town Council.</p>

## Key performance indicators for priority: Economic development

KPI no.	KPI description	Outturn 2018-19	Target 2019-20	Outturn Q1 2019-20	Outturn Q2 2019-20	Outturn Q3 2019-20	Outturn Q4 2019-20	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
1	Employment rate 16-64 year olds.	84.7%		81.8%						81.8% relates to 45,900 people within the borough. This is above the national rate of 75.4% (Source ONS April 2018 – March 2019 current figures)	Leader Member Economic Development/ Head of Development Services
2	Claimant unemployment rate.	1.5%		1.5%						1.5% relates to 850 people within the borough. This rate is below the county rate of 1.8% and national rate 2.7% (Source: ONS)	Leader Member Economic Development/ Head of Development Services
3	Number of business births.	415 (2017 figure)									Leader Member Economic Development/ Head of Development Services
4	Number of business deaths	405 (2017 figure)									
5	Number of visitors to Tewkesbury Tourist Information Centre (TIC)	27,697	28,000	7,578				↑	😊	Easter was slightly later in April this year which has an effect on the numbers at the beginning of the month. May had also seen a drop in visitors, reasons for this is unknown. June experienced bad weather which always has an effect on the visitor numbers. It has been reported across	Leader Member Economic Development/ Head of Development Services
6	Number of visitors to Winchcombe Tourist	9,456	7,500	3,648				↑	😊		Leader Member Economic Development/ Head of

	Information Centre (TIC)									all of the Gloucestershire TICS there has been a drop in numbers for the first quarter. This years target has been reduced	Development Services
7	Number of visitors entering the Growth Hub	751 (Q3 & Q4)	1000	358				↑	😊	Footfall is high due to ongoing success of the growth hub and the service provided to businesses. Several events took place in Q1 such as Social media event for businesses and a Sales cycle – ‘how to sell more’.	Leader Member Economic Development/ Head of Development Services

**PRIORITY: GROWING AND SUPPORTING COMMUNITIES**

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
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**Objective 1. Increase the supply of suitable housing across the borough to support growth and meet the needs of our communities.**

a) Work with partners to undertake the required reviews to the JCS.	Target date: Autumn 2019 (Draft JCS Consultation)	Head of Development Services  Lead Member for the Built Environment	😊	<p>All three councils adopted the JCS in December 2017.</p> <p>The JCS Review and the initial Issues and Options consultation was completed on 11 January 2018. Responses to the consultation are now being considered in order to progress the review to Draft Plan stage.</p> <p>The review will consider future growth requirements in the area, including addressing the shortfalls identified in the adopted JCS.</p> <p>The Draft JCS is expected to be published in Autumn 2019.</p> <p>Key pieces of evidence for the review are being commissioned, including the exploration of development potential in the area.</p> <p>Two dedicated JCS staff have also now been appointed to progress the plan towards a Draft for consultation.</p>
b) Prepare and adopt the Tewkesbury Borough Plan.	Target date: <del>Winter 2018</del> <del>Spring/Summer 2019</del>	Head of Development Services	😊	The Pre-Submission Borough Plan was approved for consultation in July 2019 and to submit the plan for its independent examination.

	Autumn 2019 December 2019 (revised date reported to O&S 10 September 2019)	Lead Member for the Built Environment		
55	c) Support communities in the preparation of the Neighbourhood Development Plans (NDP), where they are brought forward.	Target date: March 2020	Head of Development Services Lead Member for the Built Environment	<p>😊</p> <p>A total of 15 neighbourhood areas have now been designated across 20 parishes. A further application has been received from Deerhurst PC.</p> <p>We have six 'made' NDPs:</p> <ul style="list-style-type: none"> <li>• Winchcombe &amp; Sudeley</li> <li>• Highnam</li> <li>• Gotherington</li> <li>• Twyning</li> <li>• Alderton</li> <li>• Down Hatherley, Norton and Twigworth</li> </ul> <p>The Churchdown and Innsworth NDP has been submitted to the borough council to undertake consultation in June to August 2019. Following this, the plan will be submitted for an independent examination.</p> <p>The Ashchurch Rural NDP is being progressed and the group is working towards submitting the plan to Tewkesbury Borough Council to undertake its consultation prior.</p> <p>Highnam has already got a 'made' NDP but has now started the process of reviewing the plan.</p>
	d) Ensure land is allocated for housing as part of the Junction 9 masterplan.	Target date: December 2019	Head of Development Services Lead Member for the Built Environment	<p>😊</p> <p>Following designation of the Garden Towns Programme for Tewkesbury at Ashchurch, a number of meetings have been held with Homes England to ascertain the best way to deliver the project and secure planning status. Similarly, work is ongoing to ensure appropriate capacity is in place to deliver the necessary governance to deliver a project of this magnitude.</p>
	e) With partners, explore options for the provision of modular and innovative housing	Target date: <del>December 2018</del> December 2019 (Revised date)	Head of Development Services Lead Member for the	<p>😊</p> <p>There are ongoing meetings with our registered providers exploring options of modular development on a number of sites in the borough. Options are being drawn up but this is in the hands of developers rather than Tewkesbury Borough Council. Officers are looking at the options of using S.106 funds to support the development of affordable modular housing. A</p>

to meet housing needs.	reported to O&S 12 March 2019)	Built Environment		number of planning applications have been approved which allow for the delivery of modular housing. Officers are working across housing associations to deliver opportunities in a multi-disciplinary manner. The Garden Town at Tewkesbury offers the opportunity to deliver modular homes and seeks methods of delivering modular homes at pace.
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**PRIORITY: GROWING AND SUPPORTING COMMUNITIES**

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
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**Objective 2. Ensure a supply of land to accommodate a five year requirement.**

56	a) Ensure adequate land is allocated within the JCS and Tewkesbury Borough Plan to meet housing need.	Target date: Autumn 2019 (Draft JCS Consultation)	Head of Development Services  Lead Member for the Built Environment	☺	The JCS Review and the initial Issues and Options consultation was completed on 11 January 2018. Responses to the consultation are now being considered in order to progress the review to Draft Plan stage.  The review will consider future growth requirements in the area, including addressing the shortfalls identified in the adopted JCS as well as planning for the long term. A key piece of ongoing work is an assessment of the potential options for growth in the area.  The Draft JCS is expected to be published in Autumn 2019.
		Target date: <del>Spring/summer 2019 (TBP)</del> December 2019			☺

b) Work with developers and stakeholders to deliver sustainable sites to meet housing needs.	Target date: March 2020	Head of Development Services Lead Member for the Built Environment	☺	The JCS was adopted on 11 December 2017. The JCS sets out the overall housing requirement for the borough and sets the spatial strategy for meeting development needs. In undertaking strategic duties with the planning authority, officers are working to deliver housing needs. The JCS Review will further consider development needs and the identification of additional sites to meet growth requirements going forward. This will involve further work with developers and stakeholders to progress sustainable site options.
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**PRIORITY: GROWING AND SUPPORTING COMMUNITIES**

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
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**Objective 3. Deliver the homes and necessary infrastructure to create new sustainable communities in key locations.**

57 a) Monitor annually the delivery of homes within the borough.	Target date: August 2019	Head of Development Services Lead Member for the Built Environment	✓	The 2018/19 housing monitoring has been completed. The data is being analysed and put together into the report which will be available in August. This report provides information on how many homes have been delivered within the previous year.
b) Work with partners, infrastructure providers and developers to progress the delivery of key sites.	Target date: March 2020	Head of Development Services Lead Member for the Built Environment	☺	<p><u>Innsworth</u> – Reserved matters applications are being submitted, with phase one approved.</p> <p><u>Twigworth</u> – Conditions applications being resolved following outline permission for 725 dwellings. Further outline permission granted for 74 dwellings on separate parcel.</p> <p>Reserved matters application received and approved for the infrastructure on this site – vehicular access off the A38.</p> <p><u>South Churchdown</u> - first phase of 425 homes has outline planning permission. Further applications are anticipated and the reserved matters for the initial 425 has been submitted.</p> <p><u>Brockworth</u>- two reserved matters applications on first phases of the development (for circa 450 dwellings) received and awaiting decision.</p> <p><u>North West Cheltenham</u> - officers continuing to work with the developers on transport issues, expecting a planning application late 2019.</p> <p><u>West Cheltenham</u> - related to above, officers are working on transport</p>

				<p>matters as well as other master planning/development issues and a masterplan contract has been let.</p> <p><u>Ashchurch</u> - the concept masterplan has been issued as part of the JCS Issues and Options process, and work is now continuing to complete a detailed phase one masterplan. The council has also successfully won the bid for Garden Town status for the Tewkesbury Ashchurch area and are actively working with Homes England to bring this forward through a Project Delivery Plan.</p>
c) Produce a business case for improvements to the A40 at Longford, including improvements to Longford roundabout.	<p>Target date: <del>April 2019</del></p> <p>July 2019</p> <p>(Revised date reported to- O&amp;S 12 March 2019)</p>	<p>Head of Development Services</p> <p>Lead Member for the Built Environment</p>	✓	<p>A number of public council events have been held in the relation to the development of the business case, which is scheduled for submission for LEP. LEP board approval was obtained in July.</p>

**PRIORITY: GROWING AND SUPPORTING COMMUNITIES**

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
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**Objective 3. Deliver the homes and necessary infrastructure to create new sustainable communities in key locations.**

d) Deliver short- term access improvements to the infrastructure around the Ashchurch Housing Zone.	<p>Target date: <del>March 2019</del></p> <p>March 2022</p> <p>(Revised date reported to- O&amp;S 12 March 2019)</p>	<p>Head of Development Services</p> <p>Lead Member for the Built Environment</p>	☺	<p>The new railway bridge at Ashchurch is nearing the stage of funding agreement with Homes England. This is expected to be finalised by the end of August 2019 and work is now being undertaken to review the delivery mechanism. Due to the time taken to progress contracts (Homes England) the overall programme delivery was extended to March 2022. This action is heavily reliant on other parties.</p> <p>Legal conditions are now being agreed with Homes England for the funding agreement and regular discussions are taking place with Homes England. Gloucestershire County Council, through Atkins, is supporting with feasibility work.</p>
e) Integrate Community Infrastructure Levy (CIL) into	<p>Target date: Dec 2019</p>	<p>Head of Development Services</p>	☺	<p>Community Infrastructure Levy (CIL) was approved in October 2018 and brought into effect in January 2019. Since January 2019, all three JCS authorities have been levying CIL on all liable schemes. A software system has been purchased to enable this and this is being rolled out across all</p>

community planning processes.		Lead Member for the Built Environment		three authorities. The Governance arrangements for the spending of CIL is due to be considered by all three authorities in the Autumn/Winter of 2019.
<b>Objective 4. Deliver affordable homes to meet local need.</b>				
59 a) Continue to improve the proactive Homelessness Prevention programme.	Target date: December 2019	Head of Community Services Lead Member for Housing	☺	Changes to the service offering have already been made around how the rota is structured, providing more and shorter appointments, time for workshop type meetings and quiet time for officer case work.  Planned initiatives include: - Review of internal letters, procedures and standards to ensure all applicants receive a consistent service level.  - Carrying out home visits to improve validate applicants' circumstances.  - Improving Personalised Housing Plans to carry more focussed, practical and measurable actions for both the service and applicants to carry out to solve their housing problem.  - Widening the service to hold surgeries in venues local to where applicant demand is highest, based on heatmaps of previous applicant origins.  - Visiting programme to other local authorities to witness and bring back good practice.
b) Achieve the council's affordable homes target by working with local housing providers.	Target date: March 2020	Head of Community Services Lead Member for Housing	☺	Q1 had 73 Affordable Housing properties delivered. They came through in Bishops Cleeve, Brockworth, Churchdown, Longford, Shurdington & Wheatpieces. 17 social rent, 40 affordable rent and 14 shared ownership (2 waiting for data). The councils 2019/20 affordable homes target is 220.
c) Work in partnership to deliver the council's housing and homeless	Target date: March 2020	Head of Community Services Lead Member for	☺	The Private Rented Sector Access Fund is now being coordinated by Forest of Dean Council. Meetings recommenced in July and local landlord events are now being planned in each local authority for September.  Stroud District Council is compiling a bid to the Move on Fund to increase

strategy.		Housing		<p>the supply of suitable move on accommodation, helping people to recover by meeting the needs of those leaving rough sleeping, homelessness, and domestic violence. The fund aims to free up hostel and refuge spaces and provide accommodation that people can move straight into from the streets to avoid having to stay in a hostel or refuge all together. Various discussions are taking place at a county wide level to complete the bid. The bidding window is open until September 2020.</p> <p>A Local Housing Needs Assessment has been commissioned working with the other Gloucestershire local authorities. This will identify property and tenure types required to be delivered in Tewkesbury Borough and will be used for five years.</p> <p>We have continued to work in partnership to commission schemes such as homeless outreach work, target hardening and out of hour's service.</p> <p>An update to the Homeseecker Plus (housing register) policy is close to being agreed. It will be release for consultation by stakeholders and public.</p>
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**PRIORITY: GROWING AND SUPPORTING COMMUNITIES**

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

d) Develop a programme to work with landlords to ensure residents have a supply of rented properties to meet their needs.	<p>Target date: <del>March 2019</del> June 2019</p> <p>Revised target date: September 2019</p> <p>(reported to O&amp;S 10 September 2019)</p>	<p>Head of Community Services</p> <p>Lead Member for Housing</p>	<p>☹</p>	<p>We have recruited an additional post within Housing Services to assist with the additional workload associated with the new legal duties. Part of this post is to develop a private rented scheme for those in housing need. The local offer for private rented sector landlords has been drafted and was presented to Executive Committee in June 2019 for approval and the Ministry of Housing, Communities and Local Government (MHCLG) grant funded initiative is currently being finalised.</p> <p>Due to the requirement to transfer responsibility for delivery of this scheme implementation has been delayed. Work has now recommenced and landlord events are now being planned for each district area in September. Marketing will focus on Facebook and reporting structures in currently being finalised.</p> <p>Relevant staff locally are now returning to post from the end of July to pick</p>
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				up implementation of this scheme within this district.
e) Carry out housing needs assessments in parish areas with a view to delivering affordable housing in rural areas.	Target date: March 2020	Head of Community Services Lead Member for Housing	😊	Working in partnership with Gloucestershire Rural Communities Council, a programme of Housing Needs Surveys has begun to identify rural housing needs.  A rolling programme will aim to ensure that every rural parish has an up to date (within five years) survey completed.  We will always attempt to do this with engagement through the parish council/ meeting however the survey activity will not be contingent on this.

### Key performance indicators for priority: Growing and supporting communities

KPI no.	KPI description	Outturn 2018-19	Target 2019-20	Outturn Q1 2019-20	Outturn Q2 2019-20	Outturn Q3 2019-20	Outturn Q4 2019-20	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
6 <sup>8</sup>	Total number of homeless applications presented	620		173						This is 173 total including 84 triage cases, as an indication of total service demand.	Lead member for Housing Head of Community Services
9	Total number of homeless applications accepted	334		19						Following the changes in legislation a statutory homeless duty is accepted to all applicants likely to be homeless within 56 days.  There are three distinct duties (Q4 figure in brackets): <ul style="list-style-type: none"> <li>Prevention duty which lasts 56 days: 45</li> <li>Relief duty for homeless households which lasts 56 days: 35</li> <li>Full statutory homeless duty, this is similar to the old duty: 19</li> </ul>	Lead member for Housing Head of Community Services

**Key performance indicators for priority: Growing and supporting communities**

KPI no.	KPI description	Outturn 2018-2019	Target 2019-20	Outturn Q1 2019-20	Outturn Q2 2019-20	Outturn Q3 2019-20	Outturn Q4 2019-20	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
10	Total number of active applications on the housing register	2214 1143 – 1 bed 664 – 2 bed 284 – 3 bed 93 – 4 bed 26 - 5 bed 3 – 6 bed		1973 One bed – 978 Two bed – 610 Three bed – 263 Four bed – 96 Five bed – 21 Six bed - 5						The breakdown of bands is: Emergency – 38 Gold – 82 Silver – 586 Bronze - 1242	Lead member for Housing Head of Community Services
11	Total number of homeless prevention, relief and legacy prevention cases	189		89						This is 173 total cases minus 84 triage	Lead member for Housing Head of Community Services

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## Key performance indicators for priority: Growing and supporting communities

KPI no.	KPI description	Outturn 2018-2019	Target 2019-20	Outturn Q1 2019-20	Outturn Q2 2019-20	Outturn Q3 2019-20	Outturn Q4 2019-20	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
12	Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant.	93.3%	85%	90.91%				↓	☺	<p>During Q1 11 major decisions were issued, 10 decisions were issued within the target timescales.</p> <p>90.91% of decisions were within the target timescales, this demonstrates excellent performance, exceeding the local target of 85%. Performance is also considerably above the national target of 60%.</p>	Lead Member Built Environment/ Head of Development Services
13	Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the applicant.	86.05%	80%	72.73%				↓	☹	<p>72.73% (40 of the 55 decisions issued) were within agreed timescales. This is a reflection in part of the complexity of the issues to be addressed for some minor applications (includes 1-9 dwellings and commercial developments up to 999sqm).</p> <p>Please note 80% target is a local target, the national target is 70%.</p>	Lead Member Built Environment/ Head of Development Services
14	Percentage of 'other' applications determined within 8 weeks or alternative period agreed	86.17%	90%	87.23%				↑	☹	<p>87.23% of other applications were within agreed timescales (123 out of 141 decisions issued).</p> <p>This was slightly below the target of 90% but is demonstrates an</p>	Lead Member Built Environment/ Head of Development Services

with the applicant.										improvement in the outturn of 86.17% for 2018-19. Please note 90% target is a local target the national target is 70%.
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**PRIORITY: CUSTOMER FOCUSED SERVICES**

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

64	a) Implement the One Legal business review and associated case management system replacement.	Target date: <del>March 2019</del> June 2019 New revised date: April 2020 (reported to O&S 18 June 2019)	Head of Law Lead member for the Corporate Governance	☺	Pre- contract integration and testing of the proposed new case management system has commenced to demonstrate that the system meets One Legal's requirements. A formal proposal is due to be submitted to One Legal by September 2019 to enable implementation to commence.
	b) To continue to proactively enforce against enviro-crimes including fly-tipping and dog fouling in accordance with the action plan.	Target date: March 2020	Head of Community Services Lead Member for the Clean and Green Environment	☺	An annual enviro-crime report was produced and presented to Overview and Scrutiny committee in June 2019. This report contained an updated action plan.  Officers have begun proactive patrols of dog fouling hotspots, and have also been attending Parish Council meetings to publicise the public space protection order, provide general information on enviro-crimes and identify opportunities for working with local communities.

**PRIORITY: CUSTOMER FOCUSED SERVICES**

Actions	Target date	Reporting Line	Progress to date	Comment
<b>Objective 1. Maintain and improve our culture of continuous service improvement.</b>				
c) Deliver our Place Approach.	Target date: March 2020	Head of Development Lead Member for Community	☺	Member Induction on place approach held in June 2019. Three area meetings have been set to meet with the Members in each area to discuss priorities and ways of working. Two of these meetings have taken place and another is scheduled. The principle objectives being to use council resources effectively, enable communities to help themselves and others and for the Council to act in an enabling role utilising the strengths of our communities.
d) Review our Advice and Information Centres (AICs)	Target date: April 2020	Head of Corporate Services Lead Member for Customer Focus	☺	We are currently gathering customer feedback via direct contact with users, through the website and with the Citizen's panel to establish the types of visit and general awareness of the four centres. Once baseline data has been collected it is the intention to use an Overview and Scrutiny working group to review the overall effectiveness of the centres. It is anticipated a report will be brought in the Autumn to request the setting up of this group.
<b>Objective 2. Maximise partnership working within the Public Services Centre.</b>				
a) Develop a programme to create partnerships within Public Services Centre.	Target date: December 2019	Deputy Chief Executive Lead Member for Finance and Asset Management	☺	<p>The council has a well-developed Locality Partnership (focused on partner organisations based within the public service centre – detailed as follows; Police, Department of Work and Pensions (DWP), Gloucestershire Care Services – adult health and children's services, Early Help Families First, Clinical commissioning group, Children's Centre, Tewkesbury School, Severn Vale Housing Society and Gloucestershire Fire and Rescue.</p> <p>As well as a Financial Inclusion partnership. This partnership developed from major improvement work within the Council's Revenues and Benefits service which highlighted the need to be more proactive around supporting vulnerable people around welfare reform changes.</p> <p>It has grown well over the last two years and is well attended by a range of</p>

				<p>public and voluntary organisations with an interest in 'welfare' as detailed below: DWP, Gloucestershire County Council – Customer Services, Food Bank, Citizen Advice Bureau, Credit Union, Registered Providers, Severn Trent Water, Fire and Rescue and Families First.</p> <p>Following conversations with both groups, the next step in enhancing partnership working, will be to merge the two groups and increase the potential for joint working and networking between all parties.</p> <p>In addition, an 'open afternoon' will be held on 3 October to which councillors will be invited, as an informal opportunity to meet and discuss key projects and work streams with partner agencies.</p>
<p>b) To work with health and well-being partners to support the development of a Local Integrated Health Partnership (LIHP)</p>	<p>Target date: December 2019</p>	<p>Head of Development  Lead Member for Health and Wellbeing</p>	<p>😊</p>	<p>The council has a well-developed multi-sector and organisational Tewkesbury Locality Partnership. At the same time, our health colleagues are also working in a new way to create an 'Integrated Care System'. In this context, there is real scope to work together at a more senior and strategic level to seek how we can achieve even better community health and wellbeing outcomes, leading to a healthier and happier local population – achieving far more by working better together.</p> <p>A workshop hosted jointly by the council and Gloucestershire Clinical Commissioning Group will be held in October, to bring together local senior strategic leaders to discuss plans and priorities with a view to considering where working better together would add value to each organisations' existing plans and priorities. The aim to form these into a new Strategic Integrated Locality Partnership Plan.</p>

**PRIORITY: CUSTOMER FOCUSED SERVICES**

Actions	Target date	Reporting Line	Progress to date	Comment
<b>Objective 3. To improve customer access to our services and service delivery through digital methods.</b>				
a) Explore options to provide online public access to interactive planning policy information maps.	Target date: <del>March 2019</del> <del>June 2019</del> New revised date: March 2020 (revised date reported to O&S 18 June 2019)	Head of Development Services Lead Member for the Built Environment	☺	Web based online mapping is being developed using the council's existing Geographic Information System providers. The mapping information is being uploaded to the online system for testing. This testing period is expected to be completed in Autumn 2019 and ready for the Tewkesbury Borough Plan Pre-Submission consultation. The next stage will be to publish the information by March 2020 and pilot it on the website once the Tewkesbury Borough Plan policies have been adopted.
67 b) Introduce the option for paperless billing for council tax and business rates.	Target date: <del>February 2019</del> <del>June 2019</del> Revised date: September 2019 (Revised date reported to O&S on 10 September 2019)	Head of Corporate Services Lead Member for Customer Focus	☹	Project delays relating to GDPR and a software integration issue have now been resolved. The project will have a soft launch end of September and customers are being encouraged to register their interest.
c) Explore options for a corporate-wide customer relationship management (CRM) system.	Target date: <del>March 2019</del> New revised date: September 2019 (revised date reported to O&S 18 June 2019)	Head of Corporate Services Lead Member for Customer Focus	☺	Options have been considered and the conclusion is that the council should retain a low-code approach. Our current low code solution is a product called Firmstep and is used for on-line forms, 'report it' issues etc. As a council we want to push our digital aspirations further and we are looking at other alternatives to Firmstep to meet our future needs. To achieve this we have visited other councils (both Firmstep and non-Firmstep users) and now have a proposal for submission to corporate management team.
d) Investigate digital methods to improve customer	Target date: March 2020	Head of Corporate Services	☺	A new digital strategy is currently in the process of being written for presentation at Executive Committee in October 2019. This will set out the digital aspirations of the council. Programmed work around digital includes paperless billing for our council tax payers, digitisation of the licensing

engagement.		Lead Member for Customer Focus		function, proving a suitable alternative to the current Firmstep platform and a review of the council's website.
e) Review our corporate website.	Revised date: March 2020	Head of Corporate Services Lead Member for Customer Focus		The project will commence once the new intranet project is completed. The new intranet goes live in October 2019.

**Key performance indicators for priority: Customer focused services**

KPI no.	KPI description	Outturn 2018-19	Target 2019-20	Outturn Q1 2019-20	Outturn Q2 2019-20	Outturn Q3 2019-20	Outturn Q4 2019-20	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
15	Total enquiries logged by the Area Information Centre (AIC).	985		256						Bishops Cleeve 56 Brockworth 100 Churchdown 48 Winchcombe 52 <hr/> Total 256	Lead Member Customer Focus/ Head of Corporate Services
16	Total number of people assisted within the borough by Citizens Advice Bureau (CAB).	1593		415						928 issues raised during quarter one, which is relatively consistent with the previous years. With 82% (761) of the issued raised being represented by the following: Benefits 40% Debt 20% Employment 10% Relationships 8% Housing 5%  Of the 415 clients seen, this year the heaviest demand was Tewkesbury South with 53 (12.7%). The following six wards represent 225 (54%)	Lead Member Economic Development/ Promotion / Head of Development Services

										of all clients seen: Tewkesbury South 53, Northway 49, Churchown St Johns 36, Brockworth West 31, Brockworth East 28, Innsworth 28	
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**Key performance indicators for priority: Customer focused services**

KPI no.	KPI description	Outturn 2018-19	Target 2019-20	Outturn Q1 2018-19	Outturn Q2 2018-19	Outturn Q3 2018-19	Outturn Q4 2018-19	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
17	Financial gain to clients resulting from CAB advice	£374,207		£540,285						During the first quarter clients have benefitted from £540,285 of financial gains. (2018/19 quarter one was £131,165).	Lead Member Economic Development/Promotion / Head of Development Services
69 18	Number of reported enviro crimes	1089	1000	281				↔	😊	<p>Enviro-Crime figures for Q1. Figures in brackets Q4 2018/19:</p> <ul style="list-style-type: none"> <li>fly tips- 125 (143)</li> <li>littering-4 (8)</li> <li>dog fouling-8 (11)</li> <li>abandoned vehicles- 56 (33)</li> <li>noise- 88 (62)</li> <li>Total for Q1 – 281 (257)</li> </ul> <p>Overall Q1 figures are broadly in line with those of Q4 from 2018/19.</p>	Lead Member Clean and Green Environment/ Head of Community Services
19	Community groups assisted with funding advice	193		35						<p>In Q1 the council supported groups to raise £54,430 in external grants.</p> <p>Since July 2015 community groups have been supported by the borough to receive</p>	Lead Member Economic Development/Promotion / Head of Development Services

£1,970,667 in grants from external funders.

**Key performance indicators for priority: Customer focused services**

KPI no.	KPI description	Outturn 2018-19	Target 2019-20	Outturn Q1 2019-20	Outturn Q2 2019-20	Outturn Q3 2019-20	Outturn Q4 2019-20	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
20 70	Benefits caseload: a) Housing Benefit b) Council Tax Support	3,169 4,399		3,004 4,390						The housing benefit caseload continues to fall due to the migration of claimants to Universal Credit, however still not to the extent estimated previously and delays in managed migration means that we will continue to deal with some claim types until at least 2022.	Lead Member Finance and Asset Management/ Head of Corporate Services
	Average number of days to process new benefit claims	22	15	10				↑	😊	The performance measures and new ways of working put in place in the latter quarters of 2018/19 have resulted in improved performance well above the national average.	Lead Member Finance and Asset Management/ Head of Corporate Services
	Average number of days to process change in circumstances	5	4	3				↑	😊	The performance measures and new ways of working put in place in the latter quarters of 2018/19 have resulted in improved performance above the national average.	Lead Member Finance and Asset Management/ Head of Corporate Services

### Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2018-19	Target 2019-20	Outturn Q1 2019-20	Outturn Q2 2019-20	Outturn Q3 2019-20	Outturn Q4 2019-20	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
23	Percentage of council tax collected	98.1%	98.3%	29.9%				↑	☺	Council tax collection is slightly below the Q1 target of 30%. There continues to be considerable growth in the borough and a further 150 dwellings were added to the valuation list in Q1. This impacts on the profile of payments however we are still on track to meet the collection target by the end of the year.	Lead Member Finance and Asset Management/ Head of Corporate Services
71 24	Percentage of NNDR collected	99.3%	98.5%	33.1%				↑	☺	Business rates collection is well above the Q1 target of 31% following changes to historic payment plans whereby certain public sector ratepayers were given a different payment date. This has been changed for 2019/20 and all ratepayers are now on the statutory instalment scheme.	Lead Member Finance and Asset Management/ Head of Corporate Services
25	Number of anti-social behaviour incidents	1937		501				↑		Over a rolling 12 month period there has been a decrease in incidents of 10.1%.	Lead Member Community/ Head of Community Services

**Key performance indicators for priority: Customer focused services**

KPI no.	KPI description	Outturn 2018-19	Target 2019-20	Outturn Q1 2019-20	Outturn Q2 2019-20	Outturn Q3 2019-20	Outturn Q4 2019-20	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
26	Number of overall crime incidents	3305		798				↑		Over a rolling 12 month period there has been a decrease in incidents of 5.17%.	Lead Member Community/ Head of Community Services
27 72	Average number of sick days per full time equivalent	10.2	8.0	3.7				↓	☹️	<p>Total number of sick days lost in Q1 is 638 days (413 Q1 2018/19) This comprises;</p> <ul style="list-style-type: none"> <li>- 407 long term (&gt;28 days) (222 Q1 2018/19)</li> <li>- 231 short term (192 Q1 2018/19)</li> </ul> <p>Total number of sick days in total for 2018/19 was 1723 days comprising;</p> <ul style="list-style-type: none"> <li>- 1063 long term</li> <li>- 660 short term</li> </ul>	Lead Member Organisational Development/ Head of Corporate Services
28	Percentage of waste recycled or composted.	52.59%	52%	54.11%				↔️	😊	Although above target for the year's outturn, it always tends to be higher for Q1 as the garden waste tonnages in the spring months boost the recycling performance. Garden waste tonnage for Q1 in the borough and countywide has been high. As the residual waste tonnage is up slightly, it has impacted this KPI and KPI29. Work	Lead Member Clean and Green Environment/ Head of Community Services

											towards reducing the residual waste tonnage both at the kerbside and higher residual from the MRF will be carried out in Q2 and 3 to aim to improve this KPI.	
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**Key performance indicators for priority: Customer focused services**

KPI no.	KPI description	Outturn 2018-19	Target 2019-20	Outturn Q1 2019-20	Outturn Q2 2019-20	Outturn Q3 2019-20	Outturn Q4 2019-20	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
29 73	Residual household waste collected per property in kgs.	401kg	430kg	104kg				↔	☹	As mentioned in KPI 28, there is slightly higher residual waste than in previous years, both at the kerbside and as rejects from the MRF. Steps will be taken to attempt to reduce this during Q2 and Q3 with both Ubico and Suez.	Lead Member Clean and Green Environment/ Head of Community Services
30	Food establishments hygiene ratings.	3.3%	5% With a food hygiene rating Under three	3.9				↔	☺	There are 711 registered food compared with 745 in the last quarter of 2018/19. Of these, 28 are below a food hygiene rating of 3 compared with 25 being below 3 in the last quarter of 2018/19. This remains below the target of no more than 5% of food business having a food hygiene rating of less than 3.	Lead Member Clean and Green Environment/ Head of Community Services

**Key performance indicators for priority: Customer focused services**

KPI no.	KPI description	Outturn 2018-19	Target 2019-20	Outturn Q1 2019-20	Outturn Q2 2019-20	Outturn Q3 2019-20	Outturn Q4 2019-20	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
31	Percentage of Freedom of information (FOI) requests answered on time.	92%	80%	87%				↓	☺	Total number of FOIs received in Q1 was 117. 79 of these were answered within the 20 working days deadline.	Lead Member Customer Focus/ Head of Corporate Services
32	Percentage of formal complaints answered on time.	92%	90%	90%				↓	☺	67 complaints were received in Q1. 60 were answered within the 20 working days deadline.	Lead Member Customer Focus/ Head of Corporate Services

# Appendix 2 - Quarter 1 Budget Report

## Chief Executive

	Full Year Budget	Budget	Actual	Savings / (Deficit)	Note
	£	£	£	£	
Employees	251,670	62,859	57,422	5,437	
Transport	2,308	579	597	(18)	
Supplies & Services	8,132	1,362	1,140	222	
<b>TOTAL</b>	<b>262,110</b>	<b>64,800</b>	<b>59,159</b>	<b>5,641</b>	

## Community Services

	Full Year Budget	Budget	Actual	Savings / (Deficit)	Note
	£	£	£	£	
Employees	1,188,811	297,284	284,149	13,135	1
Premises	5,000	250	258	(8)	
Transport	36,213	9,069	5,389	3,680	
Supplies & Services	122,602	6,784	4,447	2,337	
Payments to Third Parties	4,721,382	1,504,171	1,516,987	(12,817)	2
Income	(2,219,088)	(1,377,641)	(1,372,323)	(5,318)	
<b>TOTAL</b>	<b>3,854,920</b>	<b>439,917</b>	<b>438,907</b>	<b>1,009</b>	

1. Savings are being generated in community services in the Environmental Health section. This is mostly due to implementation of a new establishment structure, where not all the posts have been appointed too and vacancies created due to movements within the team.

2. Deficit on Payments to third parties is mainly due to the Q1 position on the Ubico contract. Ubico are currently showing a £24k overspend for the first 3 months of the year. This deficit is being offset by savings against budget on the MRF recycling costs.

## Corporate Services

	Full Year Budget	Budget	Actual	Savings / (Deficit)	Note
	£	£	£	£	
Employees	1,828,851	473,246	453,459	19,787	3
Transport	10,785	2,766	2,359	407	
Supplies & Services	574,926	105,597	96,809	8,788	
Payments to Third Parties	124,629	13,164	7,482	5,682	
Transfer Payments - Benefits Service	13,611,266	4,188,186	4,217,743	(29,557)	4
Income	(14,113,610)	(157,683)	(149,674)	(8,009)	
<b>TOTAL</b>	<b>2,036,847</b>	<b>4,625,275</b>	<b>4,628,177</b>	<b>(2,902)</b>	

3. The Revenues and Benefits have two long term sickness cases which are being covered through agency staff and an acting up arrangement respectively. This has led to a £5k overspend against budget however this expenditure has been necessary to maintain high levels of performance and customer satisfaction. There are savings been generated in Policy and Communications team of £9k, through a combination of maternity leave and part time working by individuals that have a full time budget. There is also an £8k saving being generated from Youth Training budget which covers the Apprenticeship Scheme. There are currently three vacancies all of which are going through the recruitment process and these will be filled shortly.

4. This is the net position on housing benefits. The under recovery against costs is due to two cases where significant prior year housing benefit overpayments have been identified. These cases, which resulted from joint fraud investigations with DWP, mean that we are not able to claim subsidy against the expenditure, however the benefits team is actively pursuing recovery of the amounts identified.

## Democratic Services

	Full Year Budget	Budget	Actual	Savings / (Deficit)	Note
	£	£	£	£	
Employees	261,197	155,284	146,381	8,903	
Premises	0	0	9,993	(9,993)	
Transport	16,000	4,002	5,318	(1,316)	
Supplies & Services	439,457	146,779	197,430	(50,651)	5
Payments to Third Parties	132,600	11,223	44,764	(33,541)	6
Income	(2,000)	0	(86,597)	86,597	7
<b>TOTAL</b>	<b>847,254</b>	<b>317,288</b>	<b>317,288</b>	<b>(0)</b>	

5. Variance due to two elections in Q1 (Borough & Parish Elections on 2nd May and European Parliamentary Election on 23rd May). Expenditure includes that of Postages, Printing and Equipment. European Election is externally funded so income is included in Income figure below, Borough Elections are paid for from reserves and this has been included in the budget to offset costs.

6. Variance due to payments to external bodies for the costs of elections as above, eg hire of buildings as polling station.

7. External funding to offset European Election expenditure above.

## Deputy Chief Executive

	Full Year Budget	Budget	Actual	Savings / (Deficit)
	£	£	£	£
Employees	117,497	29,685	29,521	164
Transport	2,730	687	688	(1)
Supplies & Services	2,650	422	89	333
<b>TOTAL</b>	<b>122,877</b>	<b>30,794</b>	<b>30,298</b>	<b>496</b>

**Development Services**

	Full Year Budget	Budget	Actual	Savings / (Deficit)
	£	£	£	£
Employees	1,958,850	489,912	482,259	7,653
Premises	44,572	8,764	8,809	(45)
Transport	55,006	13,773	10,194	3,579
Supplies & Services	209,977	78,290	75,199	3,091
Payments to Third Parties	231,721	5,752	12,299	(6,546)
Income	(1,557,752)	(375,096)	(295,419)	(79,677)
<b>TOTAL</b>	<b>942,374</b>	<b>221,395</b>	<b>293,340</b>	<b>(71,945)</b>

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8. The planning income estimate is partially based on a number of specific major applications with significant fees. The majority of these major applications have yet to be received but are anticipated this financial year.

**Finance and Asset**

	Full Year Budget	Budget	Actual	Savings / (Deficit)
	£	£	£	£
Employees	2,850,154	711,750	701,814	9,936
Premises	590,777	289,032	283,436	5,596
Transport	14,330	3,593	4,440	(847)
Supplies & Services	493,160	48,100	45,943	2,157
Payments to Third Parties	312,552	67,286	65,650	1,636
Precept	6,100	6,100	6,654	(554)
Income	(1,363,497)	(398,160)	(399,138)	978
<b>TOTAL</b>	<b>2,903,576</b>	<b>727,700</b>	<b>708,799</b>	<b>18,901</b>

**One Legal**

	Full Year Budget	Budget	Actual	Savings / (Deficit)
	£	£	£	£
Employees	1,365,501	94,596	£91,644	2,952
Transport	20,407	1,066	712	354
Supplies & Services	134,704	914	1,187	(273)
Payments to Third Parties	10,460	12,063	18,286	(6,223)
Income	(1,222,774)	(17,748)	(17,496)	(252)
<b>TOTAL</b>	<b>308,298</b>	<b>90,891</b>	<b>94,333</b>	<b>(3,442)</b>

### Appendix 3 - Analysis of Capital Budget

	Q1 Budget Position £	Q1 Actual Position £	(Over) / Under spend £	% Slippage	Comments
Council Land & Buildings	10,000	8,504	1,496	15	Payments in Q1 are in line with expectations.
Equipment	10,000	9,870	130	1	Payments in Q1 are in line with expectations.
Capital Investment Fund	6,000,000	0	6,000,000	100	No investment properties acquired in Q1. The Council continues to source high quality commercial opportunities.
Community Grants	0	0	0	0	No expenditure expected in Q1
Housing & Business Grants	125,000	87,688	37,312	30	We've received fewer applications for Disabled Facilities Grants than we originally predicted for Q1 of this financial year.
	<b>6,145,000</b>	<b>106,062</b>	<b>6,038,938</b>	<b>98</b>	

## Appendix 4 - Revenue Reserves for 19/20

Reserve	Balance 31st March 2018	Spent in Reserve Quarter 1	Reserve Remaining	Note
<b>Service Reserves</b>				
Asset Management Reserve	1,188,731	11,592	1,177,139	1
Borough Growth Reserve	500,000	-	500,000	
Borough Regeneration Reserve	1,537	-	1,537	
Business Rates Reserve	500,000	-	500,000	
Business Support Reserve	182,339	20,457	161,882	2
Business Transformation Reserve	692,837	27,922	664,914	3
Community Support Reserve	80,057	-	80,057	
Development Management Reserve	254,687	13,660	241,026	4
Development Policy Reserve	600,936	2,935	598,001	
Elections Reserve	85,348	4,500	80,848	
Flood Support and Protection Reserve	10,196	550	9,646	
Health & Leisure development reserve	1,989	-	1,989	
Housing & Homeless Reserve	522,842	- 17,562	540,404	5
IT Reserve	84,500	18,989	65,511	6
MTFS Equalisation Reserve	1,000,000	-	1,000,000	
Open Space & watercourse Reserve	678,720	20,100	658,620	7
Organisational Development Reserve	137,072	725	136,347	
Risk Management Reserve	5,000	-	5,000	
Transport Initiatives Reserves	395,110	-	395,110	
Waste & Recycling development Reserve	1,090,835	807	1,090,028	
	8,012,736	104,675	7,908,061	

### Totals

- 1 Delivery of the Spring Gardens regeneration project
- 2 Payment of business support grants
- 3 Purchase of procurement system / Council Tax Reduction Scheme review costs
- 4 Cost of planning appeals
- 5 Homeless prevention expenditure
- 6 Provision of ipads
- 7 New equipment to support grounds maintenance

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	10 September 2019
<b>Subject:</b>	Review of Water Supply Outage Monitoring Report
<b>Report of:</b>	Head of Community Services
<b>Corporate Lead:</b>	Deputy Chief Executive
<b>Lead Member:</b>	Lead Member for Community
<b>Number of Appendices:</b>	1

### **Executive Summary:**

In December 2017 Tewkesbury Borough suffered a major water outage. The incident affected over 10,000 residential properties, a significant number of businesses, agricultural farms, the community hospital and a number of nursing homes. In addition, 17 schools had to be closed.

Due to the impact on the communities of Tewkesbury Borough, the Overview and Scrutiny Committee agreed to undertake a review of the water supply outage and produced a number of recommendations and an action plan.

The outcomes, recommendations and subsequent action plan were reported to the Overview and Scrutiny Committee and Council in September 2018.

An update report was provided to the Overview and Scrutiny Committee in March 2019 and a number of actions were unresolved. All actions have now either been completed or have made good progress.

This report provides an update on the progress of the actions within the plan.

### **Recommendation:**

1. To **CONSIDER** the update on progress against the action plan arising from the Scrutiny Review of Water Supply Outage.
2. To **DETERMINE** whether any further action or reports are required on this matter.

### **Reasons for Recommendation:**

To ensure Members are kept informed on progress of the action plan produced as a result of the Scrutiny Review of Water Supply Outage with a view to holding Officers and partners to account for the delivery of those actions.

### **Resource Implications:**

None arising directly as a result of this report.

### **Legal Implications:**

None arising directly as a result of this report.

**Risk Management Implications:**

None arising directly as a result of this report.

**Performance Management Follow-up:**

Any further performance management issues will be monitored by the Overview and Scrutiny Committee.

**Environmental Implications:**

None arising directly as a result of this report.

**1.0 INTRODUCTION/BACKGROUND**

- 1.1** At its meeting on 6 February 2018, the Overview and Scrutiny Committee agreed to undertake a review of the significant water supply outage that had affected the borough on the weekend of Friday 15 December through to Sunday 17 December 2017.
- 1.2** The review was conducted by the whole Committee, plus relevant Lead Member(s), and met a Working Group on four occasions. A hearing was then conducted in public at a Special Overview and Scrutiny Committee meeting on 24 April 2018 which was attended by representatives from Gloucestershire Fire and Rescue Service, Gloucestershire Local Resilience Forum, Gloucestershire Police, Severn Trent Water and the Tewkesbury Borough Council Response Team.
- 1.3** The review resulted in a number of recommendations contained within an action plan and the Committee agreed to receive a progress update early in 2019.
- 1.4** The Committee received an action plan update at its meeting in March 2019 when there were six actions outstanding, in progress or incomplete. As such, Members requested that a further update be provided in six months time.

**2.0 SCRUTINY REVIEW OF WATER SUPPLY OUTAGE ACTION PLAN UPDATE**

- 2.1** Severn Trent Water has provided a written update within the action plan and offered to provide a verbal update to the Overview and Scrutiny Committee once all works have completed, if required, bearing in mind that work on The Ham is not due to finish until the end of 2020.
- 2.2** Outstanding actions reported at the last Overview and Scrutiny Committee have now all been completed.
- 2.3** Members will note that there is a business resilience event planned for the 13 November 2019. This event will be hosted at the Public Services Centre and will include speakers from Severn Trent Water, Gloucestershire Local Resilience Forum, Tewkesbury Borough Council's Environmental Health Department and the Chartered Institute of Loss Adjusters and Business in the Community (Business Emergency Response Group).

**3.0 OTHER OPTIONS CONSIDERED**

- 3.1** None.

**4.0 CONSULTATION**

- 4.1** N/A

- 5.0 RELEVANT COUNCIL POLICIES/STRATEGIES**
- 5.1 N/A
- 6.0 RELEVANT GOVERNMENT POLICIES**
- 6.1 N/A
- 7.0 RESOURCE IMPLICATIONS (Human/Property)**
- 7.1 N/A
- 8.0 SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)**
- 8.1 N/A
- 9.0 IMPACT UPON (Value For Money/Equalities/E-Government/Human Rights/Health And Safety)**
- 9.1 N/A
- 10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS**
- 10.1 Special Overview and Scrutiny Committee meeting - 24 April 2018  
Overview and Scrutiny Committee – 4 September 2018  
Overview and Scuriny Committee – 12 March 2019

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**Background Papers:** None

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

**Appendices:** Appendix 1 – Scrutiny Review of Water Supply Outage Action Plan

## SCRUTINY REVIEW OF WATER SUPPLY OUTAGE ACTION PLAN

	Recommendation / Action	Responsible Authority	Target Date	Status	Progress to Date
1	To proceed as quickly as possible with the replacement or re-lining of two of the three pipes running across the Severn Ham.	Severn Trent Water	08/2020	☺	STW are on track to be on site in Spring 2020, aiming to have the new pipes in place on the Ham in line with the target date of August 2020. There will be subsequent activity to reinstate the site which will take some time given the SSSI designation.
2	Check electronic and paper network records to ensure they are accurate and up-to-date.	Severn Trent Water	01/2018	✓	The planned work has been completed. Key pipework assets such as trunk mains and large distribution pipes, especially those impacted by the incident, have been checked and the information updated on the system. In many cases the pipe routes were walked and remapped.
3	Consider introducing a real-time communication system for emergency incidents.	Gloucestershire Local Resilience Forum		✓	This option was discussed at the LRF Strategic Group and it was decided that current methods of communication in the event of an incident were sufficient. This is something that TBC will continue to advocate for through the LRF.

	Recommendation / Action	Responsible Authority	Target Date	Status	Progress to Date
4	Ensure that the needs of agriculture, distribution sites, vehicle access, traffic impact etc. are included in the Gloucestershire Local Resilience Forum's review of its water distribution plan.	Gloucestershire Local Resilience Forum		✓	These elements are considered in the newly produced STW Alternative Supply Plan – LRF support Guidance. Each emergency is responded to according to JESIP (Joint Emergency Services Interoperability Principles) which considers the level of risk to life, property and the environment. This would include livestock and agriculture.
5	Produce a local water distribution plan for events not classed as major incidents.	Tewkesbury Borough Council	09/2018	✓	Action complete. Bottled water distribution plan produced and shared with the LRF and partners. Bottled water distribution points agreed.
6	Ensure that Gloucestershire Highways is included as a Category 1 responder in respect of emergency events.	Gloucestershire Local Resilience Forum / Gloucestershire County Council	09/2018	✓	Action complete. GCC Works Team Manager has confirmed that a GCC Highways representative is involved in the response to future emergency events.
7	Reiterate to all partners the need for directives from the Tactical Co-Ordinating Group to be responded to in a timely manner.	Gloucestershire Local Resilience Forum	09/2018	✓	Action complete.

	Recommendation / Action	Responsible Authority	Target Date	Status	Progress to Date
8	Ensure that robust handover procedures are in place during incidents.	Severn Trent Water	09/2018	✓	<p>Hand-over time is built into start and finish times for shifted incident managers. This was tested during the Freeze Thaw and hot weather incidents and worked well. Through these incidents a briefing template was created which will continue to be used moving forward and are already included within the standby process.</p> <p>A simple Standard Operating Procedure (SOP) containing guidelines for effective hand-over has been written.</p>
9	Ensure that water distribution plans include consideration of the type of vehicles used to deliver water to distribution sites, access routes to those sites and how those sites are to be manned.	Tewkesbury Borough Council / Severn Trent Water / Gloucestershire Local Resilience Forum	09/2018	✓	Action complete as for action 5. In addition this is incorporated in the Alternative Supply Plan – LRF support Guidance.

	Recommendation / Action	Responsible Authority	Target Date	Status	Progress to Date
10	Ensure that water distribution plans include consideration of how to help communities to self-serve.	Tewkesbury Borough Council / Severn Trent Water / Gloucestershire Local Resilience Forum	09/2018	✓	Action complete and this is included in the STW Alternative Supply Plan – LRF support Guidance.
11	Explore the potential for the Gloucestershire Fire and Rescue Service to supply water to farms in an emergency.	Gloucestershire Fire and Rescue Service	04/2019	✓	As action 4 above.
12	Consider whether the Tewkesbury Borough Public Services Centre should be classed as a sensitive building and, if so, put a contingency plan in place for the future.	Tewkesbury Borough Council / Severn Trent Water	10/2018	✓	Action complete. STW – The Public Services Centre does not meet the criteria to be classed as sensitive during normal operation. However, it would be prudent to put a contingency plan in place and STW can hold a copy of this so that in any future incident the needs are clear and the appropriate actions can be taken.

	Recommendation / Action	Responsible Authority	Target Date	Status	Progress to Date
13	Review how data on vulnerable people is shared between agencies and consider the role that Town and Parish Councils could play in identifying vulnerable people.	Gloucestershire County Council / Tewkesbury Borough Council	Ongoing – Progress to date.	✓	<p>Ministry of Housing, Communities and Local Government to request that Category 1 and 2 responders can provide vulnerable location lists directly to water providers and not rely on the third party route.</p> <p>Severn Trent Water has contacted all known care homes in the Mythe distribution area to learn their capacity in advance and therefore their likely water requirements. This information is now on file and will be a great help for planning and calculating requirements, but attempts will still be made to contact each care home at the time of an event for confirmation.</p> <p>Systems are in place to share information between County Council and TBC. Whether to share further with Town and Parish Councils will be considered on a case by case basis and a decision will be made by the owner of the data.</p>

	Recommendation / Action	Responsible Authority	Target Date	Status	Progress to Date
14	Support the planned meeting between Severn Trent Water and the National Farmers' Union to enable a better understanding of the needs of farmers and consider what, if any, arrangements could be put in place to improve joint working in future.	Severn Trent Water	05/2018	✓	Meeting held with NFU on 4 May 2018. Guidelines being developed which the NFU can use with their members to ensure they are prepared for events such as this.
15	Encourage and assist businesses to put contingency plans in place for emergencies.	Gloucestershire Local Resilience Forum / Tewkesbury Borough Council	Ongoing – Progress to date.	✓	Business resilience event planned for 13 <sup>th</sup> November 2019. Hosted by TBC and to include speakers from STW, Local Resilience Forum, TBC, Chartered Institute of Loss Adjuster's & Business in the Community (Business Emergency Response Group).
16	Work with Town and Parish Councils to develop emergency plans.	Tewkesbury Borough Council	04/2019	✓	This work is programmed in and will be completed over the coming 12 / 18 months.
17	Consider and establish a clear communication procedure addressing the need for a joint communication cell led by a Category 1 responder and seamless handovers between teams.	Gloucestershire Local Resilience Forum	04/2019	✓	Warning & Informing Group have discussed and will ensure a CAT 1 agency takes the lead or at least work alongside the Cat 2 agency.

	Recommendation / Action	Responsible Authority	Target Date	Status	Progress to Date
18	Consider how to improve communications with business customers, including clarification of the relationship between the retailer and the wholesaler, and review information on the website to cover the business community in the event of a water outage.	Severn Trent Water	05/2018	✓	Review of communications with retailers and business customers has been undertaken. For large scale incidents Severn Trent will now have a dedicated team supporting retailers and business customers.  STW will attend the business event in November to clarify the roles and responsibilities of various water providers.
19	Work with businesses to ensure they are aware of how to protect against loss of business e.g. insurance.	Tewkesbury Borough Council	09/2019	✓	As for action 15.
20	Review the water outages in 2017 to assess the cumulative impact to ensure that sufficient resilience arrangements are in place.	Severn Trent Water	05/2018	✓	Outages reviewed and actions taken where appropriate.

**STATUS KEY**

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

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	10 September 2019
<b>Subject:</b>	Healings Mill
<b>Report of:</b>	Head of Development Services
<b>Corporate Lead:</b>	Deputy Chief Executive
<b>Lead Member:</b>	Lead Member for Built Environment
<b>Number of Appendices:</b>	None

**Executive Summary:**

Healings Mill is an important piece of the fabric of Tewkesbury Town Centre. The Council has made its aspirations to see the Mill and its environs redeveloped clear and has been in regular contact with the agent regarding progress. The site clearly has a number of challenges regarding any development including flood risk, the cost of redevelopment, its heritage status and the proximity to environmental designations. Notwithstanding these constraints, efforts have been made over the years to engage with the interested parties to seek to develop a suitable strategy for developing the Mill. The Council's role is facilitative and supportive in this regard due to the fact that the Mill is privately owned. Furthermore, the Council has ensured an effective planning strategy for the site set out in the Tewkesbury Town Supplementary Planning Document and the Tewkesbury Borough Plan.

**Recommendation:**

**To CONSIDER the update on progress being made to secure a suitable development scheme for the Mill and to note that any further reports will be submitted should there be any significant developments of which Members need to be advised.**

**Reasons for Recommendation:**

The Overview and Scrutiny Committee requested a report in order to understand the progress being made.

**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:**

Future update reports will be provided should there be any significant developments of which Members need to be advised.

**Environmental Implications:**

None as a direct result of this report.

**1.0 INTRODUCTION/BACKGROUND**

- 1.1** Healings Mill is an important piece of the fabric of Tewkesbury Town Centre. The Council has made its aspirations to see the Mill and its environs redeveloped clear and continues to do so. It has recently adopted a Tewkesbury Town Supplementary Planning Document which sets out the basic parameters of the site and has outlined the aspirations for the site in the recently approved pre-submission version of the Tewkesbury Borough Plan. It remains, however, that the site has a number of challenges regarding its development including flood risk, conservation implications and proximity to environmental designations. Previous reports have set out that efforts have been made over the years to engage with the interested parties to seek to develop a suitable strategy for developing the Mill. The Council's role is facilitative in this regard due to the fact that the Mill is privately owned. The Overview and Scrutiny Committee requested that a regular report be presented to the Committee following previous discussions regarding the site and the fact that many of the issues arising which are barriers to its redevelopment are out of the control of the Council. Similarly, the Committee was keen to consider the facilitative and enabling role the Council plays in regenerating this site. An update report was last provided to the Committee in March 2019.
- 1.2** The Council has set out its aspirations to see the Mill and its environs regenerated in both the pre submission Tewkesbury Borough Plan and the adopted Supplementary Planning Document (SPD) for Tewkesbury Town Centre. The SPD builds upon the aspiration in the Tewkesbury Town Masterplan which was adopted by the Council in 2012 in terms of setting out the broad visions and regeneration objectives for the Town. This SPD document does not seek to be prescriptive but to act as an aid to interested parties to help facilitate the site's development and to encourage discussion with the Local Planning Authority at an early date, whilst setting out some key parameters. The Council considers that Healings Mill could play a crucial part in the Town Centre regeneration and has a fundamental role in improving the vitality and viability of the Town Centre. Its waterside location offers the potential to bring about environmental benefits, enhance the physical and built environment and bring activity to that part of the town and to make the area a destination. Works undertaken as part of the consideration of options for the Spring Gardens site has also highlighted the important regenerative benefits within the wider context of the site.
- 1.3** The site lies entirely within a Conservation Area and Historic England has recently listed part of the building which now has Grade II Listed Building status. The Council had no direct role or influence in the listing process as it was largely a technical assessment; however, Officers have continued to engage with Historic England to seek assurances that it will not prejudice the future viable use of the site. Since the listing has been confirmed, Officers have met with Historic England alongside the owners of the site to consider opportunities given the heritage extra protection it is now afforded. This discussion focused on the deliverability and viability of any scheme with the retention of the entirety of the listed buildings. Officers understand that work is ongoing by the owners to consider the structural stability and viability of conversion of the buildings on site.

## **2.0 PROGRESS UPDATE**

### **2.1 Progress on Planning Strategy**

**2.1.1** Officers have had a number of meetings/discussions with the agents working on behalf of the owners of Healings Mill. Early discussions have demonstrated that a strategy for the planning framework and the delivery of a scheme to regenerate the Mill appear to be viable. These discussions remain confidential at the current time. Whilst plans and discussions are indicative only at this stage, Officers will continue to push for a scheme that would be beneficial to the wider town centre.

**2.1.2** Planning strategy is important to ensure a degree of control over the key elements of the development and maximise the potential for positive regeneration of the Town Centre.

### **2.2 Progress on Discussions with External Agencies**

**2.2.1** The previous report to the Committee highlighted that, in addition to setting out the Council's aspirations, it is equally important to ensure that the development can meet the aspirations and requirements of other agencies, most notably the Environment Agency as parts of the site are known to flood. Similarly, discussions and site visits with Historic England have sought to ascertain the key parameters in relation to the heritage aspects of the site. Both agencies continue to be involved in discussions.

### **2.3 Funding Strategy**

**2.3.1** The Government recently announced grant funding opportunities available to local authorities to revitalise high streets. This presents an opportunity for the Council to bid to access funding to help bring about improvements to the Town Centre. This could include the Healings Mill site redevelopment alongside other key elements of the Town. The Council submitted a bid for High Street Funding in March, which included reference to the regeneration opportunities and the positive benefits that redeveloping Healings Mill could bring to the town. Unfortunately, this bid was unsuccessful. Only a handful of bids were successful, many of which were for very run-down town centres in the north of England. The Council has, however, submitted a further bid for High Street Heritage Funding and is hopeful that this will be successful. The Overview and Scrutiny Committee will be informed of the outcome once known. As part of the preparation for this bid, Officers instigated a discussion with Historic England around the opportunity for funding at the Mill.

## **3.0 LOOKING FORWARD AND THE COUNCIL'S ROLE**

**3.1** Members were advised in the previous report that the Council has no direct control over the timeframe for any potential redevelopment opportunities, rather it is an enabler and, through mechanisms of working with partners, is seeking to expedite a development proposal. Nevertheless, through effective engagement on planning, conservation and funding, Officers are confident that the opportunities at the site can be realised.

**3.2** The Council will continue to do everything in its power to see a suitable redevelopment scheme come forward and continue to lobby partners and key stakeholders as part of this process. The successful completion of the Tewkesbury Town Centre SPD and Tewkesbury Borough Plan, both of which include direct reference to Healings Mill, should be seen as a major step forward in securing planning policy reflecting the desire and regeneration potential of this site.

## **4.0 OTHER OPTIONS CONSIDERED**

**4.1** None.

## **5.0 CONSULTATION**

5.1 None as a direct result of this report; however, any planning application submitted will be subject to the usual consultation processes.

## **6.0 RELEVANT COUNCIL POLICIES/STRATEGIES**

6.1 Joint Core Strategy Submission Document [www.gct-ics.org/](http://www.gct-ics.org/)  
Pre submission Tewkesbury Borough Plan  
Supplementary Planning Document on Tewkesbury Town Centre

## **7.0 RELEVANT GOVERNMENT POLICIES**

7.1 National Planning Policy Framework 2012 (NPPF) and Planning Practice Guidance – Updated July 2018 <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 however the regeneration plans for the site will aim to provide a sustainable development opportunity for the site.

## **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 None.

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**Background Papers:** None

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

**Appendices:** None

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	10 September 2019
<b>Subject:</b>	Summary of Formal Complaints 2018/19
<b>Report of:</b>	Head of Corporate Services
<b>Corporate Lead:</b>	Chief Executive
<b>Lead Member:</b>	Lead Member Customer Focus
<b>Number of Appendices:</b>	Two

**Executive Summary:**

The current complaints framework was introduced in April 2016. The framework included the approval of a new policy and a new reporting and monitoring system to help ensure complaints are effectively managed. The framework is monitored by a designated officer within the Corporate Services team and an annual review of complaints received is undertaken by the Overview and Scrutiny Committee. This report provides a summary of complaints received during 2018/19 and also includes the annual letter received from the Local Government and Social Care Ombudsman (LGSCO) on complaints that have been decided by them.

**Recommendation:**

**To CONSIDER The annual update to provide assurance that complaints are managed effectively and to identify any further action required.**

**Reasons for Recommendation:**

To ensure there is effective complaints monitoring and there is evidence of learning to improve service delivery and customer satisfaction.

**Resource Implications:**

There is a manpower resource to investigate any complaints that are received.

**Legal Implications:**

The Local Government and Social Care Ombudsman has power to investigate complaints of maladministration against the Council (subject to certain exceptions) and may make recommendations as to how such complaints may be resolved. Where considered appropriate, the Ombudsman has the power to issue a formal report on any particular case for consideration by the Council. Although not legally bound to accept any recommendations from the Ombudsman it is important that the Council takes careful note of them and learns from any recommendations that he makes.

**Risk Management Implications:**

If complaints are not handled in accordance with the approved framework and the Council does not learn from the complaints received there is a potential reputational risk to the Council.

### Performance Management Follow-up:

Customer complaints, including those made to the Ombudsman are reported to Overview and Scrutiny Committee on an annual basis. A quarterly analysis is also presented at Corporate Management Team.

### Environmental Implications:

None directly.

## 1.0 INTRODUCTION/BACKGROUND

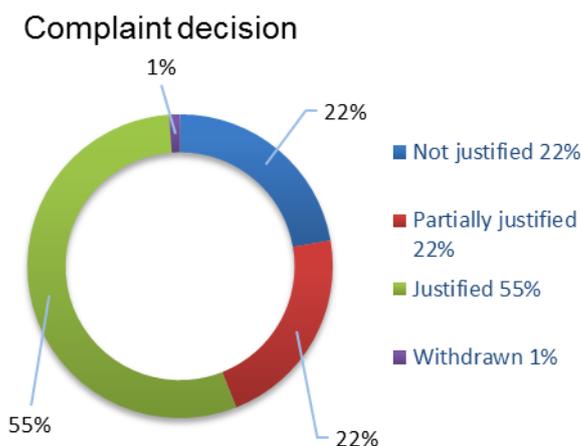
1.1 The current complaints framework was introduced in April 2016. The framework included the approval of a new policy and a new reporting and monitoring system to help ensure complaints are effectively managed. The framework is monitored by a designated officer within the Corporate Services team, and an annual summary is reported to Overview and Scrutiny Committee. A formal complaint is defined as:

*“an expression of dissatisfaction that requires a response about the standards of service, actions or lack of action, by the Council or its staff”.*

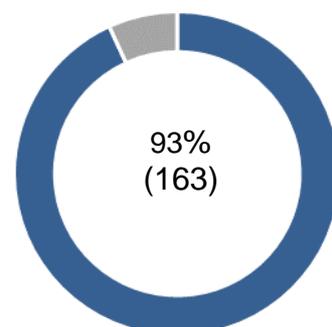
1.2 Part of the improvements made with the new system included signposting on how to make a complaint and clearly differentiating between a service type complaint/request and a formal complaint. The enhanced reporting and monitoring system has helped ensure that complaints are handled to the same standard and their progress can be closely monitored so that responses are made in a timely manner. Complaints may be reported onwards to the Local Government and Social Care Ombudsman by the complainant once the complaint has been dealt with through the Council’s complaints framework.

## 2.0 COMPLAINTS RECEIVED APRIL 2018 TO MARCH 2019

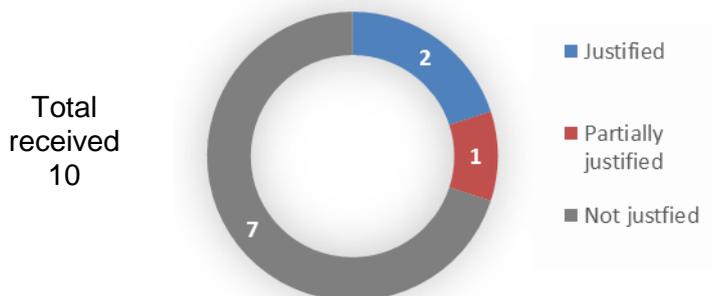
2.1 192 formal complaints were received within the year, of which 175 relate to Council services. Of these:



Number of complaints answered within time (20 days)



### Stage two review decisions:



The second stage is where the complainant was not happy with the original response and the complaint is assigned to an independent Head of Service for investigation. A breakdown of the complaints by service area, nature of complaint and remedy can be found in Appendix 1. This also includes a summary of lessons learned.

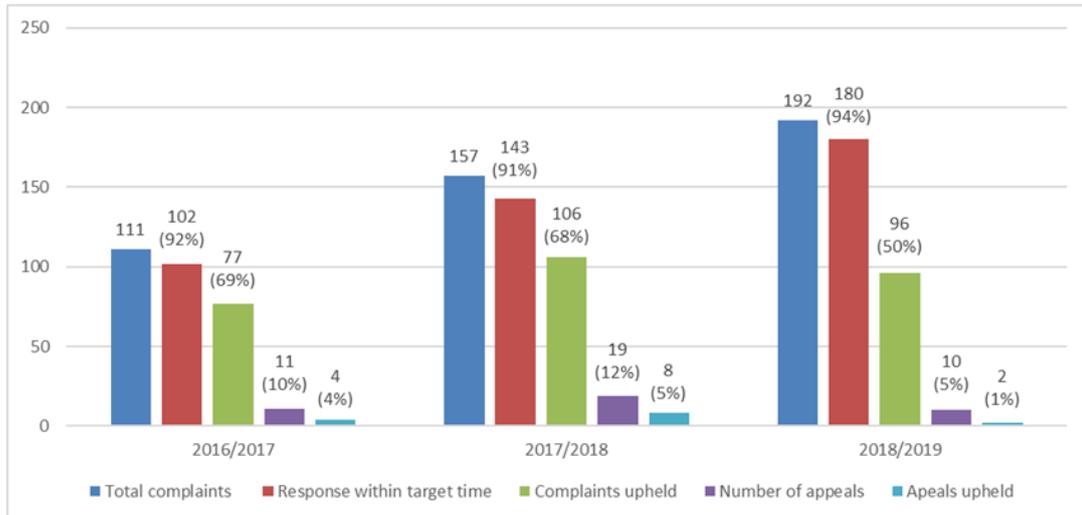
- 2.2** From the breakdown by service area, over half (99) relate to the Council's waste and recycling service. This number was reported within the annual Ubico performance report presented at Overview and Scrutiny Committee on 23 July 2019. Waste collection is a high profile service and, during the course of the year, completed 4,524,000 collections. The number of complaints in proportion to the number of collections is therefore very small.

### **3.0 LESSONS LEARNED**

- 3.1** Monitoring of lessons learned can be quite difficult because of the nature and complexity of many of the complaints. To give assurance that lessons learned are being adhered to, an internal audit will be carried out, and the results will be reported in next year's annual review of formal complaints.
- 3.2** An area where lessons learned from complaints has led to a huge improvement in service delivery is grass cutting. During the first quarter (1 April 2018 – 30 June 2018) of 2018/19, 23 complaints were received relating to grass not being cut within the borough. These complaints led to the introduction of a Grass Cutting Improvement Plan (approved by Executive Committee in June 2018). As a result of this plan, the first seasonal grass cut for 2019 was successfully carried out throughout the borough, with only one formal complaint relating to grass not being cut during Q1 2019/20. A Grounds Maintenance Working Group has now been established and will oversee grass cutting for the forthcoming year.

#### 4.0 COMPLAINTS ANALYSIS FOR PREVIOUS PERIODS

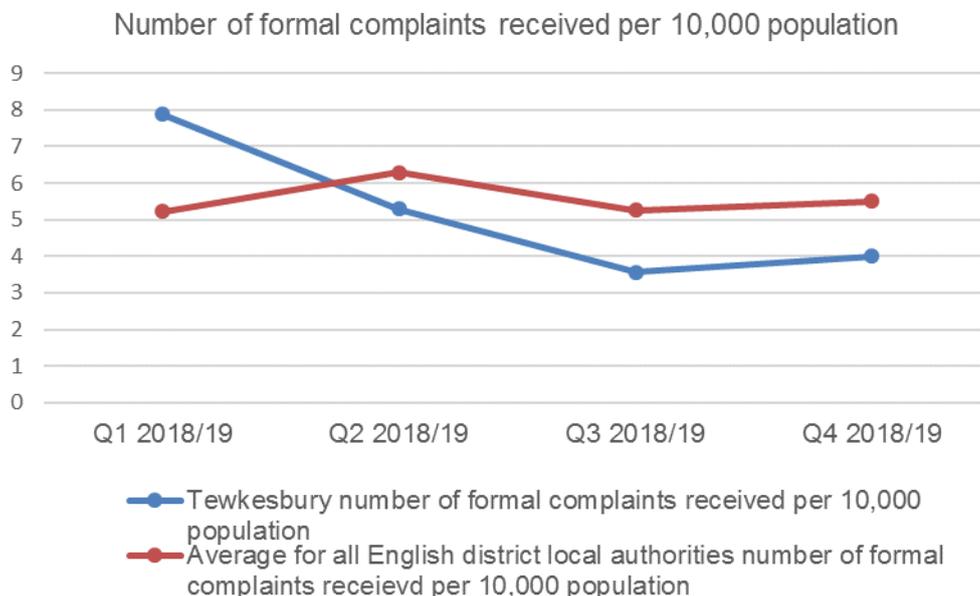
4.1 The previous number of complaints reported to the Committee are detailed below:-



4.2 The new complaints framework has been in place for three years. Within the Corporate Services 2019/20 service plan is an action to review the process. This will provide an opportunity to identify any further improvements that are required and ensure the framework maintains its customer focus. It is proposed to use the Overview and Scrutiny Committee to help undertake this review as complaints support the Council's overall performance management arrangements. The review is proposed to take place in quarter three of 2019/20.

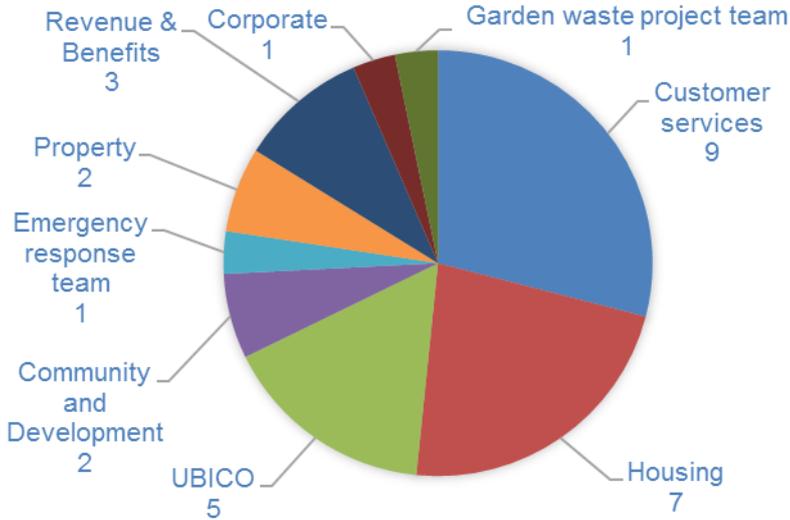
#### 5.0 BENCHMARKING OUR COMPLAINTS WITH OTHERS

5.1 On a quarterly basis, outturn figures are input through LG Inform. LG Inform is a dedicated database provided by the Local Government Association which includes a benchmarking tool. One of the indicators reported upon is the number of complaints per 10,000 population. Over 50 Councils report upon this indicator. The graph below shows the Council's trend compared to the average for other local authorities who have reported in 2018/19 - the performance continues to be excellent with the number of complaints received well below average. The spike reflects the increase in complaints we saw in grass cutting complaints in 2018/19 Q1.

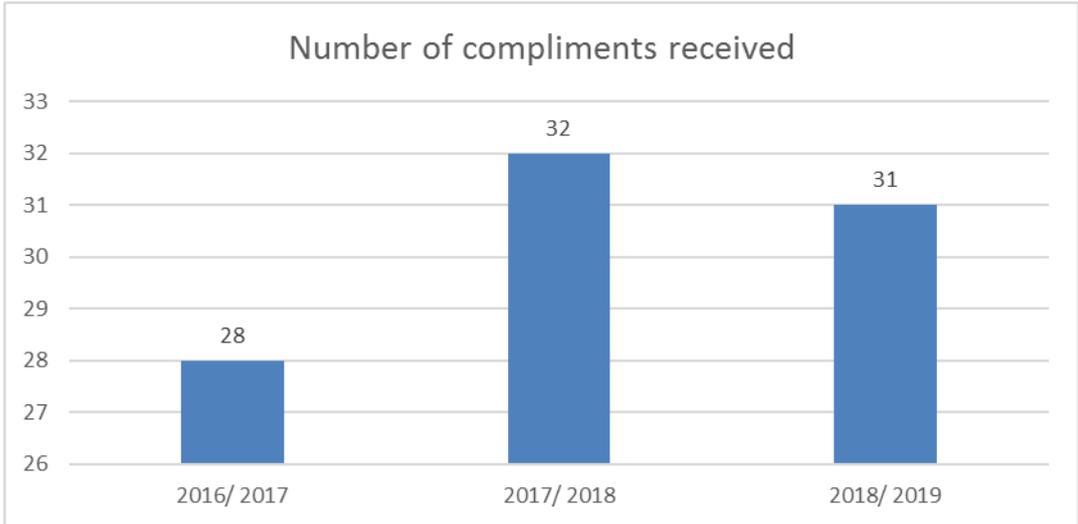


**6.0 COMPLIMENTS**

**6.1** A compliments log is maintained within Customer Services. During 2018/19, 31 compliments were received:



**6.2** The total number of compliments received since 2016/17 are as follows:



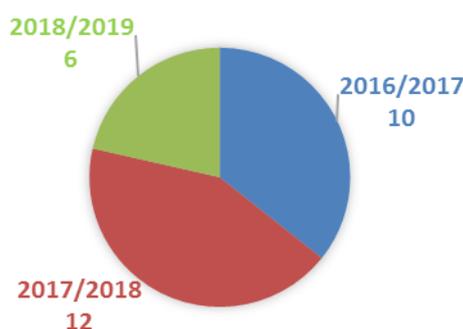
**7.0 LOCAL GOVERNMENT AND SOCIAL CARE OMBUDSMAN (LGSCO) COMPLAINTS**

**7.1** The LGSCO deals with complaints against all local government authorities in England (except Parish and Town Councils) and certain other bodies. Each year the LGSCO publishes an “Annual Review Letter” for every authority which details the number of complaints and enquiries received and the decisions made. This letter is attached to this report at Appendix 2. It is also published on the [LGSCO website](#).

7.2 During 2018/19, the LGSCO decided six complaints relating to Tewkesbury Borough Council:

- 1- Benefits and council tax - this was referred back for local resolution.
- 1 – Environmental services and public protection and regulation – closed after initial enquiries
- 3 – Planning and development – one was justified, one closed after initial enquires and one was referred back for local resolution.
- 1 – Housing – this was referred back for local resolution

The chart below shows the number of complaints referred to the LGSCO compared to previous years:



## 8.0 OTHER OPTIONS CONSIDERED

8.1 None

## 9.0 CONSULTATION

9.1 None

## 10.0 RELEVANT COUNCIL POLICIES/STRATEGIES

10.1 Corporate Complaints Policy

## 11.0 RELEVANT GOVERNMENT POLICIES

11.1 Local Government Act 1974

## 12.0 RESOURCE IMPLICATIONS (Human/Property)

12.1 Officer time to monitor and investigate complaints received.

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

13.1 None

## 14.0 IMPACT UPON (Value for money/ Equalities/ E-Government/ Human Rights/ Health and Safety)

14.1 Due regard is paid to the relevant policies and schemes during the investigation and resolution of complaints. Outcomes arising from improvement actions as a result of a complaints investigation may be beneficial in these areas.

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

**15.1** None.

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**Background Papers:** None

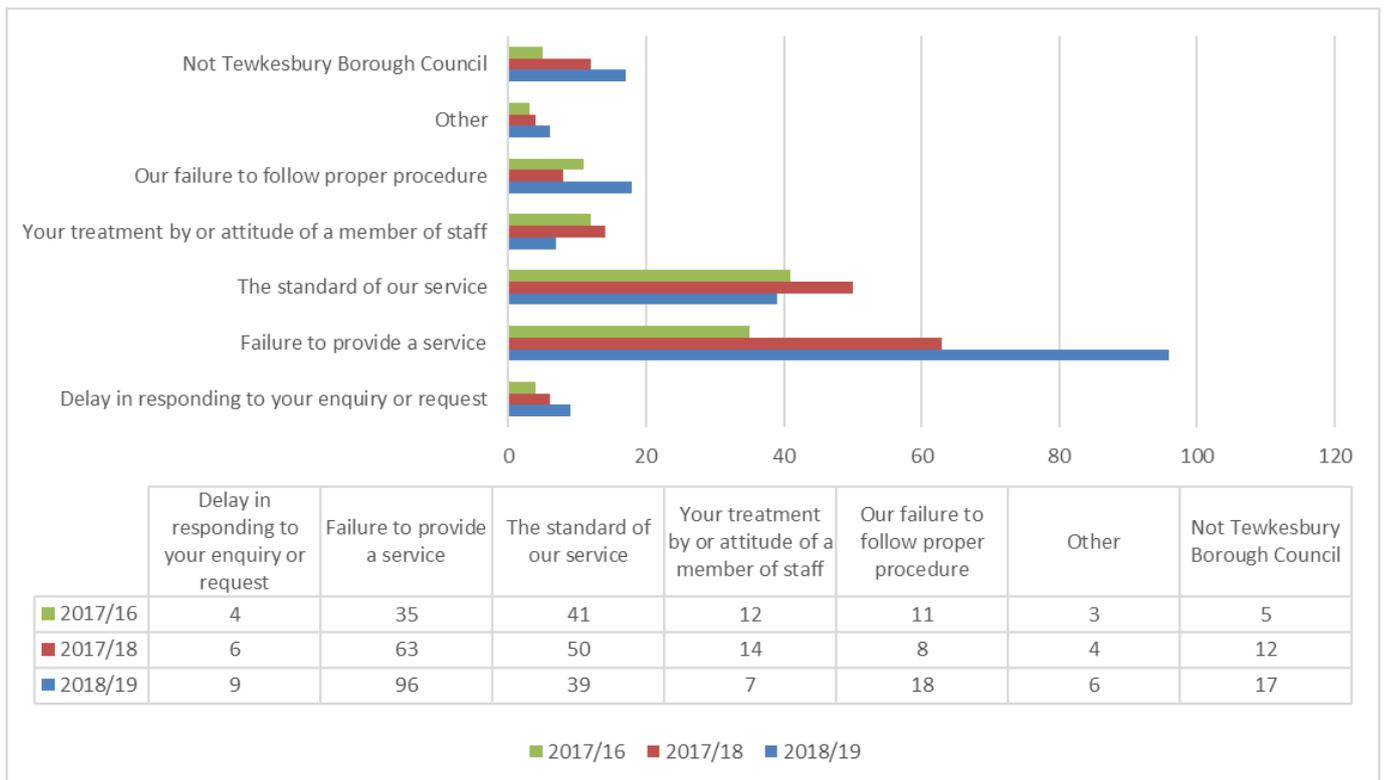
**Contact Officer:** Head of Corporate Services  
01684 272002      Graeme.simpson@teWKesbury.gov.uk

**Appendices:** Appendix 1 - Complaints breakdown  
Appendix 2 - Local Government and Social Care Ombudsman 2018/19  
– Annual Review Letter

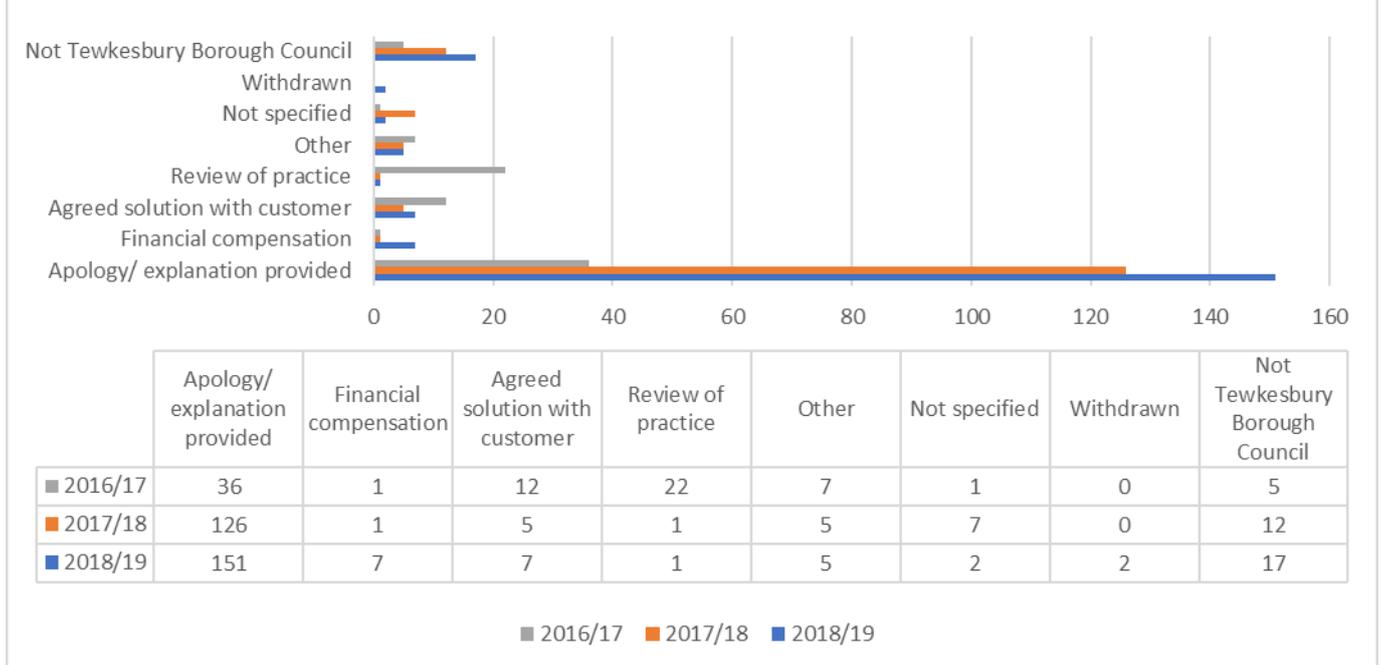
**Formal Complaints - April 2018 to March 2019****1) Breakdown by service (2017/18 figures in brackets)**

Service area	Total complaints	Within target	Outside target	Withdrawn	Justified	Partially justified	Not justified	Complaint appeals (stage two)	Stage two outcome
Customer Services	1 (2)	1	0	0	0	1	0	0 (1)	-
Environmental Health	4 (7)	3	1	0	1	1	2	0 (2)	-
Grounds Maintenance	28 (7)	28	0	0	22	3	3	1 (1)	1- Justified
Housing	10 (3)	8	2	0	1	4	5	1 (1)	1- Not justified
Planning	18 (24)	14	4	2	0	7	9	6 (7)	5- Not justified 1- Partially justified
Waste and recycling	99 (82)	95	4	0	70	16	13	2 (4)	1- Not Justified 1- Justified
Economic and community development	0 (0)	0	0	0	0	0	0	0 (0)	-
Democratic Services	1 (1)	1	0	0	0	0	1	0 (1)	-
Revenues & Benefits	10 (14)	10	0	0	0	5	5	0 (2)	-
Property	3 (3)	2	1	0	1	1	1	0 (0)	-
Parking	1 (0)	1	0	0	1	0	0	0 (0)	-
ICT	0 (0)	0	0	0	0	0	0	0 (0)	-
One Legal	0 (0)	0	0	0	0	0	0	0 (0)	-
Corporate Services	0 (2)	0	0	0	0	0	0	0 (0)	-
Not Tewkesbury Borough Council	17 (12)	17	0	0	-	-	-	-	-
<b>Totals</b>	<b>192 (157)</b>	<b>180</b>	<b>12</b>	<b>2</b>	<b>96</b>	<b>38</b>	<b>39</b>	<b>10 (19)</b>	

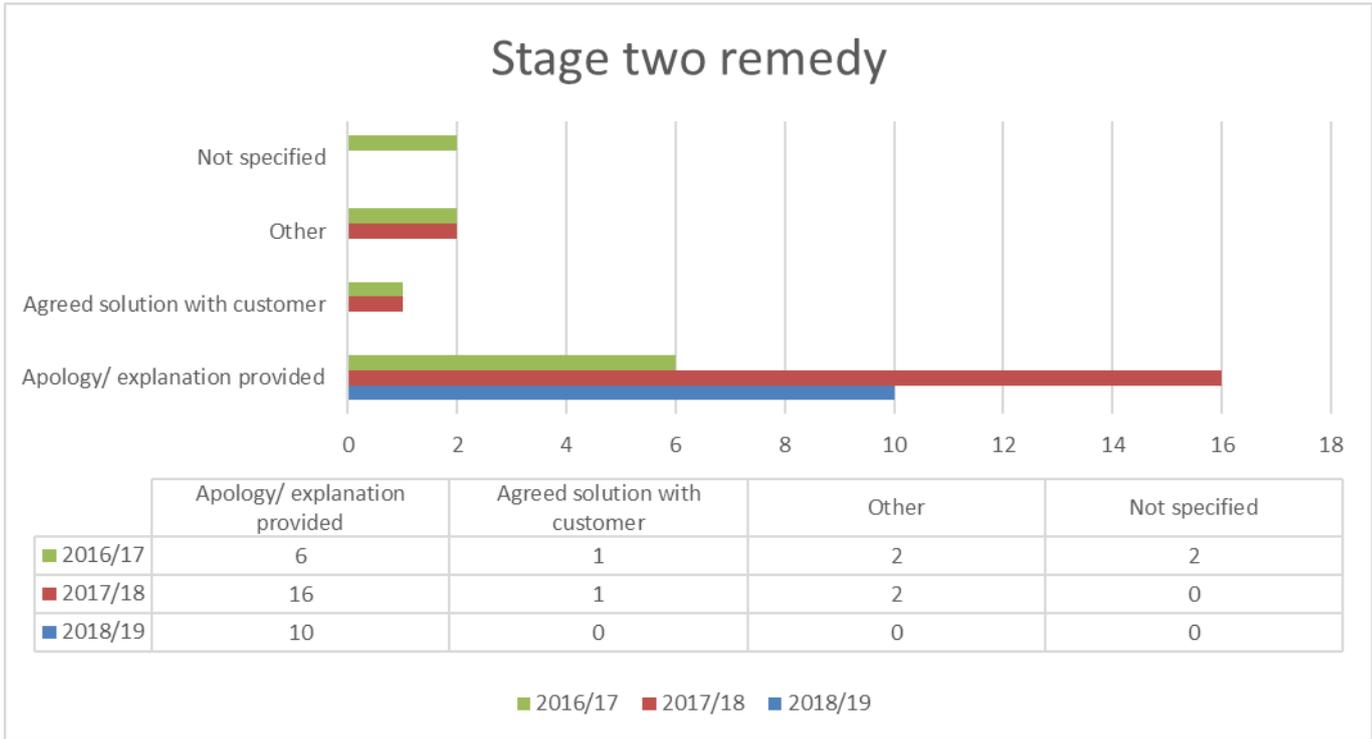
## 2) Nature of complaint and remedy



## Remedy of complaints



**Stage two by remedy**



**Lessons learnt**

- Staff instruction and training
- Review and improve processes
- Supervisors monitoring repeated missed bins
- Improve communication with customers

24 July 2019

*By email*

Mike Dawson  
Chief Executive  
Tewkesbury Borough Council

Dear Mr Dawson

### **Annual Review letter 2019**

I write to you with our annual summary of statistics on the complaints made to the Local Government and Social Care Ombudsman about your authority for the year ending 31 March 2019. The enclosed tables present the number of complaints and enquiries received about your authority, the decisions we made, and your authority's compliance with recommendations during the period. I hope this information will prove helpful in assessing your authority's performance in handling complaints.

### **Complaint statistics**

As ever, I would stress that the number of complaints, taken alone, is not necessarily a reliable indicator of an authority's performance. The volume of complaints should be considered alongside the uphold rate (how often we found fault when we investigated a complaint), and alongside statistics that indicate your authority's willingness to accept fault and put things right when they go wrong. We also provide a figure for the number of cases where your authority provided a satisfactory remedy before the complaint reached us, and new statistics about your authority's compliance with recommendations we have made; both of which offer a more comprehensive and insightful view of your authority's approach to complaint handling.

The new statistics on compliance are the result of a series of changes we have made to how we make and monitor our recommendations to remedy the fault we find. Our recommendations are specific and often include a time-frame for completion, allowing us to follow up with authorities and seek evidence that recommendations have been implemented. These changes mean we can provide these new statistics about your authority's compliance with our recommendations.

I want to emphasise the statistics in this letter reflect the data we hold and may not necessarily align with the data your authority holds. For example, our numbers include

enquiries from people we signpost back to your authority, some of whom may never contact you.

In line with usual practice, we are publishing our annual data for all authorities on our website, alongside our annual review of local government complaints. For the first time, this includes data on authorities' compliance with our recommendations. This collated data further aids the scrutiny of local services and we encourage you to share learning from the report, which highlights key cases we have investigated during the year.

### **New interactive data map**

In recent years we have been taking steps to move away from a simplistic focus on complaint volumes and instead focus on the lessons learned and the wider improvements we can achieve through our recommendations to improve services for the many. Our ambition is outlined in our [corporate strategy 2018-21](#) and commits us to publishing the outcomes of our investigations and the occasions our recommendations result in improvements for local services.

The result of this work is the launch of an interactive map of council performance on our website later this month. [Your Council's Performance](#) shows annual performance data for all councils in England, with links to our published decision statements, public interest reports, annual letters and information about service improvements that have been agreed by each council. It also highlights those instances where your authority offered a suitable remedy to resolve a complaint before the matter came to us, and your authority's compliance with the recommendations we have made to remedy complaints.

The intention of this new tool is to place a focus on your authority's compliance with investigations. It is a useful snapshot of the service improvement recommendations your authority has agreed to. It also highlights the wider outcomes of our investigations to the public, advocacy and advice organisations, and others who have a role in holding local councils to account.

I hope you, and colleagues, find the map a useful addition to the data we publish. We are the first UK public sector ombudsman scheme to provide compliance data in such a way and believe the launch of this innovative work will lead to improved scrutiny of councils as well as providing increased recognition to the improvements councils have agreed to make following our interventions.

### **Complaint handling training**

We have a well-established and successful training programme supporting local authorities and independent care providers to help improve local complaint handling. In 2018-19 we delivered 71 courses, training more than 900 people, including our first 'open courses' in Effective Complaint Handling for local authorities. Due to their popularity we are running six more open courses for local authorities in 2019-20, in York, Manchester, Coventry and London. To find out more visit [www.lgo.org.uk/training](http://www.lgo.org.uk/training).

Finally, I am conscious of the resource pressures that many authorities are working within, and which are often the context for the problems that we investigate. In response to that situation we have published a significant piece of research this year looking at some of the

common issues we are finding as a result of change and budget constraints. Called, [Under Pressure](#), this report provides a contribution to the debate about how local government can navigate the unprecedented changes affecting the sector. I commend this to you, along with our revised guidance on [Good Administrative Practice](#). I hope that together these are a timely reminder of the value of getting the basics right at a time of great change.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'M King', with a horizontal line underneath.

Michael King  
Local Government and Social Care Ombudsman  
Chair, Commission for Local Administration in England

**Local Authority Report:** Tewkesbury Borough Council  
**For the Period Ending:** 31/03/2019

For further information on how to interpret our statistics, please visit our [website](#)

## Complaints and enquiries received

Adult Care Services	Benefits and Tax	Corporate and Other Services	Education and Children's Services	Environment Services	Highways and Transport	Housing	Planning and Development	Other	Total
0	2	0	0	1	0	1	2	0	6

## Decisions made

				Detailed Investigations			
Incomplete or Invalid	Advice Given	Referred back for Local Resolution	Closed After Initial Enquiries	Not Upheld	Upheld	Uphold Rate (%)	Total
0	0	3	2	0	1	100	6

**Note:** The uphold rate shows how often we found evidence of fault. It is expressed as a percentage of the total number of detailed investigations we completed.

## Satisfactory remedy provided by authority

Upheld cases where the authority had provided a satisfactory remedy before the complaint reached the Ombudsman	% of upheld cases
0	0

**Note:** These are the cases in which we decided that, while the authority did get things wrong, it offered a satisfactory way to resolve it before the complaint came to us.

## Compliance with Ombudsman recommendations

Complaints where compliance with the recommended remedy was recorded during the year*	Complaints where the authority complied with our recommendations on-time	Complaints where the authority complied with our recommendations late	Complaints where the authority has not complied with our recommendations	
2	2	0	0	Number
	100%		-	Compliance rate**
<b>Notes:</b> * This is the number of complaints where we have recorded a response (or failure to respond) to our recommendation for a remedy during the reporting year. This includes complaints that may have been decided in the preceding year but where the data for compliance falls within the current reporting year. ** The compliance rate is based on the number of complaints where the authority has provided evidence of their compliance with our recommendations to remedy a fault. This includes instances where an authority has accepted and implemented our recommendation but provided late evidence of that.				