

25 November 2019

Committee	Overview and Scrutiny
Date	Tuesday, 3 December 2019
Time of Meeting	4:30 pm
Venue	Tewkesbury Borough Council Offices, Severn Room

ALL MEMBERS OF THE COMMITTEE ARE REQUESTED TO ATTEND

Agenda

1. ANNOUNCEMENTS

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

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

2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

To receive apologies for absence and advise of any substitutions.

3. DECLARATIONS OF INTEREST

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



	Item	Page(s)
4.	MINUTES To approve the Minutes of the meeting held on 22 October 2019.	1 - 10
5.	EXECUTIVE COMMITTEE FORWARD PLAN To determine whether there are any questions for the relevant Lead Members and what support the Overview and Scrutiny Committee can give to work contained within the Plan.	11 - 15
6.	OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2019/20 To consider the forthcoming work of the Overview and Scrutiny Committee.	16 - 24
7.	GLOUCESTERSHIRE POLICE AND CRIME PANEL UPDATE To receive an update from the Council's representative on matters considered at the last meeting.	
8.	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.	25 - 75
9.	COMMUNICATIONS STRATEGY To consider the Communications Strategy 2020-24 and to recommend it to the Executive Committee for approval.	76 - 106

DATE OF NEXT MEETING
TUESDAY, 14 JANUARY 2020
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, 22 October 2019
commencing at 4:30 pm**

Present:

Chair	Councillor K J Cromwell
Vice Chair	Councillor J W Murphy

and Councillors:

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

OS.46 ANNOUNCEMENTS

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

OS.47 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

47.1 Apologies for absence were received from Councillors G J Bocking, H C McLain, P D McLain, P W Ockelton and J K Smith. Councillor M L Jordan would be acting as a substitute for the meeting.

OS.48 DECLARATIONS OF INTEREST

48.1 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.

48.2 There were no declarations made on this occasion.

OS.49 MINUTES

49.1 The Minutes of the meeting held on 10 September 2019, copies of which had been circulated, were approved as a correct record and signed by the Chair.

OS.50 EXECUTIVE COMMITTEE FORWARD PLAN

50.1 Attention was drawn to the Executive Committee Forward Plan, circulated at Pages No. 20-24. 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.

50.2 The Head of Corporate Services advised that the Council Plan 2016-20 refresh was due to be taken to the Executive Committee meeting on 8 April 2020 but this would now be brought forward to the meeting on 8 January 2020 in order for the Council Plan to be approved prior to the peer review challenge which was taking place during the first week in March 2020. In addition, the Deputy Chief Executive

confirmed that the special Executive Committee meeting due to be held on 4 November 2019, to consider approval of the West Cheltenham Masterplan Supplementary Planning Document for consultation, had been cancelled; it was now intended that this would be considered at the normal meeting on 27 November 2019 which would be in line with Cheltenham Borough Council.

50.3 It was

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

OS.51 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2019/20

51.1 Attention was drawn to the Overview and Scrutiny Committee Work Programme 2019/20, circulated at Pages No. 25-34, which Members were asked to consider.

51.2 With regard to the pending items section of the Work Programme, set out at Page No. 33 of the report, the Head of Corporate Services advised that the Communications Strategy would now be taken to the meeting on 3 December 2019 and the presentation on the Growth Hub and Gloucestershire First Local Enterprise Partnership (GFirst LEP) would be taken to the meeting on 14 January 2020. It was further noted that the Flood Risk Management Group Report - which was received on an annual basis by the Overview and Scrutiny Committee in order for Members to make a recommendation to the Executive Committee as to whether there was a continuing role for the Group and was currently scheduled for the meeting on 10 March 2020 - would be removed from the Work Programme as this had been superseded by the Council decision to expand the remit of the existing Flood Risk Management Group to deal with climate change matters. It was noted that the Group was due to report to Council by its meeting on 21 April 2020 with a detailed action plan for delivery.

51.3 With regard to the Parking Strategy Review items which were due to be considered by the Overview and Scrutiny Committee at its meetings on 14 January and 10 March 2020, the Deputy Chief Executive advised that it was more appropriate for the Head of Finance and Asset Management to be the Lead Officer, rather than the Head of Development Services, and the Work Programme would be updated accordingly.

51.4 It was

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

- Communications Strategy to be moved from Pending Items to the meeting on 3 December 2019;
- Presentation from the Growth Hub and GFirst LEP to be moved from Pending Items to the meeting on 14 January 2020;
- Flood Risk Management Group Report to be removed from the Work Programme on 10 March 2020; and
- Parking Strategy Review items on 14 January 2020 and 10 March 2020 to be amended to show the Head of Finance and Asset Management as the Lead Officer rather than the Head of Development Services.

OS.52 DEVELOPMENT SERVICES IMPROVEMENT PLAN

- 52.1 Attention was drawn to the report of the Head of Development Services, circulated at Pages No. 35-49, which provided an update on progress made against the Development Services Review Action Plan. Members were asked to consider the report and to note that the remaining actions would all be completed by March 2020 and, should that not be the case, a further report would be brought back to the Overview and Scrutiny Committee.
- 52.2 The Head of Development Services explained that the Development Services Review was approved by Council on 25 April 2018 and was supported by an action plan to help improve the service. The action plan had contained 76 actions at the time of approval but considerable progress had been made and, of those, all but 13 had been completed; the report provided an update on the outstanding actions. Members were reminded that this was not a service plan and the action plan did not represent all of the work that was undertaken by the department. It was noted that the majority of actions were for the Development Management team and they had been prioritised; this had involved joint working across the Council with IT and Customer Services to improve the service for customers. She was fully aware of the importance of the relationship between Officers and customers and she regretted that there had been times when the service had fallen short of expectations but she provided assurance that this would be addressed where issues were identified. With regard to planning policy, the Tewkesbury Borough Plan had reached the Pre-Submission stage; whilst this had impacted on other projects, clearly it was a very important piece of work. In terms of economic development and tourism, the Growth Hub had now been operational for a year and many compliments had been received about the positive impact on businesses. In respect of community development, a Member workshop had been held to clarify and define the role of the Place Approach and that had been well received. The next stage was to ensure it was embedded across the three areas within the borough. The relationship between place and health was recognised as a key priority for the team moving forward.
- 52.3 A Member drew attention to Page No. 42, Action B.12 – Review whether to propose Local Development Orders for areas where no permitted development rights - which stated that the action had been suspended for a year in order to enable a cost/benefit analysis to be undertaken but then went on to say that this was now unlikely to be taken forward due to the loss of income predicted and he sought clarification as to the situation. The Head of Development Services explained that, whilst the majority of areas benefited from permitted development rights, those rights had been removed in some newer areas; permitted development rights allowed properties to be extended without planning permission - within certain limits - if permitted development rights had been removed, a planning application would be required. In April 2018, when the action plan had been adopted, there was no fee for submitting a planning application if permitted development rights had been removed; however, those applications were quite costly to process so an action had been included to consider introducing Local Development Orders which would reinstate permitted development rights. Since that time, the regulations had changed and a fee was now required for these applications therefore it may no longer make economic sense to bring in a Local Development Order; this was still being considered but it was unlikely that it would be taken forward.
- 52.4 The Member also drew attention to Page No. 44, Action C.2 – Produce Supplementary Planning Document to support introduction of the Joint Core Strategy and Community Infrastructure Levy (CIL) which sets out the relationship between CIL and Section 106 (and Section 278 of the Highways Act) and approach to non-plan compliant schemes – and questioned why the target date had changed from June 2019 to a ‘commencement date’ of January 2020. The Head of

Development Services explained that the CIL had just been adopted by the Council and it was now intended to produce a Supplementary Planning Document to clarify this for the public. It took at least 12 months for a Supplementary Planning Document to be adopted due to the various consultation stages, and there had also been delays due to recent changes to the CIL regulations which had meant that a lot of work had to be aborted – she wanted to be clear that this would certainly commence in the New Year which was why the target date stated in the action plan was ‘January 2020 commencement date’. In response to a query as to whether there was a process determining how CIL could be spent, the Head of Development Services clarified there was no formally agreed process but that was included on the forward plan for November 2019; the process needed agreement from all three Joint Core Strategy authorities and the County Council which did take time. Ultimately, she hoped to have an agreed governance strategy by the end of the calendar year. The CIL regulation changes meant that it was now possible to spend the money in ways that had not been allowed 12 months earlier. She reassured Members that, although CIL had been charged since January 2019, there was a significant lead-in period and an instalment policy which meant that money was not yet being collected from liable developments. Notwithstanding this, she stressed that it was an absolute priority to put the governance arrangements in place and she confirmed that this would require an Executive Committee decision. A Member sought assurance that it was clear and understandable to developers when CIL had to be paid and the Head of Development Services confirmed that the CIL cost was established based on floor space, use etc. and there was a legal document setting out the payment dates and the amounts due. The information was stored on a new software system and was completely transparent. She clarified that there was a 5% administration fee and Parish Councils were entitled to 15% or 25% depending on whether a Neighbourhood Development Plan was in place – in most cases that proportion would go directly to the Parish Council; this left 70% or 80% in the strategic pot and a decision was required as to the recipient which would be set out in the governance. Whilst this was obvious in many cases, it could be unclear where certain infrastructure was required for developments to come forward. She indicated that projections could be produced for Members, if required, to give them an indication of the CIL that Parishes could expect to receive and the potential ways this might need to be spent.

- 52.5 With regard to Page No. 48, Action H.1 – Discuss tourism role with Members and partners – a Member noted that the first paragraph in the progress to date column talked about uncertainty over funding but this seemed to be contradicted by the last sentence which stated that a plan would be presented to Members setting out an enhanced tourism role. The Head of Development Services advised that there had been a vacant post within the Economic Development and Tourism team for some time and, whilst she was keen to fill the post, it was firstly necessary to make some decisions about how best to manage the service, for instance, the Local Industrial Strategy which had been prevalent in April 2018 talked about the role of the technology industry and it was important to capitalise on every opportunity to facilitate tourism, not only in terms of the Tourist Information Centres, but also through supporting businesses with their tourism role.
- 52.6 A Member raised concern that, as a new Councillor, it was unclear from the report what improvements had been made as a result of the action plan and she would have welcomed a summary to highlight what had changed for the better and areas for further improvement. The Head of Development Services felt this was a very good point and she advised that responses were currently awaited from a survey of applicants focused on their experience of the planning application process and the pre-application planning advice service. Another Member drew attention to Page No. 37, Paragraph 3.7 of the report which talked about a number of small scale proposals to improve service delivery, manage costs and improve capacity but there were no details as to what those were and what outcomes had been achieved. The

Head of Development Services explained that this report focused on the delivery of the action plan, nevertheless, there were a number of actions currently being considered which had not been possible in 2018, for instance, increased use of digital technology to improve case management and efficiency including trialling paperless householder applications; whilst these projects were progressing, some would require investment in terms of Officer time and/or capital.

- 52.7 A Member raised concern about two specific incidents, one whereby he had been unable to contact a particular Officer despite many calls to various other Council staff, and another which had been highlighted at a Parish Council meeting where an individual had been trying to obtain pre-application advice but their emails and calls had not been followed up. This was clearly not an acceptable way to deal with customers and it meant that it was difficult to see the improvements that were suggested in the report. The Head of Development Services understood these concerns and indicated that she was unaware of the problem at the Parish Council so she would be happy to discuss this further outside of the meeting. Another Member indicated that he understood this had actually been resolved efficiently following the Parish Council meeting once the relevant Officer was made aware of this issue. In terms of Officers not answering telephones, the Head of Development Services was disappointed to hear that this was an issue and reiterated her commitment to addressing the problem. She had heard comments about people not being able to get hold of Officers who worked part-time etc. but she stressed that if Officers were away from their desks – whether that was because they were on site, in meetings or because they did not work full-time – it was always possible to contact Technical Administration; the telephone number for that department was on the website and in the Shoretel directory but she undertook to circulate a list of key contact numbers to all Members following the meeting. It was worth noting that she had recently become aware of some technical issues with the telephones; whilst they allowed for three stacked calls, the two people behind the first caller did not realise they were in a queue as they just heard a ring tone which made it appear their calls were being ignored. This was not appropriate and she was working with the IT team to come up with a solution. The Chair felt that these types of concerns did not necessarily need to be resolved by the Head of Development Services as she clearly had a lot of other important work to do and he queried who else Members could contact. The Head of Development Services indicated that she was more than happy to take concerns from Members and she would always respond to calls and emails, although that may not be straight away. She was supported by the Technical Planning Manager and the Business Transformation Manager, as well as individual Case Officers, all of whom would be willing to assist Members. A Member noted that both of the Managers mentioned were shared with Gloucester City Council and questioned whether they responded to calls from Tewkesbury Borough Council Officers and Members whilst working there. The Head of Development Services clarified that the Officers split their time roughly 50/50 between the two authorities. Whilst they should answer their calls and emails for both authorities, there was a lack of integration between the systems which meant that they had two inboxes to manage; this had been flagged as a concern and Officers were attempting to resolve it.

- 52.8 It was noted that it was not proposed to bring back a further report on the delivery of the action plan unless the outstanding actions failed to be completed by March 2020; however, given the concerns that had been raised regarding customer service, a Member felt it was important for the Committee to receive an update on the outcome of the customer satisfaction survey. It was subsequently

RESOLVED

1. That the progress made against the actions contained within the Development Services Improvement Plan be **NOTED**.
2. That a further report be brought to the Committee in April/May 2020 to advise Members of the outcomes of the customer satisfaction survey and, if relevant, to give an explanation on any outstanding actions within the Plan.

OS.53 REVIEW OF PLANNING ENFORCEMENT PLAN

- 53.1 The report of the Head of Development Services, circulated at Pages No. 50-73, provided an update on performance arising from the adoption of the Planning Enforcement Plan. Members were asked to consider the information and to note that this would be included within the planning Key Performance Indicators (KPIs) in future.
- 53.2 Members were advised that the Planning Enforcement Plan, attached at Appendix 1 to the report, had been adopted by the Executive Committee in July 2018. The Plan had been introduced following a review of the Planning Enforcement service and had been through various consultation prior to approval. The Plan set out the Council's principles and approaches to delivering the service and was intended to be used primarily by the public. The Head of Development Services advised that, when the Plan was adopted in 2018, the Enforcement team comprised a Senior Planning and Enforcement Officer and two Enforcement Officers; unfortunately, all three of the staff in those roles had now left the authority. After two or three attempts to recruit, appointments had been made to two junior posts – these Officers were doing very well but were both inexperienced and still learning the trade so they did require support. She had now tried to recruit to the Senior Planning and Enforcement Officer post unsuccessfully on four occasions. As an interim solution, arrangements had been made to cover this post for two days per week in order to assist with high priority cases. The focus for the last six to 12 months had been on implementing the new service with the new Officers and the Planning Enforcement Plan had been a useful tool during that process. She confirmed that consideration was being given as to how best address the vacant senior role. She went on to advise that statistics in relation to the service had been recorded on the Uniform system since 1 April 2019 and the first six months' data to 30 September 2019 was set out at Appendix 2 to the report.
- 53.3 In response to a query, the Head of Development Services advised that an Enforcement Officer did not necessarily have to be a qualified Planning Officer – neither of the staff in the two junior posts were qualified although both had experience in the industry. The senior role that had been advertised on several occasions was for a Planning and Enforcement Officer but candidates seemed to be very scarce and those that did exist tended to be based within County authorities which was why it was necessary to rethink the structure of the team; it was likely that the senior role would be a planning post with an element of enforcement but no decisions had been made as yet. A Member questioned how many live enforcement cases there were and was advised that Appendix 2 to the report stated that 73 breaches had been reported; however, that only related to new breaches between 1 April and 30 September and, as enforcement cases could take a long time to resolve, there were actually around 240 live enforcement cases. Another Member raised concern that the statistics provided did not give an indication as to whether performance was good or bad and she felt the figures needed to be put into context. The Head of Development Services explained that it was not always easy to compare due to the varied nature of cases and the different action taken to resolve them. Until the introduction of the Planning Enforcement Plan in July 2018 there had been no comparisons or timeframes so

there had been a definite improvement in that regard. She confirmed that the majority of cases were Category C - unless action was taken there was a risk of material harm to the environment or undue harm to residential amenity; investigation to commence within 10 days – or Category D – Breaches of planning control causing limited material disturbance to local residents or harm to the environment which do not come within any of the higher categories and where a delay would not prejudice the Council’s ability to resolve the matters; investigation to take place as soon as resources allow with the aim being to commence within 15 days. It was noted that 72.2% of Category C cases and 76.9% of Category D cases had been commenced within the timescales set out within the Plan. Category A cases – Development causing, or likely to cause, irreparable harm or damage; investigation to take place as soon as possible or within 24 hours – and Category B cases – Unless prompt action is taken, there is a material risk of further harm being caused which could be reduced or prevented by early intervention; investigation to commence within five working days – were much less common with only three of each of these type of cases reported during the six month period.

53.4 A Member understood that the Planning Committee was supposed to receive regular reports on enforcement but he did not believe that was happening currently. He also pointed out that Members had previously been told they would be able to receive reports on enforcement cases within their Wards and he asked when that would happen as it was important for Councillors to be able to keep their constituents informed. The Head of Development Services apologised that the Planning Committee had not yet received these reports and provided assurance that this would commence from April 2020 to coincide with the new financial year. She confirmed that complainants were kept informed throughout the process and they would be notified of any changes automatically when the Uniform system was updated. Members had been given the opportunity to receive updates on enforcement cases, and she believed some had been set-up to receive them, so this could be rolled out further.

53.5 The Deputy Chief Executive suggested that it would be beneficial to extend the customer satisfaction survey which was being undertaken as part of the Development Services Improvement Plan - discussed under the previous Agenda item - to include enforcement in order for Members to get a feel for public thinking in relation to that aspect of the planning service. It was

RESOLVED That performance arising from the adoption of the Planning Enforcement Plan be **NOTED** and this information be included with the planning Key Performance Indicators in future.

OS.54 HOUSING STRATEGY MONITORING REPORT

54.1 The report of the Head of Community Services, circulated at Pages No. 75-10, provided a summary of the key activities identified within the Housing Strategy 2017-21 which had been achieved between April and September 2019. Members were asked to consider the progress made to date in respect of the outcomes identified in the Action Plan.

54.2 The Head of Community Services explained that it had been a year of change for the Housing team mainly due to the introduction of the Homelessness Reduction Act which was very much focused on prevention; fortunately, this was the approach that had generally been taken by Tewkesbury Borough Council. In terms of service improvement, he drew particular attention to Page No. 76, Paragraph 2.3.2 of the report which set out that Personal Housing Plans in the new database were currently being updated and a home visit service was being developed in order to increase understanding of a customer’s situation in a less intimidating environment. Page No. 81, Paragraph 2.4.1 of the report stated that the Local Housing Needs Assessment was close to completion. This was carried out on a countywide basis,

with the last full assessment in 2009, and would form the basis of the new Housing Strategy when the current strategy came to an end in 2021. The action plan was attached at Appendix 1 to the report and he apologised that a number of the target dates had already passed and undertook to ensure these were corrected for the next update.

54.3 With regard to the rough sleeper count set out at Page No. 78 of the report, a Member questioned whether the one rough sleeper recorded in February 2019 was the same person that had been recorded in January 2019 and the Head of Community Services confirmed that was likely to be the case. He pointed out that it could take a long time to find solutions for rough sleepers, particularly if they lived chaotic lifestyles, and it was worth remembering that, although there were genuine cases, some chose to live on the street, or preferred to be seen as a rough sleeper, even when they had access to accommodation. The Interim Housing Manager confirmed that there were many reasons why people with accommodation could be found on the street, for instance, some were so entrenched in rough sleeping that they had adapted to that lifestyle and had their social networks on the streets. Officers worked with individuals to establish their reasons and were supported by organisations such as the P3 charity to ensure they received the right help. A Member expressed the view that the homelessness figures for Tewkesbury Borough were very positive and a credit to the Housing team. The Interim Housing Manager indicated that he had been with the authority since June, having worked in a number of local authority departments previously, and the Tewkesbury Borough Council Housing Team was the best he had worked with. The staff all pulled together and were extremely committed to helping people which resulted in some quality work. It was acknowledged that the type of people the team worked with were often very challenging and the job was often carried out under very difficult circumstances. The Chair echoed these sentiments and, on behalf of the Committee, thanked the Housing team for their hard work.

54.4 It was

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

OS.55 WARM AND WELL SCHEME UPDATE

55.1 Attention was drawn to the report of the Head of Community Services, circulated at Pages No. 110-138, which gave an overview of the Warm and Well scheme. Members were asked to consider the achievements made to date.

55.2 The Head of Community Services explained that, along with the other local authorities in Gloucestershire, Tewkesbury Borough Council contributed £20,000 per year to pay for services provided by the Severn Wye Energy Agency in order to achieve its commitments around achieving affordable warmth and tackling fuel poverty. The main achievements for 2018/19 were set out at Pages No. 112-113 of the report with a detailed breakdown at Appendix 1. He drew particular attention to Paragraph 2.9 of the report which stated that the scheme had led to an overall annual carbon saving of 265 tonnes which was a significant reduction. He hoped that Members would agree that the Warm and Well Scheme was extremely good value for money in terms of the benefits it provided to vulnerable households and the environment. The Environmental Health Manager felt it was important to bear in mind that the scheme was primarily directed at vulnerable adults and there were some unscrupulous operators who mimicked the Warm and Well branding and marketing so he urged Members to contact the Council to confirm legitimacy if they were in any doubt whatsoever.

55.3 It was noted that the Severn Wye Energy Agency ran training sessions on fuel poverty and it was agreed that a session should be arranged for Members in the New Year. A Member queried whether the Warm and Well scheme was advertised in the Tewkesbury Borough News and the Head of Community Services confirmed that it had been in the past and undertook to speak to the Communications team about including something in the next edition. It was noted that the scheme was publicised at community events and information leaflets could be provided for such occasions. A Member asked for information on the scheme to be circulated to Town and Parish Councils and the Head of Community Services suggested that it may also be beneficial to include this on the agenda for the next Town and Parish Council Seminar. Another Member felt it would be beneficial to send out a Member Update with a summary of the service and how to contact the Severn Wye Energy Agency and the Head of Community Services undertook to ensure that was done by the end of the month.

55.4 It was

RESOLVED That the achievements made to date through the Warm and Well Scheme be **NOTED**.

OS.56 GLOUCESTERSHIRE ECONOMIC GROWTH SCRUTINY COMMITTEE UPDATE

56.1 The Chair indicated that he had chaired the last meeting of the Gloucestershire Economic Growth Scrutiny Committee - a joint meeting with the Gloucestershire Environment Scrutiny Committee - which the Council's representative had been unable to attend. The meeting had focused on Gloucestershire's Local Transport Plan Review and the presentation had been circulated to the Committee. He intended to briefly outline the issues that had been raised and to take any questions arising.

56.2 The presentation at the joint meeting had covered the following key points:

- Local Transport Plan Vision and Objectives – Support sustainable economic growth; conserve the environment; enable community connectivity; and improve community health and wellbeing.
- Objectives – Consider national, regional, county and local priorities and policies that have changed during the plan period; strengthen climate change agenda; reflect adopted local plans and their infrastructure requirements; look toward a new time horizon to 2041 to discuss future transport technologies and likely growth scenarios; and link to the newly introduced cycling and walking infrastructure plans.
- Shaping the Way to 2041 – Challenges: economic prosperity and the need for improved connectivity; inclusion; changes in attitude and consumer behaviour; innovation. Opportunities: better integration of all modes; SMART places and innovation; new vehicle technologies; shared mobility.
- Public and Community Transport – transport interchange hubs; three tiered bus stations; bus priority; total transport; Ultra Low Emission Vehicle (ULEV) bus lanes.
- Cycle Policy – Strengthen Gloucestershire's cycle network - £50m investment to connect Cotswolds to Tewkesbury and sub-routes once main routes in place; follow green infrastructure principles.

- Freight and Highways – Freight: Gloucestershire’s freight network; advisory freight route map; journey routing information; low carbon and ULEV. Highways: document review; movement of certain policies into more appropriate document e.g. overarching strategy, public and community transport and walking policy document; £150m investment in the highway network.
- Rail – Rail connectivity long term aims – including Ashchurch for Tewkesbury – upgrade offer and connectivity.
- Scheme Prioritisation – Move away from short/long term time periods for scheme delivery to new categorisation developed by a scale of impact indicator to provide objective classifications. Strategic scheme priorities less than £20m; major scheme priorities £5m-£20m; local scheme priorities £200,000-£5m; countywide scheme priorities – non-place specific, revenue projects.

56.3 A Member questioned how they could comment on the proposals and put forward suggestions as he was under pressure from residents in Shurdington to get the proposal for a bypass reconsidered. The Chair advised that there would be public consultation and suggested that it might be possible to invite the County Council to give a short presentation to Members - he would also be happy to feedback on specific issues. The Deputy Chief Executive felt that it would be prudent to wait to see exactly what the consultation was on, and whether it would be appropriate to comment on particular issues such as Shurdington, in order not to raise expectations. A Member welcomed the planned improvements to cycle networks but felt there was more to be done within smaller areas, i.e. between housing estates, and the Chair indicated there would be a second tranche but it was hoped that new developments would not have the same problems as older ones.

56.4 Members generally felt that the plan was very positive and looked forward to seeing how it progressed. It was subsequently

RESOLVED That the update from the joint meeting of the Gloucestershire Economic Growth and Environment Scrutiny Committees be **NOTED**.

The meeting closed at 6:20 pm

EXECUTIVE COMMITTEE FORWARD PLAN 2019/20

REGULAR ITEM:

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

Addition to 27 November 2019
<ul style="list-style-type: none"> • Peer Challenge. • Tewkesbury Heritage Action Zone.

Committee Date: 8 January 2020			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Management Report – Quarter Two 2019/20.	To receive and respond to the findings of the Overview and Scrutiny Committee’s review of the quarter two performance management information.	Head of Corporate Services.	No.
Medium Term Financial Strategy (Annual).	To recommend to Council the adoption of the five-year MTFs which describes the financial environment the Council is operating in and the pressures it will face in delivering its services and a balanced budget over the period.	Head of Finance and Asset Management.	No.
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.
West Cheltenham Masterplan Supplementary Planning Document.	To consider approval of the West Cheltenham Masterplan SPD for consultation.	Head of Development Services.	No.

11

Agenda Item 5

Committee Date: 8 January 2020			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Council Plan 2020-2024	To recommend to Council the Council Plan 2020-2024.	Head of Corporate Services.	No.
Joint Core Strategy Authorities Joint Community Infrastructure Levy (CIL) Governance Arrangements.	To make a recommendation to Council regarding the Community Infrastructure Levy (CIL) Governance Arrangements.	Head of Development Services.	Yes, deferred to allow further time to consider the options.
Joint Core Strategy Authorities Review of the Community Infrastructure Levy (CIL) Charging Schedules.	To make a recommendation to Council regarding the Review of the Community Infrastructure Levy (CIL) Charging Schedules.	Head of Development Services.	Yes, deferred to allow further time to consider the options.
Community Grants Update.	To receive an update on Community Grants.	Head of Finance and Asset Management.	
ICT Strategy.	To approve the ICT Strategy.	Head of Corporate Services.	Yes, deferred to allow further time to develop the strategy.
Review of Council Tax Reduction Scheme and Council Tax Discounts.	To consider following consultation.	Head of Corporate Services.	Yes – deferred from 27 November to allow time for consultation with all parties.

Committee Date: 5 February 2020			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Budget 2020/21 (Annual).	To recommend a budget for 2020/21 to the Council.	Head of Finance and Asset Management.	No.
Financial Update - Quarter Three 2019/20.	To consider the quarterly budget position.	Head of Finance and Asset Management.	No.
Prosecution of Housing and Tenancy Fraud on behalf of Social Housing Providers.	To consider a proposal that the Council undertakes prosecutions on behalf of Social Housing providers where the property is situated outside of the Counter Fraud Unit Partnership area and where the Counter Fraud Unit has undertaken the investigation.	Head of Corporate Services.	No.
Housing Strategy Monitoring Report (Year 4) (Annual).	To approve the Housing Strategy Monitoring Report for Year Four.	Housing Services Manager.	Yes, from January meeting as not urgently required in January.
Confidential Item: Irrecoverable Debts Write-Off Report (Quarterly).	To consider the write-off of irrecoverable debts.	Head of Corporate Services.	No.
(To be considered in private because of the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)).			

Committee Date: 4 March 2020			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Grounds Maintenance Working Group Report	To consider the recommendation from the Overview and Scrutiny Committee in respect of the work undertaken by the Grounds Maintenance Working Group and to determine whether there is a continuing role for the Group.	Head of Community Services.	No.

Committee Date: 8 April 2020			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Management Report – Quarter Three 2019/20.	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter three performance management information.	Head of Corporate Services.	No.
Council Plan 2016/20 Refresh (Annual).	To consider the Council Plan and make a recommendation to Council.	Head of Corporate Services.	No.
High Level Service Plan Summaries (Annual).	To consider the key activities of each service grouping during 2018/19.	Head of Corporate Services.	No.
Parking Strategy Review.	To consider the recommendations from Overview and Scrutiny Committee.	Head of Finance and Asset Management.	No.

PENDING ITEMS

Agenda Item	Overview of Agenda Item
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.
Parking Strategy Review – June 2020.	To consider the statutory responses to the Parking Strategy Review.

OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2019/20

REGULAR ITEMS:

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

Additions to 3 December 2019

- Communications Strategy – Moved from pending items.

Deletions from 3 December 2019

- Gloucestershire Health Overview and Scrutiny Committee Update – Council representative unable to attend the last meeting.
- Gloucestershire Economic Growth Scrutiny Committee Update – Council representative unable to attend O&S meeting – update to be circulated separately.

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
Presentation on Growth Hub and GFirst LEP	To receive a joint presentation on the work of the Growth Hub and the GFirst LEP (Growth Hub Manager and representative from GFirst LEP to attend).	Deputy Chief Executive	No – agreed by the Overview and Scrutiny Committee at its meeting on 10 September 2019.
Parking Strategy Review	To endorse the findings of the Parking Strategy Review and approve the draft strategy for public consultation.	Head of Finance and Asset Management	Yes – deferred from 22 October 2019 to reflect new timetable as discussed as the Overview and Scrutiny Committee meeting on 10 September 2019. Moved to 10 March 2020

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
Grounds Maintenance Working Group Report	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.	Head of Community Services.	No.
Tewkesbury Borough News Review	To consider the progress made against the recommendations arising from the Tewkesbury Borough News Review.	Corporate Services Manager	No.
Annual review of the effectiveness of the Council's involvement in the Gloucestershire Health Overview and Scrutiny Committee	To conduct the annual review of the effectiveness of the Council's involvement in the Gloucestershire Health Overview and Scrutiny Committee in order to authorise payment of the Council's contribution to the running costs for the forthcoming year.	Head of Corporate Services.	No.
Gloucestershire Health Overview and Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (14 January 2020).	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 (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
Parking Strategy Review	To endorse the findings of the Parking Strategy Review and approve the draft strategy for public consultation.	Head of Finance and Asset Management	Yes – deferred from 14 January 2019 due to scheduling of consultation events, delay in parking survey analysis and need to move the December Working Group meeting due to the Parliamentary election.
Parking Strategy Review	To review consultation responses and make a recommendation to the Executive Committee.	Head of Finance and Asset Management.	Yes – deferred from 3 December 2019 to reflect new timetable as discussed as the Overview and Scrutiny Committee meeting on 10 September 2019. Moved to June 2020.
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.
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.
Gloucestershire Health Overview and Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (3 March 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
Gloucestershire Economic Growth Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (26 February 2020).	N/A	No.

Committee Date: 14 April 2020			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Overview and Scrutiny Committee Work Programme 2020/21	To approve the Overview and Scrutiny Committee Work Programme for the forthcoming year.	Head of Corporate Services	No.
Overview and Scrutiny Committee Annual Report 2019/20	To approve the annual report as required by the Council's Constitution to ensure that the activities of the Overview and Scrutiny Committee are promoted both internally and publicly to reinforce transparency and accountability in the democratic process.	Head of Corporate Services	No.
Community Safety Partnership Update	To consider the report on local arrangements for community safety.	Head of Community Services	No.
Housing Strategy Monitoring Report	To consider the progress made in respect of the outcomes identified in the Housing Strategy Action Plan.	Head of Community Services	No.
Customer Care Strategy	To consider the progress made in relation to the actions contained within the Customer Care Strategy Action Plan 2019/20 and to endorse the action plan for 2020/19.	Corporate Services Manager	No.

Committee Date: 14 April 2020			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Development Services Improvement Plan	To receive an update on the outcomes of the customer satisfaction survey on experience of planning application process and the pre-application planning advice service and, if relevant, an explanation on any outstanding actions.	Head of Development Services.	No – agreed at the Overview and Scrutiny Committee meeting on 22 October 2019.
Gloucestershire Economic Growth Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (18 March 2020).	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 (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 the 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 – Overview and Scrutiny Committee advised at its meeting on 10 September 2019 that this will be via Workshop or Working Group.
Communications Strategy	To consider the new Communications Strategy prior to being taken to the Executive Committee for approval. – Included on Agenda for 3 December 2019.
Presentation on Growth Hub and GFirst LEP	To receive a joint presentation on the work of the Growth Hub and the GFirst LEP (Growth Hub Manager and representative from GFirst LEP to attend) – agreed by the Overview and Scrutiny Committee at its meeting on 10 September 2019. – Included on Agenda for 14 January 2020.
Depot Services Working Group Updates	Bi-annual updates to Overview and Scrutiny Committee to be scheduled at appropriate times once the Working Group has agreed its work programme.

ITEMS FOR INCLUSION IN 2020/21 WORK PROGRAMME	
Performance Management – Quarter 4 and Full Year 2019/20	June 2020 - To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.
Parking Strategy Review	To review consultation responses and make a recommendation to the Executive Committee – Deferred from 10 March 2020 due to scheduling of consultation events, delay in parking survey analysis and need to move the December Working Group meeting due to the Parliamentary election.
Planning Committee Overtuns	To review and scrutinise Planning Committee overtuns 2019/20 (to include comparisons with other local authorities; a summary page to set out the trends that Officers had identified; and a Call-in section to include a reason for the application going to Planning Committee e.g. Member call-in, objection from Parish Council) – as agreed by the Overview and Scrutiny Committee at its meeting on 23 July 2019.
Presentation from Severn Trent Water	Date to be agreed once work has finished (August 2020?) - To receive a presentation from Severn Trent Water on the works carried out to the Severn Ham as a result of the Scrutiny Review of Water Supply Outage – as agreed by the Overview and Scrutiny Committee at its meeting on 10 September 2019.
Battlefield Site Project Report	September 2020 - To receive a progress update on the Council Plan action to explore the potential to increase the heritage offer at the Battlefield site - as agreed by the Overview and Scrutiny Committee at its meeting on 10 September 2019.

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	3 December 2019
Subject:	Performance Management – Quarter 2 2019/20
Report of:	Head of Corporate Services
Corporate Lead:	Chief Executive
Lead Members:	Lead Member for Commercial Transformation
Number of Appendices:	4

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 then 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 second 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 September 2019 (Qtr 2). 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 has started 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 second quarter of the final year of the current plan. Key successful activities to bring to Members' attention since the last performance report include:

- Council approval for an additional £20m towards commercial property investment.
- The Public Services Centre has been extended to include the letting of a further 1000sq ft (the old print room) to Gloucestershire County Council.
- High Street Heritage Action Zone expression of interest was successful for Tewkesbury Town.
- Growth Hub has seen 1,325 businesses benefitting from support it provides.
- Comments on the draft Local Industrial Strategy have been collated and submitted to the Local Enterprise Partnership.
- An additional neighbourhood area has been designated - Woodmancote Parish - making it 16 in total across 21 parishes.
- Proactive approach to enviro crimes - 12 fixed penalty notices have been issued; six cases referred to One Legal for prosecution; officer attendance at Parish Council meetings; four community events; and, undertaking of 35 patrols.
- Workshop held in partnership with Gloucestershire Clinical Commissioning Group to support development of a local integrated health partnership.

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. The target date has been amended twice previously.
Deliver employment land through the Joint Core Strategy (JCS) and Tewkesbury Borough Plan (TBP).	😞 Target date has been amended from Autumn 2019 to Spring 2020 . This is to allow for a more comprehensive draft plan to be produced for the next public consultation.
Review the tourism resources to maximise the tourist provisions in the borough.	😞 Date has been amended from October 2019 to March 2020 to consider partnering options for the Old Hat Shop and develop a business case. The date for this action has been amended twice previously.
Work with partners to undertake the required reviews to the JCS.	😞 Target date has been amended from Autumn 2019 to Spring 2020 . This is to allow for a more comprehensive draft plan to be produced for the next public consultation.
Ensure adequate land is allocated within the JCS and Tewkesbury Borough Plan to meet housing need.	😞 Target date has been amended from Autumn 2019 to Spring 2020 . This is to allow for a more comprehensive draft plan to be produced for the next public consultation.
Develop a programme to work with landlords to ensure residents have a supply of rented properties to meet their needs.	😞 Target date has been amended from September 2019 to December 2019. The initial work that commenced in Q1 was paused and due to restart in November. The date for this action has been amended twice previously, to factor the private rented housing sector accommodation fund pilot going to Executive Committee and transfer and responsibility to deliver the private rented scheme.

Introduce the option for paperless billing for council tax and business rates.	☹️ There has been a combination of issues relating to this project around General Data Protection Regulation (GDPR), software integration and contract performance. An in-house solution is currently being investigated. The date for this action has been amended three times previously.
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3.0 KEY PERFORMANCE INDICATORS (KPIs)

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

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

Awaiting data	😊 (on target)	☹️ (below target but confident annual target will be achieved)	☹️ (below target and target unlikely to be achieved)
2	10	3	2

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:

Awaiting data	↑ (better performance than last year)	↓ (not as good as last year)
2	10	7

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 85.71%. This is a result of two major application missing the target timescale during Qtr 2. 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 nine minor applications to be determined within the agreed timescale during Qtr 2.

14	Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant.	☹️ The Qtr 2 cumulative figure, 86.71%, is below the 2019/20 target of 90% due to 27 applications being answered outside of the agreed timescale.
18	Number of reported enviro crimes	↓ ☹️ 344 crimes were reported in Qtr 2 making it 625 for the year, compared to a total of 1,089 reported in 2019/20.
26	Number of overall crime incidents	↓ There has been an increase in the number of overall crime incidents of 3.26% during the 12 month period.
27	Average number of sick days per Full Time Equivalent (FTE)	↓ ☹️ Although the number of sick days in Qtr 2 is down from Qtr 1, the target of eight days will not be achieved. At the end of Qtr 2 the outturn is 6.4 days.
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 responses not meeting the 20 working day timescale.
32	Percentage of formal complaints answered on time.	↓ ☹️ The Qtr 2 figure compared to last years' 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. Ten complaints were answered late during Qtr 2.

Note: Waste and recycling data for quarter two was not available for this report due to a change in process for the disposal of waste.

Areas where key indicators are performing particularly well, include:

- KPI 6: the number of visitors to Winchcombe Tourist Information Centre has been achieved, with 7,954 this year so far.
- KPI 7: 706 visitors entered the Growth Hub during the first two quarters which is on track to meet the 1,000 target.
- 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 (Qtr 4 2018/19 figure) to 5 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.
- KPI 23: with an additional 411 dwellings being added to the valuation list the percentage of council tax collected remains on target to meet the 98.3% by the end of the year.

4.0 FINANCIAL SUMMARY - REVENUE POSITION

4.1 The financial budget summary for Qtr 2 shows a (£18,530) deficit against the profiled budget (Qtr 1 – (£71,190)). Below is a summary of the expenditure position for the Council split out between the main expenditure types.

4.2	Services expenditure	Budget	Budget Q2	Actual Q2	Variance
		£	£	£	£
	Employees	9,864,860	4,433,679	4,322,241	111,439
	Premises	640,349	390,724	404,482	(13,758)
	Transport	157,779	70,975	62,853	8,121
	Supplies & Services	1,985,608	800,428	879,625	(79,197)
	Payments to Third Parties	5,497,115	2,959,183	3,127,462	(168,280)
	Transfer Payments - Benefits Service	13,611,266	7,366,417	7,496,417	(130,000)
	Income	(20,478,721)	(3,382,126)	(3,583,096)	200,970
		11,278,256	12,639,280	12,709,985	(70,705)

Corporate Codes

Interest Received	(394,822)	(197,411)	(251,259)	53,848
Interest Costs	650,500	325,250	226,851	98,399
Investment Properties	(2,753,605)	(1,505,396)	(1,353,173)	(152,223)
Corporate Savings Targets	(7,500)	0	0	0
RSG and other grant funding	(36,565)	(18,290)	(18,740)	450
New Homes Bonus	(3,273,399)	(1,636,700)	(1,636,700)	0
Business rates	(2,497,557)	0	(51,701)	51,701
	2,965,308	9,606,733	9,625,263	(18,530)

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

4.3 Position on Service Expenditure

4.3.1 The budget position in relation to service expenditure shows an overall budget deficit of (£70,705) as at the end of September 2019 (Q1 - (£52,242)).

4.4 Employee Costs – surplus of £111,439

4.4.1 These savings are being generated mainly through staff vacancies, across most services, with Corporate Services generating the most savings at £40,767. Services have managed vacancies during the period by utilising current staff to cover work in the short term and, where possible, limiting use of agency staff.

4.5 Supplies & Services – deficit of (£79,197)

4.5.1 There is a deficit being reported on both Supplies and Services and Payments to Third Parties. This is mostly due to the 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 Council 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.

4.6 Payments to Third Parties – deficit of (£168,280)

4.6.1 Community Services are reporting deficit of (£114,908), which relates to the delivery of waste and recycling services. Ubico is reporting a half year deficit position of (£99,536), with a projected year end overspend of (£199,072). As reported in Qtr 1 a large proportion of this is as a result of:

- deploying additional resources on grounds maintenance rounds to ensure issues with grass cutting - which are being reviewed by a Working Group - are minimised during the growing season; and
- the additional cost of the depot from the review of use of space, which was agreed after the budget was set

Both these overspends are being covered through one-off reserve use for the current year.

4.6.2 The remaining significant element of the Ubico budget position is due to the hire of additional vehicles. There is the specific hire cost of an additional vehicle whilst the procurement for a new narrow access vehicle continues. There have also been a couple of accidents which has meant additional hire and repair costs whilst these vehicles are out of operation.

4.7 Transfer Payments – deficit of (£130,000)

4.7.1 The deficit on transfer payments relates to housing benefit claimant payments and recovery of expenditure from the government. During the year, several significant overpayments as a result of claimant error, which go back over several years, have been identified one of which is for over £20,000 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 deficit on the budgeted subsidy recovery of (£80,000).

4.7.2 Notwithstanding this, 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. Unfortunately recovering significant overpayments can take time and has resulted in an increase in the level of debt held in relation to housing benefit. Given the good work the recovery team has made in previous year, we had assumed as part of setting the budget at the start of the year that the level of debt would fall again in the current year. Given that debt has actually increased we have recognised a (£50,000) deficit on the budget. We will continue to monitor through the second half of the year and the housing benefit team are targeting key individuals to recover debt as quickly as possible.

4.8 Income – surplus of £200,970

4.8.1 Income is showing a surplus position of £200,970, recovering from the deficit position reported in Qtr 1. This is due to

- £148,000 of grant funding for European Elections as discussed above
- £55,000 of grant funding for the revenues and benefits service
- £37,000 gain from the Garden waste service
- £12,000 gain on car parking

4.8.2 This positive position is being offset by a (£70,000) deficit on planning income at the half year point. The expectation is that, by the year end, several large individual planning applications will be received to ensure that the income target is met.

- 4.8.3** There is also a (£58,000) deficit on the amount of recycling credits received. This is due to the actual level of recyclate collected being less than was included in the budget. It has been identified that the budget did not include an allowance for non-recyclable material in the system, and therefore overestimated the recycling credits due. This means that we are receiving less income than predicted. The community team are working with the contractor Suez to manage the level of rejected materials to maximise the income received from recycling credits.
- 4.9** 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 Services' responsibility have a variance over £10,000, a short explanation for the reason for the variance has been provided.
- 4.10** Corporate codes
- 4.10.1** The corporate codes include the other sources of financing which are needed to balance the budget.
- 4.10.2** 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 previous year. Paragraphs 3.2 and 3.3 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 by treasury management costs having been lowered through reduced borrowing and no minimum revenue provision being made. The net result is cost neutral on the budget.
- 4.10.3** Business rates is showing a surplus at the half year stage of £51,701 which is helping to reduce the overall deficit position for the Council.
- 4.11** Whilst an improvement against the Qtr 1 position, the reported deficit at the end of the second quarter remains disappointing, and a significant difference from the same position in 2018/19 which was a reported surplus of £572,086. Management Team are confident that the deficit will be eradicated over the next quarter and no corrective action is suggested at this stage. This position will be kept under scrutiny and, should the position deteriorate or the expectations be downgraded, Management Team will need to consider what action it takes to correct the position. Having just benefited from a year of significant surplus, the revenue budget for the current year cannot be allowed to return a deficit and utilise the reserves now set aside for specific projects and future financial sustainability.

5.0 CAPITAL BUDGET POSITION

- 5.1** Appendix 3 shows the capital budget position as at Qtr 2. This is currently showing a deficit against the profiled budget of £68,940. This deficit is due to incurring a higher than predicted expenditure on Disabled Facilities Grants; however, as we have a large grant allocation from central government to pay for these, it is not depleting the Council's capital allocation.
- 5.2** The capital programme still includes a budget of £6.6m to secure a commercial investment acquisition which is now profiled to happen in the next quarter of the financial year. The Council has reviewed a number of opportunities in the current year and made a decision to bid on two specific properties. Unfortunately, it has failed to secure either of these properties as the first one was withdrawn from sale by the vendor and the Council was outbid on the second property.

- 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 Qtr 2 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.

Background Papers: None

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Appendices: Appendix 1 – Council Plan Performance Tracker Qtr 2 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
Objective 1. Seek to be financially independent of the government's core grants.				
a) Deliver the council's transformation programme to deliver a balanced budget.	Target date: March 2020	Corporate Leadership Team (CLT) Lead Member for Commercial Transformation	😊	<p>Projects within the transform programme have their individual milestones and target dates. March 2020 is an annual target date used to assess the overall in year success of the programme. For example;</p> <ul style="list-style-type: none"> • Garden waste phase 2 – this has generated income of £885k • Bulky waste service review – this will be reported to Transform Working Group (TWG) as a project due to commence and will look at; pricing policy, on-line bookings, recyclables etc. • Pool car pilot – it will be reported to TWG that the pilot has been a success. Supporting the project is the installation of electric charging points by the end of the calendar year. • Implementation of the council's commercial strategy

				<ul style="list-style-type: none"> • Spring Gardens regeneration project. • Mental Health work plan – this is a key action of the Workforce Development Strategy.
Objective 1. Seek to be financially independent of the government's core grants.				
b) Maximise retention around business rates.	Target date: 31 March 2020	Head of Finance & Asset Management Lead Member for Finance and Asset Management	☺	<p>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.</p> <p>Our projection of retained rates for the current year is £680,000. 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.</p>
37 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		<p>New MTFS due to be produced in early Winter. Although there has been a one year spending review announcement, there is uncertainty on how local government will be funded beyond March 2021. Without this information it is difficult to project the deficits the council will face in the medium term.</p> <p>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.</p>
Objective 2. Maintain a low council tax.				
a) Produce a Medium Term Financial Strategy which ensures that council tax remains in the lowest quartile nationally.	Target date: 31 January 2020	Head of Finance & Asset Management Lead Member for Finance and Asset Management		<p>Current MTFS suggests the potential for £5 annual council tax increases over the medium term. This would mean that our 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.</p> <p>A new MTFS will be produced in early Winter for Council approval.</p>

PRIORITY: FINANCE AND RESOURCES

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 3. Investigate and take appropriate commercial opportunities.				
a) Deliver the aims and objectives of the commercial property investment strategy.	Target date: 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. In October, Council approved further sum of £20m to add to the balance of £6.7m. The Commercial Investment Board continue to source suitable, high quality investments to meet the portfolio needs.
b) Undertake a review of the discretionary trade waste service to ensure it is operating on a viable commercial level.	Target date: April 2017 July 2017 August 2017 April 2018 April 2019 December 2019 January 2020 (reported to O&S 10 September 2019)	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 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.

PRIORITY: FINANCE AND RESOURCES


Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 4. Use our assets to provide maximum financial return.				
a) Explore options for the regeneration of Spring Gardens.	Target date: June 2019 July 2019 March 2020 (reported to O&S 12 March 2019)	Head of Finance and Asset Management Lead Member for Finance and Asset Management	☺	Council has 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 is now in the next phase of due diligence and is currently considering the social and economic impact of the four options on the town and also reviewing the data gained from car parking surveys undertaken in the summer.
b) 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	✓	The use of the Public Service Centre has been extended to include the letting of a further 1000 sq ft to Gloucestershire County Council. The Public Services Centre is effectively now 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
Objective 1. Deliver our strategic plans.				
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"> • Successful Heritage Action Zone expression of interest for Tewkesbury. Programme design currently in development. • Delivery of inward investment programme with Local Enterprise Partnership (LEP). • Chinese delegation visit to the Public Service Centre • Business support, including business grants • Hosting press trips (for tourism purposes)
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"> • In partnership with Job Centre Plus – delivery of six-week course supporting people back to work and self-employment. • To date 1325 businesses have visited the hub, benefiting from support • Delivery of 15 business workshops and 1-2-1 events in this quarter – including social media marketing, export branding and growth reviews. The number of events delivered increased by seven in this quarter. • Signed up five new business event delivery partners • Welcomed new incubator tenant – Daffodil Support Services, a home care company. • Developed and launched a Tewkesbury Growth Hub Case Study Video featuring Miss Muffet’s Deli – a new start-up business in Tewkesbury.

PRIORITY: PROMOTING AND SUPPORTING ECONOMIC GROWTH

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<p>c) Work with the Local Enterprise Partnership (LEP) and other partners to contribute to the Local Industrial Strategy (LIS).</p>	<p>Target date: December 2019</p>	<p>Head of Development Services Lead Member for Economic Development/Promotion</p>	<p>☺</p>	<p>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.</p> <p>The draft LIS was circulated for comment in October. Deputy Chief Executive collated comments and submitted them to LEP.</p> <p>LIS member seminar was held in November to give information on the background processes and headline of the LIS.</p>
<p>Objective 2. Deliver employment land.</p>				
<p>a) Deliver employment land through the Joint Core Strategy (JCS) and Tewkesbury Borough Plan (TBP).</p>	<p>JCS target date: Autumn 2019 (Draft JCS Consultation) New revised date: Spring 2020 (Draft JCS Consultation) (New target date reported to O&S 3 December 2019)</p>	<p>Head of Development Services Lead Member for the Built Environment</p>	<p>☹</p>	<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 – and progress in underway to commission a Gloucestershire-wide economic needs assessment to support this. 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> <p>The target date has been amended to Spring 2019 (from Autumn 2019) to allow a more comprehensive draft plan to be produced for the next public consultation in order to save time in the overall process of getting the plan adopted.</p>

	<p>Borough plan target date: Spring/ Summer 2019</p> <p>December 2019 (reported to O&S 4 Sept)</p>			<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.</p> <p>The Pre-submission of the plan was published for public consultation on 4 October for six weeks. Following this the plan will be submitted to the Government for its independent examination. The Pre-Submission plan seeks to allocate sites totalling around 45ha of employment as well as providing significant further potential at Gloucestershire Airport.</p>
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Objective 3. Maximise the growth potential of the M5 junctions.

<p>a) Produce a detailed strategy for the delivery of growth at Junction 9.</p> <p>42</p>	<p>Target date: Project Delivery Plan- September 2019</p> <p>Masterplan produced: June 2021</p>	<p>Head of Development Services</p> <p>Lead Member for Economic Development/ Promotion</p>		<p>The Ashchurch area has now been awarded Garden Town status. Officers have worked with Homes England to produce a Project Delivery Plan which sets 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. Work is progressing on the creation of the masterplan. In parallel, work is progressing on the JCS to secure the strategic site allocation.</p>
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PRIORITY: PROMOTING AND SUPPORTING ECONOMIC GROWTH

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<p>b) Work with partners to secure transport infrastructure improvements around the borough, including the all-ways Junction 10, Junction 9 and A46 improvements.</p> <p>43</p>	<p>Target date: 2021 (approved business case)</p>	<p>Head of Development Services</p> <p>Lead Member for Economic Development/Promotion</p>	<p>😊</p>	<p><u>All-ways Junction 10</u> Led by Gloucestershire County Council with district council support, the business case for all – ways J10 was submitted in March. Subject to Government’s review, it is expected that the outcome will be made available later this year. 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. Various officer groups are set up and officers are feeding into the programme. A recent ministerial visit has allowed the case to be heard at government. Officers and Members are working together across the JCS authorities to secure this 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 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. The detailed bid now needs to be finalised and submitted in December. Officers are working with the County Council to submit this detailed bid.</p>

PRIORITY: PROMOTING AND SUPPORTING ECONOMIC GROWTH

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 4. Deliver regeneration for Tewkesbury town.				
a) Prepare and adopt a supplementary planning document for the regeneration of Tewkesbury Town.	Target date: April 2018 September 2018 October 2018 November 2018 April 2019 (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.
44 b) Develop a programme with partners to progress Healings Mill and other key development opportunity sites to support the regeneration of Tewkesbury.	Target date: September 2017 January 2018 March 2018 September 2018 March 2019 (reported to O&S 4 Sept) September 2019 (reported to O&S 18 June 2019) 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 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 were successful with the bid for high street heritage funds. A second stage bid will be submitted before end of December to ascertain in detail options for moving projects forward and the amount of funding.</p>

PRIORITY: PROMOTING AND SUPPORTING ECONOMIC GROWTH

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 5. Promote the borough as a visitor attraction.				
<p>a) Explore with partners- including the Battlefield Society- the potential to increase the heritage offer at the Battlefield site.</p> <p>45</p>	<p>Target date: Complete feasibility December 2017. April 2018 September 2018 December 2018 March 2019 (reported at O&S committee 12 March 2019) March 2021 (reported to O&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 Abbey and 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. Through a new Cultural Consortium, the council will be looking to facilitate a cultural programme funding application. This will sit alongside the Heritage Action Zone work.</p>
<p>b) Review the tourism resources to maximise the tourist provisions in the borough.</p>	<p>Target date: April 2019 June 2019 October 2019 New revised date: March 2020 (New revised reported to O&S committee 3 December 2019)</p>	<p>Head of Development Services Lead Member for Economic Development/Promotion</p>	<p>☹</p>	<p>Discussions are ongoing with Winchcombe Town Trust regarding the Tourist Information Centre provision as a result of their successful LEADER European bid, which is to develop a new heritage centre. Whilst building works are progressing, the plan is for the Winchcombe Library to host the Tourist Information Centre service. Partnering options with regard to the Old Hat Shop are currently underway with one particular organisation interested and looking to develop a business case, target date have been amended to factor this.</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%	1.6%					1.6% relates to 870 people within the borough. This rate is below the county rate of 1.9% and national rate 2.8% (Source: ONS)	Leader Member Economic Development/ Head of Development Services
463	Number of business births.	415 (2017 figure)									Leader Member Economic Development/ Head of Development Services
	Number of business deaths	405 (2017 figure)									
5	Number of visitors to Tewkesbury Tourist Information Centre (TIC)	27,697	28,000	7,578	9,487 (Q1 & Q2 = 17,065)			↑	😊	Footfall is increased from the last quarter, but is down year on year for Tewkesbury, although up in Winchcombe.	Leader Member Economic Development/ Head of Development Services

6	Number of visitors to Winchcombe Tourist Information Centre (TIC)	9,456	7,500	3,648	4,306 (Q1 & Q2 = 7,954)			↑	😊		Leader Member Economic Development/ Head of Development Services
47 7	Number of visitors entering the Growth Hub	751 (Q3 & Q4)	1000	358	348 (Q1 & Q2= 706)			↑	😊	Footfall is high and exceeding targets of 100 people per month due to ongoing success of the Growth Hub and the service provided to businesses. The figures have dropped by just 10 on the previous quarter but taking into account that this quarter was the summer holidays, the figures are very good and show great take up.	Leader Member Economic Development/ Head of Development Services



PRIORITY: GROWING AND SUPPORTING COMMUNITIES

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Increase the supply of suitable housing across the borough to support growth and meet the needs of our communities.				
<p>a) Work with partners to undertake the required reviews to the JCS.</p> <p>48</p>	<p>Target date: Autumn 2019 (Draft JCS Consultation) Spring 2020 (Draft JCS Consultation) (New target date reported to O&S 3 December 2019)</p>	<p>Head of Development Services Lead Member for the Built Environment</p>	<p>☹</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>Key pieces of evidence for the review are being commissioned, including a retail assessment, a study on the potential for strategic sites and an assessment of economic need requirements</p> <p>Two dedicated JCS staff have also now been appointed to progress the plan towards a Draft for consultation.</p> <p>The target date has been amended to Spring 2019 (from Autumn 2019) to allow a more comprehensive draft plan to be produced for the next public consultation in order to save time in the overall process of getting the plan adopted.</p>
<p>b) Prepare and adopt the Tewkesbury Borough Plan.</p>	<p>Target date: Winter 2018 Spring/ Summer 2019 Autumn 2019 December 2019 (revised date reported to O&S 10 September 2019)</p>	<p>Head of Development Services Lead Member for the Built Environment</p>	<p>☺</p>	<p>The Pre-Submission Tewkesbury Borough Plan was published for a six week consultation on 4 October 2019. Following this consultation the plan will be submitted to the Government to be subject to its independent examination.</p>

PRIORITY: GROWING AND SUPPORTING COMMUNITIES

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<p>c) Support communities in the preparation of the Neighbourhood Development Plans (NDP), where they are brought forward.</p> <p>49</p>	<p>Target date: March 2020</p>	<p>Head of Development Services Lead Member for the Built Environment</p>	<p>☺</p>	<p>A total of 16 neighbourhood areas have now been designated across 21 parishes; the latest being Woodmancote parish.</p> <p>We have six 'made' NDPs:</p> <ul style="list-style-type: none"> • Winchcombe & Sudeley • Highnam • Gotherington • Twyning • Alderton • Down Hatherley, Norton and Twigworth <p>The Churchdown and Innsworth NDP is current subject to independent examination in October 2019. If successful a public referendum on the NDP is expected in early 2020.</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>
<p>d) Ensure land is allocated for housing as part of the Junction 9 masterplan.</p>	<p>Target date: December 2019</p>	<p>Head of Development Services Lead Member for the Built Environment</p>	<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. The Joint Core Strategy is being prepared to secure the strategic site allocation.</p>

PRIORITY: GROWING AND SUPPORTING COMMUNITIES

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
e) With partners, explore options for the provision of modular and innovative housing to meet housing needs.	Target date: December 2018 December 2019 (reported to O&S 12 March 2019)	Head of Development Services Lead Member for the Built Environment		Rooftop is expecting to allocate the Staverton properties in January, which would be completed within five months of the start of construction on the site. We will continue to raise the profile of modular methods of construction options and hold it as a target when committing committed sums to new projects.
<p>Objective 2. Ensure a supply of land to accommodate a five year requirement.</p>				
50 a) Ensure adequate land is allocated within the JCS and Tewkesbury Borough Plan to meet housing need.	Target date: Autumn 2019 (Draft JCS Consultation) New date: Spring 2020 (Draft JCS Consultation) (New target date reported to O&S 3 December 2019)	Head of Development Services Lead Member for the Built Environment		<p>The JCS Review and the initial Issues and Options consultation was completed on 11 January 2018. Responses to the consultation are now being considered in order to progress the review to Draft Plan stage.</p> <p>The review will consider future growth requirements in the area, including addressing the shortfalls identified in the adopted JCS as well as planning for the long term. A key piece of ongoing work is an assessment of the potential options for strategic growth in the area.</p> <p>The target date has been amended to Spring 2019 (from Autumn 2019) to allow a more comprehensive draft plan to be produced for the next public consultation in order to save time in the overall process of getting the plan adopted.</p>

	Target date: Spring/summer 2019 (TBP) December 2019		☺	<p>The Pre-Submission Tewkesbury Borough Plan was published for a six week consultation on 4 October 2019. Following this consultation the plan will be submitted to the Government to be subject to its independent examination.</p> <p>The Pre-Submission plan proposes to allocate sites that would deliver over 1100 new homes.</p>
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	☺	<p>The JCS was adopted on 11 December 2017. The JCS sets out the overall housing requirement for the borough and sets the spatial strategy for meeting development needs.</p> <p>In undertaking strategic duties with the planning authority, officers are working to deliver housing needs.</p> <p>The JCS Review will further consider development needs and the identification of additional sites to meet growth requirements going forward. This will involve further work with developers and stakeholders to progress sustainable site options.</p>
Objective 3. Deliver the homes and necessary infrastructure to create new sustainable communities in key locations.				
a) Monitor annually the delivery of homes within the borough.	Target date: August 2019	Head of Development Services Lead Member for the Built Environment	✓	<p>The 2018/19 housing monitoring has been completed and the housing monitoring report was published in August 2019. This report provides information on how many homes have been delivered within the previous year.</p>



PRIORITY: GROWING AND SUPPORTING COMMUNITIES

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<p>b) Work with partners, infrastructure providers and developers to progress the delivery of key sites.</p> <p>52</p>	<p>Target date: March 2020</p>	<p>Head of Development Services</p> <p>Lead Member for the Built Environment</p>	<p>☺</p>	<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 one of which now has consent.</p> <p><u>North West Cheltenham</u> - officers continuing to work with the developers on transport issues, expecting a planning application before the end of the financial year.</p> <p><u>West Cheltenham</u> - related to above, officers are working on transport matters as well as other master planning/development issues and a masterplan SPD contract has been let. The SPD will be presented to Exec for approval to consult in January 2020.</p> <p><u>Ashchurch</u> – The masterplan is being produced which will lead to the preparation of an SPD in parallel to the production of the JCS. The Secretary of States' decision on the Fiddington site is expected before Christmas.</p>
<p>c) Produce a business case for improvements to the A40 at Longford, including improvements to Longford roundabout.</p>	<p>Target date: April 2019</p> <p>July 2019</p> <p>(Revised date reported to- O&S 12 March 2019)</p>	<p>Head of Development Services</p> <p>Lead Member for the Built Environment</p>	<p>✓</p>	<p>LEP board approval was obtained in July.</p>

PRIORITY: GROWING AND SUPPORTING COMMUNITIES

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 3. Deliver the homes and necessary infrastructure to create new sustainable communities in key locations.				
<p>d) Deliver short- term access improvements to the infrastructure around the Ashchurch Housing Zone.</p>	<p>Target date: March 2019 March 2022 (reported to- O&S 12 March 2019)</p>	<p>Head of Development Services Lead Member for the Built Environment</p>	<p>☺</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 the year. In the meantime work is underway to confirm the location of the bridge and prepare the necessary information for the planning approval process – scheduled Spring 2020. Due to the time taken to progress contracts (Homes England) the overall programme delivery was extended to March 2022. 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>
<p>③ Integrate Community Infrastructure Levy (CIL) into community planning processes.</p>	<p>Target date: Dec 2019</p>	<p>Head of Development Services Lead Member for the Built Environment</p>	<p>☺</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 three authorities. The Governance arrangements for the spending of CIL is due to be considered by all three authorities in the new year with Member’s seminars planned for all three authorities before the end of the calendar year. This will determine the way that the strategic element of CIL is allocated to projects.</p>



PRIORITY: GROWING AND SUPPORTING COMMUNITIES

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 4. Deliver affordable homes to meet local need.				
54 a) Continue to improve the proactive Homelessness Prevention programme.	Target date: December 2019	Head of Community Services Lead Member for Housing		<p><u>By the end of the year the following will have been achieved:</u></p> <ul style="list-style-type: none"> Processes relating to customer applications mapped and analysed according to value/failure/waste work and initial changes prototyped based on kata type questions around the problem, the solution, the expected impact. Letters reviewed and updated including their organisation within the Locata database. Personal Housing Plans updated and implemented on a continuous improvement basis. <p><u>Completed to date:</u></p> <ul style="list-style-type: none"> Coaching training for all officers. Officers using Liberating Structures to lead on workshops for service improvement projects. All officers now using Kanban to task manage their case work and all officers using Trello boards to map this and used as the basis for monthly case-coaching 1-1s.
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		<p>Q2 had 36 affordable housing properties delivered at time of writing (still awaiting returns from registered providers). They came through in Bishops Cleeve, Brockworth, Longford, Toddington & Wheatpieces. Eight social rent, seven affordable rent and 14 shared ownership (seven waiting for data). There have been a total of 109 for the first two quarters.</p> <p>The councils 2019/20 affordable homes target is 220.</p>

PRIORITY: GROWING AND SUPPORTING COMMUNITIES

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<p>c) Work in partnership to deliver the council's housing and homeless strategy.</p> <p>55</p>	<p>Target date: March 2020</p>	<p>Head of Community Services</p> <p>Lead Member for Housing</p>	<p>😊</p>	<p>Stroud District Council is compiling a bid to the Move on Fund to increase the supply of suitable move on accommodation, helping people to recover by meeting the needs of those leaving rough sleeping, homelessness, and domestic violence. The fund aims to free up hostel and refuge spaces and provide accommodation that people can move straight into from the streets to avoid having to stay in a hostel or refuge all together. Various discussions are taking place at a county wide level to complete the bid. The bidding window is open until September 2020.</p> <p>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. Final report due Dec 2019.</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. Work has been completed with the County homeless network to agree protocols during cold weather (SWEP) period November to March.</p> <p>An update to the Homeseeker Plus (housing register) policy is close to being agreed. It will be released for consultation by stakeholders and public. Exec Committee considered the policy ready for consultation.</p>

PRIORITY: GROWING AND SUPPORTING COMMUNITIES

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
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.	Target date: March 2019 June 2019 September 2019 New revised target date: December 2019. (New target date reported to O&S 3 December 2019)	Head of Community Services Lead Member for Housing		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. Due to the requirement to transfer responsibility for delivery of this scheme implementation has been delayed. Marketing will focus on Facebook and reporting structures in currently being finalised.
56 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. Reports have been produced this year for Snowhill, Stanton, Stanway, Buckland and one based on employers in Staverton. Further surveys for Alderton, Dumbleton, Toddington, Teddington, Gretton, Prescott, Oxenton and Gotherington will be released in Nov/Dec 2019.

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
8	Total number of homeless applications presented	620		173	177					This is 177 total including 90 triage cases, as an indication of total service demand.	Lead member for Housing Head of Community Services
57 9	Total number of homeless applications accepted	334		19	3					<p>Following the changes in legislation a statutory homeless duty is accepted to all applicants likely to be homeless within 56 days.</p> <p>There are three distinct duties:</p> <ul style="list-style-type: none"> • Prevention duty which lasts 56 days: 46 • Relief duty for homeless households which lasts 56 days: 30 • Full statutory homeless duty, this is similar to the old duty: 11 • Advice/Triage: 90 	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 58	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	1645 One bed = 797 Two bed = 508 Three bed = 235 Four bed = 88 Five bed = 13 Six bed = 4					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	87 (Q1 & Q2= 176)					For Q2 this figure is from 177 total housing cases minus 90 triage/advice.	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
12	Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant.	93.3%	85%	90.91%	80% (Q1 & Q2= 85.71%)			↓	☺	<p>During Q2 10 major decisions were issued, 8 decisions were issued within the target timescales.</p> <p>80% of decisions were within the target timescales, this is slightly below the local target of 85%. However, performance for the year to date is 85.71% which is above the local target and considerably above the national target of 60%.</p>	Lead Member Built Environment/ Head of Development Services
59 13	Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the applicant.	86.05%	80%	72.73%	76.92% (Q1 & Q2= 74.46%)			↓	☹	<p>76.92% (30 of the 39 decisions issued) were within agreed timescales. This is an improvement in performance compared to the previous quarter although still below the local target of 80%. This is partially due to the complexity of the issues to be addressed for some minor applications (includes 1-9 dwellings and commercial developments up to 999sqm).</p> <p>Performance for the year to date is 74.46% which is just below the local 80% target but above the national target of 70%.</p>	Lead Member Built Environment/ Head of Development 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
09 14	Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant.	86.17%	90%	87.23%	83.13% (Q1 & Q2= 86.71%)			↑	☹️	<p>83.13% of other applications were within agreed timescales (133 out of 160 decisions issued).</p> <p>The performance was below the target of 90% and is lower than Q.1 performance. This is a reflection of the volume of work in this category with a 13% increase in the number of "other" decisions issued compared to Q.1.</p> <p>Performance for the year to date is 86.71% which is just below the local 90% target but considerably above the national target of 70%.</p>	Lead Member Built Environment/ Head of Development Services

PRIORITY: CUSTOMER FOCUSED SERVICES

Actions	Target date	Reporting Line	Progress to date	Comment
Objective 1. Maintain and improve our culture of continuous service improvement.				
a) Implement the One Legal business review and associated case management system replacement.	Target date: March 2019 June 2019 April 2020 (reported to O&S 18 June 2019)	Head of Law Lead member for the Corporate Governance	☺	Case management system contract entered into and 'go live' on target for April 2020.
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	☺	Officers continue to take a robust proactive approach to tackling Enviro-crime. To date 12 fixed penalty notices have been issued and six cases referred to One Legal for prosecution. The public space protection order continues to be promoted across the borough. Officers have attended 12 parish meetings, four community events and carried out 35 patrols.
Objective 1. Maintain and improve our culture of continuous service improvement.				
c) Deliver our Place Approach.	Target date: March 2020	Head of Development Lead Member for Community	☺	Three area meetings have now been held with the Members in each area to discuss priorities and ways of working. 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. Discussions at place meetings have covered issues such as education provision and cycle routes.

PRIORITY: CUSTOMER FOCUSED SERVICES

Actions	Target date	Reporting Line	Progress to date	Comment
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. This will be programmed for the final quarter of the year.

Objective 2. Maximise partnership working within the Public Services Centre.

62 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 (focussed 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 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. In addition, an 'open afternoon' was held on 3 October. Members were invited, as an informal opportunity to meet and discuss key projects and work streams with partner agencies.</p>
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PRIORITY: CUSTOMER FOCUSED SERVICES

Actions	Target date	Reporting Line	Progress to date	Comment
b) To work with health and well-being partners to support the development of a Local Integrated Health Partnership (LIHP)	Target date: December 2019	Head of Development Lead Member for Health and Wellbeing	☺	A workshop hosted jointly by the council and Gloucestershire Clinical Commissioning Group was held in October, bringing together local senior strategic leaders to discuss plans and priorities, focussing on the health agenda. The workshop was well received and there was a will to develop this into a regular meeting with potential for a shared plan.
Objective 3. To improve customer access to our services and service delivery through digital methods.				
63 a) Explore options to provide online public access to interactive planning policy information maps.	Target date: March 2019 June 2019 March 2020 (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 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.
b) Introduce the option for paperless billing for council tax and business rates.	Target date: February 2019 June 2019 September 2019 February 2020 (reported to O&S on 3 December 2019)	Head of Corporate Services Lead Member for Customer Focus	☹	There has been a combination of issues relating to this project around GDPR, software integration and contract performance. The service team supported by the digital team are currently looking at an in-house solution to deliver a viable alternative.

PRIORITY: CUSTOMER FOCUSED SERVICES

Actions	Target date	Reporting Line	Progress to date	Comment
c) Explore options for a corporate-wide customer relationship management (CRM) system.	Target date: March 2019 September 2019 (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 we should retain a low-code solution. Our current 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 are now in the process of moving to the procurement stage for a new solution.
d) Investigate digital methods to improve customer engagement.	Target date: March 2020	Head of Corporate Services Lead Member for Customer Focus	😊	A new digital strategy will be presented at Executive Committee on 27 November 2019. This will set out the digital aspirations of the council. Programmed work around digital includes, digitisation of the licensing function, proving a suitable alternative to the current Firmstep platform, review of the council's website and on line bookings for bulky waste.
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 went live in early November.

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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
15	Total enquiries logged by the Area Information Centre (AIC).	985		256	204 (Q1 & Q2= 460)					Q1, Q2 Bishops Cleeve 56, 66 Brockworth 100, 77 Churchdown 48, 36 Winchcombe 52, 25 <hr/> Total 256, 204	Lead Member Customer Focus/ Head of Corporate Services
65											
16	Total number of people assisted within the borough by Citizens Advice Bureau (CAB).	1593		415	833					1724 issues raised during quarter one and two, which is relatively consistent with the previous years. With 84% of the issued raised being represented by the following: Benefits 39% Debt 20% Employment 10% Relationships 7% Housing 5% Of the 833 clients seen, the heaviest demand was Tewkesbury South with 9.3%. The following six wards represent 49% of all clients seen: Tewkesbury South 78, Northway 76, Churchown St Johns 67, Brockworth West 66, Tewkesbury Town & Twyning 64, Cleeve St Michael 59.	Lead Member Economic Development/ Promotion / Head of Development 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
17	Financial gain to clients resulting from CAB advice	£374,207		£540,285	£861,244					During the six months clients resident in Tewkesbury Borough have benefitted from £861,244 of financial gains, of which £325,456 represented debts written-off.	Lead Member Economic Development/Promotion / Head of Development Services
99											
18	Number of reported enviro crimes	1089	1000	281	344 (Q1 & Q2= 625)			↓	☺	<p>Enviro-crime figures for Q2. Figures in brackets Q2 2018/19 (allows seasonal comparison):</p> <ul style="list-style-type: none"> • fly tips- 184 (177) • littering-3 (1) • dog fouling-10 (7) • abandoned vehicles- 56 (43) • noise- 91 (56) <p>Total for Q2 – 344 (284)</p> <p>Overall Q2 figures are broadly in line with those of Q2 from 2018/19. There has been a slight rise in number of noise complaints and fly tips. Analysis of the complaints does not indicate any obvious pattern or cause.</p>	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
19	Community groups assisted with funding advice	193		35	30 (Q1 & Q2=65)					<p>In Q2 the council supported groups to raise £120, 030 in external grants.</p> <p>Since July 2015 community groups have been supported by the borough to receive £2,036,267 in grants from external funders.</p>	Lead Member Economic Development/Promotion / Head of Development Services
67 20	Benefits caseload: a) Housing Benefit b) Council Tax Support	3,169 4,399		3,004 4,390	2,889 4,370					<p>The housing benefit caseload continues to fall due to the migration of claimants to Universal Credit, however still not to the extent estimated previously. Delays in managed migration means that we will continue to deal with some claim types until at least 2022.</p>	Lead Member Finance and Asset Management/ Head of Corporate Services
21	Average number of days to process new benefit claims	22	15	10	5			↑	😊	<p>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.</p>	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
22	Average number of days to process change in circumstances	5	4	3	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
23	Percentage of council tax collected	98.1%	98.3%	29.9%	57.9%			↑	☺	Council tax collection is slightly below the Q2 target of 58.3%. There continues to be considerable growth in the borough and a further 411 dwellings were added to the valuation list by 30 September 2019. 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
24	Percentage of NNDR collected	99.3%	98.5%	33.1%	60%			↑	☺	Business rates collection is well above the Q2 target of 58.5%.	Lead Member Finance and Asset Management/ Head of Corporate Services
25	Number of anti-social behaviour incidents	1937		501	438 (Q1 & Q2= 939)			↑		Over a rolling 12 month period there has been a decrease in incidents of 11.06%.	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		799	999 (Q1 & Q2= 1798)			↓		Over a rolling 12 month period there has been An increase in incidents of 3.26%.	Lead Member Community/ Head of Community Services
69 27	Average number of sick days per full time equivalent	10.2	8.0	3.7	2.7 (Q1 & Q2= 6.4)			↓	☹	Total number of sick days lost in Q2 is down from Q1 (464 days as opposed to 638 days) This comprises; <ul style="list-style-type: none"> - 343 days long term (407 days Q1 2019/20) - 121 days short term (230 days Q1 2019/20) This equates to 2.7 days lost per fte for the quarter (compared to 3.7 in Q1). Taking both Q1 and Q2 into account as if the days lost in the rest of the year were the same as Q's 1&2 the outcome would be a total of 12.8 days lost per fte Q2 saw a reduction in long term absence compared with the previous quarter given the resolution during the quarter of some long term absence cases. These should help the performance in Q3 when the resolution of more cases will occur.	Lead Member Organisational Development/ 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
28 70	Percentage of waste recycled or composted.	52.59%	52%	54.11%	Data not available			To be reported Q3	To be reported Q3	Following the change of disposal point from landfill to Javelin Park energy from waste facility, there has been a delay in receiving the data from Gloucestershire County Council. The county has had to divert some waste to its contingency disposal points, which is not uncommon when commissioning a new technology plant. This has caused some delays in presenting the data back to districts for KPI reporting. The kg/hh and recycling % cannot be calculated without this data. The tonnages for recycling and food waste have been constant therefore the performance is not likely to change significantly.	Lead Member Clean and Green Environment/ Head of Community Services
29	Residual household waste collected per property in kgs.	401kg	430kg	104kg	Data not available			To be reported Q3	To be reported Q3	See comment above.	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
30	Food establishments hygiene ratings.	3.3%	5% With a food hygiene rating Under three	3.9%	4.2%			↑	☺	There are 741 registered food businesses compared with 711 in the last quarter. Of these, 31 are below a food hygiene rating of three compared with 28 being below 3 in the last quarter. This remains below the target of no more than 5% of food business having a food hygiene rating of less than three.	Lead Member Clean and Green Environment/ Head of Community Services
7 31	Percentage of Freedom of information (FOI) requests answered on time.	92%	80%	87%	91% (Q1 & Q2= 89%)			↓	☺	Total number of FOIs received in Q2 was 142. 108 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%	84% (Q1 & Q2= 87%)			↓	☹	62 complaints were received in Q2. 52 were answered within the 20 working days deadline. Total received during 2019/20: 129	Lead Member Customer Focus/ Head of Corporate Services

Appendix 2 - Quarter 2 Budget Report

Chief Executive

	Full Year Budget	Budget	Actual	Savings / (Deficit)	
	£	£	£	£	
Employees	251,670	125,680	108,470	17,210	1
Premises	0	0	0	0	
Transport	2,308	1,156	1,154	3	
Supplies & Services	8,132	4,796	1,566	3,230	
Payments to Third Parties	0	0	0	0	
Income	0	0	0	0	
TOTAL	262,110	131,632	111,190	20,442	

1) The saving on Employee costs is as a result of the Chief Executive taking flexible retirement.

Community Services

	Full Year Budget	Budget	Actual	Savings / (Deficit)	
	£	£	£	£	
Employees	1,188,811	594,346	573,006	21,340	2
Premises	5,000	1,500	1,338	162	
Transport	36,213	18,134	18,970	(836)	
Supplies & Services	122,602	16,426	12,157	4,269	
Payments to Third Parties	4,721,382	2,669,913	2,784,820	(114,908)	3
Income	(2,219,088)	(1,667,792)	(1,679,356)	11,564	4
TOTAL	3,854,920	1,632,527	1,710,935	(78,409)	

2) Employee costs savings are being made in both the Community team and Environmental health team with vacant posts and changes in hours worked by officers. This is being offset by additional use of agency staff in the housing services team

3) The Ubico contract is under pressure from the level of grounds maintenance work being generated and also an additional cost of depot which was not part of the original budget. These additional costs are being covered from one-off reserves in the current year. In respect of other waste services delivered by Ubico there is additional cost pressures from use of agency staff and also a higher than predicted level of hire costs due to both a procurement of a new narrow access vehicle and also several accidents which has taken vehicles out of operation.

4) Income from Garden Waste Customers and Licence applications has been higher than budgeted, but this is being offset by less income recovered through recycling credits than predicted in the budget. This was due to the budget income not reflecting a level of rejected recyclate material in the calculation of credits due back to the council.

Corporate Services

	Full Year Budget	Budget	Actual	Savings / (Deficit)	
	£	£	£	£	
Employees	1,871,180	939,953	899,185	40,767	5
Premises	0	0	0	0	
Transport	10,785	5,465	5,136	329	
Supplies & Services	574,926	222,370	223,645	(1,275)	
Payments to Third Parties	82,300	22,972	20,318	2,654	
Transfer Payments - Benefits Service	13,611,266	7,366,417	7,496,417	(130,000)	6
Income	(14,113,610)	(206,933)	(262,412)	55,479	7
TOTAL	1,963,477	8,350,243	8,382,289	(32,046)	

5) Employee savings are being generated across all departments which is leading to a reasonable underspend for this service.

4) During the first half of the year several large overpayments have been identified, mostly by the counter fraud team, going back over several years. Utilising the additional resources provided by the counter fraud team alongside access to better information from a variety of sources has resulted in identifying these specific overpayments. The impact is to reduce the benefit subsidy we receive (budget deficit of £80k) and also means that the overall level of debt has increased, when the budget had assumed a continuation of prior year work to reduce debt levels (budget deficit of £50k). These large one off overpayments have a significant an unpredicted impact on the councils budget position.

5) Additional grants have been provided to the benefits team to help cover the cost of developments and changes in the service, particularly the implementation of Universal Credit

Democratic Services

	Full Year Budget	Budget	Actual	Savings / (Deficit)	
	£	£	£	£	
Employees	261,197	128,930	127,339	1,591	
Premises	0	0	9,993	(9,993)	
Transport	16,000	8,004	8,475	(471)	
Supplies & Services	439,457	335,096	433,519	(98,423)	8
Payments to Third Parties	132,600	14,621	55,527	(40,906)	8
Income	(2,000)	0	(148,203)	148,203	8
TOTAL	741,229	486,651	486,651	0	

8) 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.

Deputy Chief Executive

	Full Year Budget	Budget	Actual	Savings / (Deficit)	
	£	£	£	£	
Employees	117,497	58,964	58,791	173	
Premises	0	0	0	0	
Transport	2,730	1,372	1,623	(251)	
Supplies & Services	2,650	1,834	643	1,191	
Income	0	0	0	0	
TOTAL	120,064	62,170	61,057	1,113	

Development Services

	Full Year Budget	Budget	Actual	Savings / (Deficit)	
	£	£	£	£	
Employees	1,958,850	979,260	976,135	3,125	
Premises	44,572	39,980	40,042	(62)	
Transport	55,006	27,532	26,402	1,130	
Supplies & Services	209,977	109,196	92,008	17,188	9
Payments to Third Parties	231,721	85,046	84,106	940	
Income	(1,557,752)	(786,152)	(714,840)	(71,312)	10
TOTAL	942,374	454,862	503,853	(48,991)	

9) The saving is a result of a surplus on Building Regulations at Q1 (Q2 position not yet known) and Growth Hub Budget savings

10) The shortfall in the planning income is due to large fees associated with known major applications that have not yet submitted. Discussions with developers indicate that these major applications will be submitted before the end of the financial year. Therefore it is anticipated that the year-end planning income target will be achieved.

Finance and Asset Management

	Full Year Budget	Budget	Actual	Savings / (Deficit)	
	£	£	£	£	
Employees	2,850,154	1,422,969	1,401,708	21,261	11
Premises	590,777	349,244	353,109	(3,865)	
Transport	14,330	7,180	17	7,163	
Supplies & Services	493,160	108,882	113,993	(5,111)	
Payments to Third Parties	312,552	134,993	139,430	(4,437)	
Precept	6,100	6,100	6,654	(554)	
Income	(1,363,497)	(670,240)	(720,048)	49,808	12
TOTAL	2,903,576	1,359,128	1,294,863	64,265	

11) Saving accrued from a vacant post in Asset Management and a maternity absence covered by existing staff

12) Income is up in a number of areas including car parking, cemeteries and the public offices. In addition, further grant monies have been received for Brexit preparations.

One Legal

	Full Year Budget	Budget	Actual	Savings / (Deficit)	
	£	£	£	£	
Employees	1,365,501	183,578	177,605	5,973	
Premises	0	0	0	0	
Transport	20,407	2,132	1,076	1,055	
Supplies & Services	134,704	1,828	2,094	(265)	
Payments to Third Parties	10,460	25,538	36,606	(11,068)	13
Income	(1,222,774)	(51,009)	(58,236)	7,226	
TOTAL	308,298	162,067	159,146	2,921	

13) The small variance on supplies and services is in relation to disbursements, for works done for third parties which are then recovered through income.

Appendix 3- Analysis of Capital Budget

	Q2 Budget Position £	Q2 Actual Position £	(Over) / Under spend £	% Slippage	Comments
Council Land & Buildings	30,000	26,602	3,398	11	Payments in Q2 are in line with expectations.
Equipment	50,000	56,474	(6,474)	(13)	Payments in Q2 are in line with expectations.
Capital Investment Fund	0	0	0	0	No expenditure expected in Q2
Community Grants	0	0	0	0	No expenditure expected in Q2
Housing & Business Grants	250,000	315,864	(65,864)	(26)	1/2 of budget released up to date, however we received more applications for Disabled Facilities Grants than we originally predicted for the end of Q2.
	330,000	398,940	-68,940	-21	

Appendix 4 - Revenue Reserves for 2019/20

Reserve	Balance 31st March 2019	Spent in Reserve Quarter 2	Reserve Remaining	Note
Service Reserves				
Asset Management Reserve	1,188,731	72,200	1,116,531	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	23,267	159,072	2
Business Transformation Reserve	692,837	72,781	620,056	3
Community Support Reserve	80,057	5,375	74,682	
Development Management Reserve	254,687	43,273	211,413	4
Development Policy Reserve	600,936	13,848	587,088	
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	97,607	425,235	5
IT Reserve	84,500	21,002	63,498	6
MTFS Equalisation Reserve	1,000,000	-	1,000,000	
Open Space & watercourse Reserve	678,720	16,169	662,552	7
Organisational Development Reserve	137,072	34,415	102,657	8
Risk Management Reserve	5,000	-	5,000	
Transport Initiatives Reserves	395,110	-	395,110	
Waste & Recycling development Reserve	<u>1,090,835</u>	<u>5,807</u>	<u>1,085,028</u>	
	8,012,736	410,795	7,601,941	

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
- 8 Interim HR management

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	3 December 2019
Subject:	Communications Strategy
Report of:	Head of Corporate Services
Corporate Lead:	Chief Executive
Lead Member:	Leader of the Council
Number of Appendices:	2

Executive Summary:

Communications has a vital role to play in helping Tewkesbury Borough Council deliver its vision, priorities and objectives to local people.

This Communications Strategy and action plan is short and simple – looking at how we can grow our communications from how it is now to our aims for the future.

It will support the Council Plan and the Council's other strategies by ensuring we effectively communicate our priorities and objectives to relevant audiences.

Recommendation:

To CONSIDER the Communications Strategy 2020-24 and RECOMMEND TO THE EXECUTIVE COMMITTEE that it be APPROVED.

Reasons for Recommendation:

Given that we are a Council delivering a wide range of complex services to more than 90,000 residents, we need a clear strategy to face the challenge of communicating effectively.

Resource Implications:

None other than officer time to implement the action plan.

Legal Implications:

None directly arising from this report.

Risk Management Implications:

If the Council does not have a strategy in place then this will adversely affect its reputation.

Performance Management Follow-up:

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

Environmental Implications:

None directly arising from this report.

1.0 INTRODUCTION/BACKGROUND

- 1.1** The previous Communications Strategy was approved by Executive Committee in 2017, so it is now necessary to introduce a new strategy that develops and improves our communications, as well as making sure it is in line with current best practice. It is important we recognise that communicating is at the heart of everything we do at all levels of the organisation. Clear communication helps us to strengthen our links with the public, our residents, stakeholders, Councillors and staff.
- 1.2** As the financial challenges facing local government continue, and services change to be as cost effective as possible, it is vital that we communicate these changes effectively to our target audiences – both internally and externally.
- 1.3** The strategy and action plan reflect the importance of supporting the Council's transformation programme. Communications will be vital in helping our customers, Members, staff and stakeholders know when and how a service is changing, or when it can be accessed in a different way.

2.0 PURPOSE OF THE COMMUNICATIONS STRATEGY

- 2.1** To communicate effectively means to listen as well as broadcast and it only works when what we are saying is clear and easy to understand.
- 2.2** This Communications Strategy 2020-24 provides a framework and action plan for how we can drive forward our approach to communications – both internally and externally - ensuring we embrace modern digital communications (such as social media, the website and email communications) while recognising the need to continue to include the more traditional methods (such as face-to-face and phone).
- 2.3** The strategy identifies:
- Key communication principles.
 - What we've achieved so far.
 - What people think of us.
 - What we want to achieve – our six objectives.
 - How we will achieve this.

2.4 Within the ‘How will we achieve this?’ section, the strategy outlines the different approaches we will use to achieve our objectives, which will be through:

- Media and PR
- Corporate communications
- Social media
- Promoting digital
- Creative and design service
- Tewkesbury Borough News
- Internal communications

2.5 Attached at Appendix 2 is the Council’s Media Protocol, which outlines our approach to responding to media enquiries, developing press releases and identifying spokespeople. The Media Protocol remains very much the same as in previous years, with the addition of a section to clarify who should be quoted in a press release about motions to Council. This can be found on Page 14 under ‘Who should be quoted in a press release?’

3.0 OTHER OPTIONS CONSIDERED

3.1 None.

4.0 CONSULTATION

4.1 Citizens’ Panel consultation on communications – November 2019

5.0 RELEVANT COUNCIL POLICIES/STRATEGIES

5.1 Council Plan 2016 to 2020
Social Media Policy and Guidelines
Digital Strategy
Written Style and Branding Guide

6.0 RELEVANT GOVERNMENT POLICIES

6.1 None.

7.0 RESOURCE IMPLICATIONS (Human/Property)

7.1 Managed within current resources and budget

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

8.1 None.

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

9.1 Good communications will improve stakeholder’s knowledge of, and access to, council services and information.

10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

10.1 None.

Background Papers: None

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Appendices: Appendix 1 – Communication Strategy
Appendix 2 – Media Protocol

Communications strategy



2020 - 2024

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Why do we need a communications strategy?

Good communication can create a positive experience for those who interact with the council. It helps residents, councillors, employees, partners, and the media understand our objectives, values, services, challenges and achievements.

To communicate effectively means to listen as well as broadcast, and it only works when what we are saying is clear and easy to understand. Given that we are a council delivering a wide range of complex services to more than 90,000 residents, we face a significant challenge to communicate well. This strategy explores how we will go about facing that challenge.

It is important we recognise that communicating is at the heart of everything we do at all levels of the organisation – communications is not just the responsibility of the communications team.

This strategy provides a framework and action plan for how we can drive forward our approach to communications, ensuring we push our digital communication channels (such as social media, the website and email communications) while recognising the need to continue using more traditional methods (such as face-to-face and phone).

As the financial challenges facing local government put more pressure on services to change and to be as cost effective as possible, it is vital that we communicate these changes to our target audiences – both internally and externally. Our customers, members and staff need to know

when and how a service is changing or when it can be accessed in a different way.

This communications strategy is short and simple - looking at how we can build on what's been achieved so far and how we can grow to meet our aims for the future. It is backed up by an action plan, which sets out the milestones along the way.

Who do we want to communicate with?

As a borough council, we have a wide range of audiences and stakeholders. It is important that we target communications at the right audience, so that we communicate with the right people at the right time, in the right way

These include:

- councillors
- residents
- employees
- the media
- public sector partners
- town and parish councils
- businesses
- government
- local community groups and charities.

Our key principles

The following principles will underpin all our communications work:

- We recognise that good quality communication is essential for the effective delivery of our services.

- We will be as transparent, open and accountable as possible.
- We will ensure information is shared, accessible and meets equality standards.
- All our communication - spoken, written and digital - will:
 - o Be honest, accurate, timely and up-to-date.
 - o Be clear, written in plain English, and easily understood.
 - o Be consistent and suitable for the audience - including hard-to-reach groups.
 - o Meet the corporate Written Style and Branding Guide and be clearly identified with Tewkesbury Borough Council.
 - o Be compliant with relevant legal requirements and conform to the Code of Conduct on local government publicity.

How are we doing?

Since our previous Communications Strategy 2017 to 2019, there have been a number of notable achievements as a result of improved communications, including:

- Media coverage continues to be positive, with only a small percentage of stories reflecting negatively.
- Communication has become even more proactive, using press releases as standard, but social media allows for more informal, quick updates.
- We are the lead communications team for the Joint Core Strategy, working with the team to produce press releases, newsletters, member updates and social media posts.
- Improved media relations – we continue to

- have excellent media relations with the local media, and we meet regularly with them.
- Effective ways of communicating – we hold seminars and publish newsletters for our town and parish councils. We now have a number of social media accounts on Facebook, Twitter and Instagram. In addition, we publish a monthly online newsletter for staff, as well as daily updates on the intranet.
- We continue to ensure communications is published in line with our Written Style and Branding Guide so that all external communication is written and designed in a consistent and professional manner.
- Our community news page in Tewkesbury Borough News has opened up the opportunity for town and parish councils across the borough to add their news to our paper.
- A consistent, accurate and controlled approach to our response to emergency situations is now in place.

What do people think of us now?

To know what people think of us, we need to understand how our reputation really stands in our communities.

In 2016 we set up a Citizens' Panel, which is a diverse group of Tewkesbury borough residents (from different communities, age groups, needs and backgrounds) who we email occasionally to ask for opinions about our services and to help us pilot new ways of delivering services.

We currently have 251 members and we use the information they provide us with to ensure that our services are available and suitable for everyone.

The list of topics we ask about range from testing online services before they go live, to giving feedback on strategies (e.g. car parking, waste and recycling collections).

In November 2019, we carried out a snapshot survey and asked the panel what they thought of our communications. 58 members responded to the survey which revealed:

- That 72 per cent of respondents felt we kept them very or fairly well informed about our services and the benefits we provide – an increase of 8 percent since the last survey in 2017.
- Encouragingly, the main way our respondents find out about the council is through our own website (39 people chose this source of communication), followed by our own publication – Tewkesbury Borough News – (32 people chose this source of communication) and through local media (15 people chose this source of communication).
- 81 per cent of respondents read Tewkesbury Borough News either in full or in part.
- 16 per cent of respondents said that they did not receive Tewkesbury Borough News, but work is already in place to bring this figure down.

What do we want to achieve?

While the feedback from our citizens' panel is encouraging, it can only be regarded as an indication of how we are performing, and the communications team wants to continue pushing communication forward through digital and traditional channels.

Our communications objectives are to:

- Maintain and improve our local reputation through proactive communications.
- Ensure that all elements of our communication (traditional, digital and graphic design) are integrated, consistent and co-ordinated across all channels to give maximum support to our Council Plan.
- Encourage two-way dialogue.
- Promote the image of the council as an effective, efficient and listening organisation that is focused on the public and their needs.
- Build and maintain a professional corporate identity for consistent and co-ordinated use throughout the organisation.
- Ensure that our communications activities reflect the full diversity of the community and help ensure equality of access to all our services.

How will we achieve this?

Media and PR

The communications team runs a busy press office function, producing responses to daily media enquiries and issuing proactive releases to publicise council services, news, decisions and performance.

The way we need to respond to media enquiries is changing. Most stories are published online first, so reporters want a very quick turnaround. In addition, reporters are much more likely to pick up stories through social media.

It is important that we make the most of the opportunities to use the media to help

communicate our messages to their audiences, such as:

- Issuing media releases in a timely and relevant manner.
- Being proactive when it is clear a decision or approach may be controversial.
- Responding to inaccurate information or misleading interpretation of the facts.
- Continuing to foster excellent working relationships with the media through regular meetings and briefings.
- Producing regular updates of the council's media coverage for councillors and managers.

Corporate communications

The team manages proactive communications to increase public awareness of council policies, initiatives and service updates. The team is also responsible for maintaining a strong corporate identity across the council, and for managing high quality and consistent communications.

Social media

Social media provides a quick and easy way for the public to receive information and engage with us.

The insight and ability to target specific audiences provides opportunities to support campaigns and key messages. To help support this, we will:

- Grow our social media accounts to help support the effective sharing of news, including in emergency situations.
- Ensure enquiries received through social media are responded to quickly and in an appropriate tone.

Promoting digital

Supporting and promoting digital channels is now a communications priority to reflect the continuing and rapid growth in web and social networking.

Using digital methods we can communicate quickly and target our more hard-to-reach groups (for example, young people). One significant benefit to using digital methods of communication, is that it tends to be inexpensive.

However, it is also important to recognise that whilst we embrace digital channels, our traditional methods of communication are still important. We must not exclude groups or individuals who do not have access to social media or the internet.

Creative and design service

We have an experienced, in-house graphic designer working across all forms of design for digital as well as print media.

The designer offers a professional service – managing the whole process from concept to production. Key to the work of the team is to protect and manage the use of our corporate identity, ensuring the quality of council artwork adheres to the highest standards and the purpose of publications is relevant.

The team will also take a lead in developing innovative design solutions to present council information through digital and social media platforms. This will help us to ensure that our digital presence remains current at all times.

Tewkesbury Borough News

Our residents' magazine, which is delivered twice a year, provides information and features about the council and its services, as well as details of events in the borough. Our recent snapshot survey revealed that it is still one of the main ways in which residents find out about council-related news.

- Written style and branding guide
- Customer care strategy
- Digital strategy

Strategy review

This communications strategy and action plan will be reviewed regularly, and progress on the action plan will be reported to Overview and Scrutiny Committee on an annual basis.

Internal communications

Where staff understand what is required of them and morale is high, they become ambassadors for the organisation that they work for.

Even without a specific programme of change, organisations - particularly councils - are changing constantly and good internal communication is the best way of retaining the support of staff and the key to long-term improvement.

We have a multi-channel approach to our internal communication including:

- Face-to-face staff briefing sessions
- Management team briefings
- Intranet updates
- Monthly digital newsletter – News4U
- Email updates for emergencies

Supporting documents

The following plans support the work of the communications team:

- Media protocol
- Social media policy and guidelines
- Social media user tips
- Social media response check

Communications Strategy action plan 2020

Communications action plan YEAR ONE				
Recommendation / Action	Responsible officer	Target date	Status	Aim
Support the Digital Strategy to promote digital ways of communicating	Corporate services manager	Ongoing with needs of digital projects	○	Clear, consistent communications is needed throughout this council priority to ensure all audiences feel engaged and understand what is happening and why.
Provide social media training for councillors	Corporate services manager	January 2020	○	To ensure councillors are aware of the benefits and potential risks of using social media.
Promote our media protocol to staff and councillors	Corporate services manager	February 2020	○	Our media protocol ensures we have an agreed understanding of how we deal with media enquiries, statements and interviews. It is required that we review the aspects of this protocol that are affected by social media.
Carry out a review of internal communications that can be improved by Office 365 applications	Corporate services manager ICT manager	March 2020	○	Utilisation, where appropriate, of the tools available to us through the Office 365 apps with the aim of improving internal communications.
Carry out a review of internal communications	Corporate services manager	September 2020	○	Ensure we are following best practice and are using methods of internal communication that work, and are useful, for staff.
Increase video output	Corporate services manager	December 2020	○	Use of video to promote the brand, events etc has proved successful. We should actively seek out opportunities where this medium can be used.
Promote council achievements in the local government arena, such as the Municipal Journal	Corporate services manager	December 2020	○	To raise the profile of Tewkesbury Borough Council across the local government sector. Aim for a minimum of two pieces of national media coverage throughout the year.
Deliver regular communications to town and parish councils.	Communications officer	Ongoing through 2020	○	Having reviewed the effectiveness of this document in 2019, now look to formulate an e-newsletter, which promotes great, engaged, two way conversation between the council and the parishes.
Continue to lead on communications for the Joint Core Strategy team	Communications officer	Ongoing throughout strategy	○	Help to ensure consistent and accurate information in simple language is provided about the progress of the JCS. The aim being to highlight and bring JCS news to the attention of interested parties and members of the public

Communications Strategy action plan 2020

Communications action plan YEAR ONE					
Recommendation / Action	Responsible officer	Target date	Status	Aim	
Promote the new Council Plan.	Communications officer	February 2020	O	As the council's key corporate document setting out our vision, aims and priorities, it is important that our staff and members of the public know what it is and what it means.	
Continue to develop our communications through social media	Communications officer	December 2020	O	Continue to engage on social media on both of our two key platforms (Twitter and Facebook), protect the council's reputation, and keep the council up-to-date with new social media communications channels and trends.	
Promote the joint work carried out through the Public Service Centre	Communications officer	December 2020	O	This should include the opening of the new PSC and the ongoing support of the new Growth Hub.	
GDPR compliant photo storage	Corporate Services Manager	March 2020	O	To introduce a photo policy. Photo storage for promotional use is held in a number of departments and does not make the best use of this resource.	
Peer Challenge	Communications officer	February 2020	O	Explain the peer challenge to members and staff, communicating the process and sharing updates regularly. The results of the peer challenge will be shared with all appropriate audiences.	
Support the communications for the development of Garden Communities	Communications Officer and Garden Communities Project Team	December 2020	O	Provide support to the Garden Communities team to make the communication around garden communities timely and effective, with the aim of reassuring local communities.	

Status key

O - Action not yet commenced. (may not yet be programmed for action)

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Tewkesbury Borough Council's Media Protocol 2019

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INTRODUCTION

This protocol explains how the council will achieve a coordinated approach to media relations and will ensure that all media relations activity meets legal requirements.

The protocol provides clarity and agreement on when and which councillors and other council representatives should comment to the media.

Tewkesbury Borough Council recognises the need for 'openness' and accountability, and this is reflected in how the council deals with the media. The council will endeavour to be honest and proactive and will forge strong professional links with local, regional, national and specialist media.

MORI research shows that the better-informed people are the more satisfied they are with public services - so communication is clearly a vital function for Tewkesbury Borough Council.

Key means of communicating include: Tewkesbury Borough Council's website; *Tewkesbury Borough News* (the council's newspaper to residents), corporate leaflets; media relations; emails; social media; advertising, together with a range of consultation activities.

This document deals primarily with the protocol for handling outgoing communications. A separate document deals with the council's Consultation Policy.

Please note: The council only has one communications officer. If the communications officer is away from the office for any length of time, the response time to an enquiry may be longer.

The supporting officer will be the corporate development and performance manager, who will endeavour to respond to enquiries as quickly as possible.

The leader of the council is the lead member for communications.

PART A: THE LEGAL POSITION

A1: A summary of key elements of the code of practice

All local government communications are governed by provisions in the Local Government Acts 1972 and 1986 and the Code of Recommended Practice on Local Authority Publicity 1988, as well as alterations to the code which came into effect on 2 April 2001.

The main point of the legislation is:

A council must not publish any material which in whole or in part appears designed to affect support for a political party. It cannot give financial or other assistance to any other organisation to publish such political material.

Publicity is defined as “any communication, in whatever form addressed to the public at large or to a section of the public”.

Local authority agendas and minutes are excluded from these requirements. However, any secondary publication of a council decision is not. Therefore, for example, where a council passes an overtly party political motion, a council press release should not quote directly from the minutes and must be modified to ensure it doesn't contravene the legal requirements.

The **Code of Recommended Practice** gives more detailed guidance on principles of good practice. Councils are ‘required to have regard to the provisions of any such code in coming to any decision on publicity.’

The key points of the code relating to communications are summarised below:

- Publicity should be relevant to the functions of the authority.
- The aim should be to achieve the greatest possible cost-effectiveness. To achieve this, there may be cases where the benefit of higher expenditure to gain better presentation, or improve other aspects of publicity will justify the extra cost.
- Any publicity describing the council's policies and aims should be as objective as possible, concentrating on facts or explanation of both.
- Where publicity is used to comment on, or respond to, the policies and proposals of central government, other local authorities or other public authorities, the comment or response should be objective, balanced, informative and accurate.
- Publicity relating to the provision of a service should concentrate on providing factual information about the service. In some cases, promotional publicity may be appropriate, for example, about the local authority's sports and leisure facilities.
- Publicity touching on issues that are controversial or on which there are arguments for and against the views or policies of the council is unavoidable. Such publicity should

be handled with particular care. Issues must be presented as clearly, fairly and simply as possible, although councils should not over simplify.

- Publicity campaigns by local authorities are appropriate in some circumstances: for example as part of a consultation process or to promote the effective use of local services. Such campaigns may also be an appropriate means of influencing public behaviour or attitudes on such matters as health, safety, crime prevention or equal opportunities. Local authorities should not use public funds to mount publicity campaigns whose primary purpose is to persuade the public to hold a particular view on a question of policy.
- Local authority newspapers, leaflets, other publicity distributed unsolicited from house to house and information on websites are able to reach far wider audiences than publicity available on application to the council. Electronic means should be considered, but those without access to such systems should not be excluded.
- Local authorities should not discriminate in favour of or against persons or groups in the compilation and distribution of material for reasons not connected with the efficiency and effectiveness of issuing the publicity.
- Advertising can provide a cost-effective, efficient means of telling potential clients about local authority services. It is not normally likely to be appropriate as a means of explaining policy. It is not acceptable to use the purchase of advertising space as a disguised means of subsidy to a voluntary, industrial or commercial organisation or to a publication associated with a political party.
- Publicity about individual councillors may include the contact details, the positions they hold in the council and their responsibilities. They may include information on individual councillors' proposals, decisions and recommendations only where this is relevant to their position and responsibilities within the council and should not be party political.
- Political slogans advocating policies of those of a particular political party or directly attacking policies and opinions of other parties, groups or individuals is not appropriate. All such publicity should be objective and explanatory. Personalisation of particular issues or personal image making should be avoided. For Tewkesbury Borough Council, this would mean, for example, that the leader or a lead member could be quoted in a council press release but comments must reflect their official roles and not their personal, political roles.
- These restrictions do not apply to press releases issued by councillors or their political parties. All councillors can comment legitimately by contacting the local media direct to explain and express views on council decisions. In this way, councillors of all parties are able to put a political slant on events.

A2: Elections

The Code of Recommended Practice on Local Authority Publicity states:

“The period between the notice of an election and the election itself should preclude proactive publicity in all its forms of candidates and other politicians involved directly in the election. Publicity should not deal with controversial issues or report views, proposals or recommendations in such a way that identifies them with individual members or groups of members. However, it is acceptable for the authority to respond in appropriate circumstances to events and legitimate service enquiries provided that their answers are factual and not party political. Members holding key political and civic positions should be able to comment in an emergency or where there is a genuine need for member level response to an important event outside the authority’s control. Proactive events arranged during this period should not involve members likely to be standing for election”.

In addition, the code states that the council should not produce publicity designed to influence the views of local people on petitions, referendums or specific proposals. Any publicity should be factual in such circumstances. In the event of any doubt over, or challenge to, the interpretation or application of this code, the matter will be referred to the chief executive.

A copy of the full code is available from the intranet.

PART B: LOCAL COMMUNICATIONS PROTOCOL

The following sections describe the local protocols for communication and publicity adopted by the council. These take in to account the legal framework and good practice.

B1: Media Enquiries

All media enquiries should be passed to the communications officer in the first instance. It is that officer's role to deal with and decide the best way to respond to the enquiry.

The communications officer will contact the relevant lead member and/or officer to decide the best method of response. It is imperative that the lead member and/or officers respond promptly to the communications officer's request to ensure a quick response to any media enquiry. The communications officer will endeavour to respond to media enquiries within the same day and certainly within 24 hours.

Every media enquiry should be used as an opportunity to get the council's vision and priorities across to the public.

If there is a disagreement between the officers and the councillors about how a story should be handled, the chief executive and the leader will be requested to arbitrate. In the absence of the leader, the relevant member to arbitrate would be the deputy leader and that in the event of the chief executive being absent it should be one of the corporate heads of service who is not involved in the "story" in question.

B2: Spokespeople

Councillors

When communicating the work and decisions of the council, emphasis should be placed on those who are democratically accountable for those decisions.

The leader, deputy leader and lead members will be the designated spokespeople on executive committee decisions and agreed council policy on behalf of the council to the press, broadcast and other media.

The leader of the council is the principal spokesperson for the council at local, regional and national level. Each of the lead members has a portfolio and the relevant portfolio holder will be the nominated spokesperson on the area of his/ her responsibility.

If the lead member is not available to comment then the communications officer will work with officers to draft a comment.

Note: Nothing in this protocol precludes councillors or political groups from speaking or contacting the media directly. This would include letters, faxes and emails. Councillors must, however, make it clear to the media whether they are speaking:

(a) Officially on behalf of Tewkesbury Borough Council - in this case the communications officer must be involved in the process (or in their absence the relevant corporate head of service).

(b) Officially on behalf of their particular political group - stating the name of that political group.

(c) Personally as a ward councillor when talking about more specific issues.

The response to a release issued by a political group remains with group leaders, ensuring that officers' political neutrality cannot be called into question.

If a borough councillor also represents another authority (such as the county council) and is asked to comment on an issue that directly affects Tewkesbury Borough Council, the councillor must inform the communications officer so he or she is aware of the issue.

Ward councillors

When reacting to a media enquiry, the comment will be attributed to the appropriate lead member and/or corporate head of service.

However, where we are acting proactively through press releases and the issue is specific and local to a particular ward, the communications officer will invite the local ward councillor(s) to provide a comment to go alongside the lead member's comment. The communications officer will review the comment and recommend for inclusion as appropriate to the lead member.

It is the responsibility of the ward members to respond quickly to a comment request as deadlines are often very tight.

Where there is any disagreement or need to clarify appropriateness, the comment will be referred to the chief executive for a decision. For wards represented by more than one councillor from the same party, they must agree and supply one quote attributed to one of them.

If there is more than one political group represented within a ward, then each political group may supply one local ward quote. However, inclusion of more than three quotes is not considered best practice and if this situation arises the communications officer will lead the discussion to resolve the issue.

Officers

All officers must operate within the legal restrictions on publicity described in Section A and the council's Code of Conduct, as well as keeping to the member/officer protocol. These documents are available on the intranet.

All officers must, in carrying out their jobs, act in a politically neutral way.

The media are often keen to talk directly to officers as they may have a more in-depth

knowledge of a project or initiative. This will be to answer questions of fact, technical information and areas of expertise. Any employee who receives a media enquiry should redirect it to the communications officer in the first instance.

Unless an agreement has been made, it is not appropriate for officers to initiate contact with the media or respond to media enquiries independently without first consulting with the chief executive, the relevant corporate head of service or the communications officer.

The communications officer will then, in consultation with relevant officers, issue statements in response to such media enquiries. If the enquiry relates to a matter of agreed council policy rather than simple factual checks the communications officer will liaise with the relevant lead member.

Officers who have not received media training will not normally be expected to do live on-air interviews.

The Corporate Management Team or senior officers may be required to speak to the media on major and corporate issues, particularly if a quick response is needed and the lead member is not available. If you are required to speak to the media, it is essential that the communications officer is fully debriefed.

Chief executive

The chief executive will comment on recommendations to implementation of policy. In matters relating to the budget, the Head of Finance will provide appropriate support. The chief executive may delegate to a relevant officer if appropriate.

In the chief executive's absence, the relevant Corporate Leadership Team member will comment.

Partnerships

Increasingly the council is working in partnership with other agencies. This includes issuing joint communications and publicity. The terms of this protocol and local government publicity law must be followed when the council issues joint publicity.

Where the council is approached for a comment in relation to a partnership of which it is a member, the communications officer will liaise with the relevant lead member and the partners to agree an appropriate comment.

B3: Photo opportunities

Journalists often arrange a photo opportunity to support and enhance a story. It is the responsibility of the lead member to be available for the photograph. If the lead member is not available then a discussion will take place between the communications officer, and the leader and deputy leader as to who would be best suited to take the lead member's place.

Ward member(s) will be invited to take part in the photo opportunity if the story is specific to their ward.

Officers and third parties may be involved in photo opportunities, where appropriate.

Please note: You need a person's consent (or parental consent for those under-16) before taking their photograph. Parental consent forms can be found on the intranet.

B4: Targets for responding to media enquiries

The communications officer will endeavour to answer all media enquiries within 24 hours. Some enquiries may require an even quicker response to meet press deadlines. In the case of TV and radio, responses are required almost instantly and sometimes hourly. The communications officer will make clear the priority of the enquiry when contacting lead members and officers.

Responding on target is only possible with the co-operation of all appropriate members acting as spokespeople and all officers responding quickly when asked for information. It can be damaging to the council's reputation to fail to respond to enquiries in a timely and effective manner.

B5: Use of embargoes

Embargoes will only be used when considered essential. For example, the following may legitimately be subject to an embargo:

- When news releases are linked to a launch event.
- When an issue of confidentiality requires it.
- When it is required by a third party.

Note: Embargoes are not legally enforceable and are adhered to by general local agreement. Nevertheless, they are important in terms of media relations so any breaches need to be referred to the communications officer.

B6: 'No comment'

While every effort must be made to avoid being 'unavailable for comment' there are some occasions when it is inappropriate to comment. For example, when legal action is pending, where an issue relates to the personal affairs of an individual or where there is a need to respect the privacy of a complainant or someone being complained about.

If 'no comment' is unavoidable, it should be supported by an explanation as to why the council is not in a position to comment. For example: "It would be inappropriate to comment on this issue due to the on-going court case," rather than "No comment".

Members and officers should discuss with the communications officer if it is felt that a "no comment" stance is the most appropriate.

B7: Off-the-record

When information is given 'off the record' the information is **not** for publication.

If information is given 'off the record' then a recorded agreement must be made clear beforehand.

B8: Inaccurate reporting

If an article appears in the paper that is damaging to the reputation of the council, the lead member and/or head of service will work with the communications officer to prepare a response.

B9: Emergencies

Tewkesbury Borough Council has a key role to play in the Emergency Plan for Tewkesbury Borough. Arrangements are in place to ensure the council works with the other agencies involved. A communications officer from one or more of the agencies will be nominated to deal with the media. During an emergency, clear guidance on the relevant media contacts will be issued to officers and councillors.

B10: Bad news stories

Our policy is for mistakes to be acknowledged and apologised for 'on behalf of the council' where appropriate and where we are able to do so. Any proactive statements, or answers to media questions such as these, should be discussed with the communications officer and agreed with the relevant lead member and/or leader or deputy leader and the director. All proactive statements in response to bad news stories should endeavour to have reference to the council's improvement journey.

B11: Respecting confidentiality

Occasionally issues come to the attention of the media that involve staff or councillors and aspects of their private lives or employment contracts. It is not the council's policy to comment upon such issues. Factual responses are permitted, for example - 'I can confirm that the employee is no longer in employment with Tewkesbury Borough Council, but we are not prepared to discuss the situation in any greater detail'.

Members and officers speaking to the media should never give out personal information.

B12: Staff and councillors' responsibility to protect the council's reputation

Leaking of confidential information is not acceptable and for staff will be regarded as a disciplinary matter.

The leaking of confidential information by a councillor may constitute a breach of the council's Code of Conduct and Councillors should take advice from the monitoring officer before considering releasing to the press confidential information which they may feel is in the public interest.

B13: Press at committee meetings

The press is welcomed to all formal meetings. The press will be excluded in the part of the meeting that contains confidential items. These will normally be highlighted as being exempt in the meeting agenda.

The press will be asked to be seated in a designated area. All mobile phones should be turned off during the meeting.

Audio and video recording and the taking of photographs are not permitted during a meeting unless this has, prior to the meeting, been formally agreed by the borough solicitor in consultation with the chair of the meeting.

B14: Reporting Full Council/Executive Committee decisions

The agenda and papers for the meetings are made available to the media and public in advance. Releases issued prior to these meetings will be factual only. If an approach is made by the media for an interview before the meeting, it will be for the lead member or, where necessary, a relevant officer to decide whether or not they wish to comment.

The lead members and relevant officers, in consultation with the communications officer, will identify any individual issues warranting other media and website publicity after each meeting, or where possible beforehand.

It is possible that journalists attending the meeting or reading the press release will also request interviews with lead members and every effort will be made to accommodate this. If the lead member is unavailable, the relevant director or senior officer will be contacted.

The communications officer will liaise with the leader/deputy leader and relevant lead members and officers to prepare news releases to follow Executive Committee and Full Council meetings. These news releases, as with all others, should be issued as promptly as possible after the meeting/event to maximise coverage and to ensure they remain contemporaneous.

Releases will be factual, outlining the decision, the context in which it was made, issues relating to it and any action to be taken. Any quotes included will relate to the member's

council responsibility and will not be party political. Releases on Executive Committee and Full Council decisions will outline the call-in procedure and will give contact details if more information is needed.

The communications officer will respond to media enquiries about decisions of these meetings by referring journalists, wherever appropriate, to the leader or lead member and relevant officers.

B15: Press Releases

A press release is the most common way of informing the media about the work of the council.

The communications officer may issue proactive press releases in a range of circumstances and in conjunction with others e.g. emergency services. For example:

- To inform about a member decision / recommendation.
- To publicise how to access a service – particularly if changes are being made.
- To publicise an event.
- To promote a campaign or raise awareness of a topic of local interest.
- To pass on good news for Tewkesbury Borough Council.
- To publicise Tewkesbury Borough Council's good practice and to raise its profile in support of the council's core values and objectives.
- To publicise an inspection report – good or bad.
- To publicise the fact that consultation is taking place and how to become involved in it.
- To inform residents what to do in cases of an emergency or to give safety alerts.
- To announce an appointment, election, reshuffle.

The content of proactive releases is drawn up in consultation with relevant officers to ensure factual accuracy and sent to the relevant lead member and head of service/operational manager for approval.

Who writes press releases?

Officers should, wherever possible, not only prepare a draft press release but also give five working days' notice before the press release needs to be issued so that there is enough time to fully prepare the release.

The communications officer will ensure that the press release is approved by all relevant parties and issue it to the media. The communications officer may give advice and/or amend any draft release as appropriate to maximise possible coverage and continue to present a consistent corporate view.

If the communications officer is absent then the corporate development and performance manager will be responsible.

It is recognised that some press releases are generated in response to unforeseen circumstances and these would be issued as soon as is practicable.

Press releases will be issued to the relevant media organisations and will be made available via the Intranet and the council's website.

No reference to any political groups or parties will be made in the body of any press release and the release will not present conflicting views of political groups and/or parties.

Note to councillors: Councillors and political groups may issue their own press releases but they must clearly state that the views expressed are their personal views, or those of their political party.

Note to officers: All written material must adhere to the council's Branding and Written Style Guide, which can be found on the intranet.

Who should be quoted in a press release?

Quotes are effective devices to make a press release more interesting to read and to back up the information in the press release.

In most cases, and where possible, the relevant lead member will be quoted. Where appropriate, the relevant officer may also provide a comment.

Where it is appropriate, the communications officer will contact the local ward member(s) for a comment.

If there is more than one political party represented within a ward, then each party may supply one local ward quote. However, inclusion of more than three quotes is not considered best practice and if this situation arises a view will be taken by the communications officer.

If a third party is involved in the news story, for example a town or parish council, or a local business, then the third party will be asked to include a quote in the press release.

Press releases and statements may contain officer contact details so that they can supply technical information to support a story or issue.

For press releases on committee decisions, the quote should be attributed to the relevant lead member unless that lead member or relevant members of staff have not had any involvement in the decision, in which case the chair of the committee should be quoted.

For press releases on motions approved at Council, quotes should be attributed to the relevant lead member or leader of the council (whichever is most appropriate) and the member who tabled the motion.

Stages of press release approval

Before issuing a press release to the media the communications officer will seek the approval from:

- Any quoted councillor/officer.

- Originating officer (where there is one).
- Any third parties involved in the press release.

Contact details on press releases

There must be contact details on the press release to give the media a contact for further information.

This will always include a contact for the communications officer and may also contain contacts for the lead member and/or relevant officer.

It will also contain contact details for any other third party mentioned within the press release.

It is essential that the councillor and/or officer lets the communications officer know if they are not going to be available at the time of the issuing of the press release.

Distribution of press releases

All press releases will be distributed to the following groups:

- Media
- Councillors – who are responsible for disseminating the relevant information to their town or parish council
- Head of service and operational managers
- Local MPs

Equal opportunities

When drafting press releases or selecting photographs, all officers should be mindful of the council's Equalities Scheme.

Publicity should avoid the stereotyping of roles and should demonstrate the council's commitment to promoting equality and diversity. This applies to services and opportunities to people of any colour, gender, age, sexual orientation, race, religion or faith and people with disabilities.

Wherever necessary, information about services should be communicated in appropriate community languages.

Issuing a press release when the communications officer is absent

No Tewkesbury Borough Council press release should be sent to the media without being agreed by the communications officer, who will also issue the press release. If the

communications officer is absent then press releases will need to be agreed by the relevant head of service and/or corporate leadership team member, and passed to the corporate services manager who will issue the press release to media contacts.

Each press release is also sent to every borough councillor so they can disseminate the relevant information to their parish and town councils.

All press releases must be uploaded to the council's website. In the communications officer's absence, IT will be requested to upload the content.

B16: Mayoral publicity

The mayor is the borough's civic head and is involved in several civic functions each year including the mayor's Civic Reception, the Civic Service and the Remembrance Services.

The Mayor of Tewkesbury Borough can be invited to attend various events in and around Tewkesbury Borough. Requests can be made in writing or through the council's website.

The Democratic Services team co-ordinates the Mayor's Diary.

B17: Court cases

Tewkesbury Borough Council will occasionally commence prosecutions and will want to use successful outcomes of court cases to deliver a message to the public. The best ways of doing this are by encouraging the press to attend the court case or by releasing the information to the media via a press release. It is imperative that all press releases about court cases are issued to the media at the earliest opportunity.

The communications officer should be informed about imminent court cases. The communications officer should also be alerted to the result of the court case as soon as possible.

B18: Press Briefings

Press briefings have two purposes:

1. To help explain complex issues that will aid the media's understanding of the subject and encourage accurate reporting.
2. To communicate an important story (good and bad news) that will attract media attention.

Press briefings will be held on an ad hoc basis to provide additional support including:

- When complex or major issues are being determined/raised.
- When sensitive issues need absolute accuracy and confidentiality.
- When major incident situations arise.
- When the media request clarity on council reports and agendas ahead of council meetings (a briefing will not go ahead if there is no media interest).
- To illustrate the work of major services.

The relevant officer should be involved to explain the technical details of the project, and the lead member should be in attendance for policy-related issues.

Any media briefing should only take place with the agreement of the lead member and outcomes of the briefing should be fed back to the lead member.

Regular media briefings will take place between the communications officer and the local media to ensure a constant dialogue around council business.

If a political group wishes to hold a press briefing this must be hosted outside of the council's premises and with no assistance from the communications officer or any other council officer.

B19: Media Interviews

When the communications officer is approached to provide a spokesperson for a media interview, the following guidelines will apply:

- Policy issues will be dealt with by the council leader, deputy leader or the lead councillor responsible for the relevant portfolio. Officer engagement may also be necessary.
- Civic issues will be dealt with by the mayor.
- The chief executive, Corporate Leadership Team and officers may be asked to take part in media interviews to provide technical information.

The media should be aware that a proposed interviewee has been selected to take part in the interview because of their knowledge and area of responsibility. A list of lead members, their areas of responsibility and photographs will be made available to the press and media

B20: Monitoring

Regular media monitoring will be conducted to ensure that Tewkesbury Borough Council is maximising all opportunities to communicate using the press.

A monitoring report of the media coverage of press releases is sent to lead members and the corporate management team, when possible, every day. A copy will also be available from the communications officer for anyone who might like to view it.