

28 March 2022

Committee	Overview and Scrutiny
Date	Tuesday, 5 April 2022
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 8 March 2022.	1 - 13
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.	14 - 20
6.	OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2022/23 To approve the Overview and Scrutiny Committee Work Programme for the forthcoming year.	21 - 35
7.	GLOUCESTERSHIRE ECONOMIC GROWTH SCRUTINY COMMITTEE UPDATE To receive an update from the Council's representative on matters considered at the last meeting (31 March 2022).	
8.	DEPOT SERVICES WORKING GROUP ANNUAL REPORT To consider the progress made by the Working Group during 2021/22; to agree that the Working Group continue to meet until Ubico contract renewal in 2027 with the revised Terms of Reference as set out at Appendix 1 to the report; and to agree that Officers explore the mechanism for requesting additional capital funding for an additional waste vehicle, and develop a business case for adding the provision of a new waste collection depot to the Infrastructure List to enable Community Infrastructure Levy funding to be used, and report back to the Executive Committee.	36 - 43
9.	CUSTOMER CARE STRATEGY To consider the progress made against the actions within the Customer Care Strategy during 2021/22 and to endorse the action plan for 2022/23.	44 - 60
10.	COMMUNICATIONS STRATEGY 2020-24 - ACTION PLAN ANNUAL REVIEW To consider the progress made against the actions within the Communications Strategy during 2021/22 and to endorse the action plan for 2022/23.	61 - 80
11.	OVERVIEW AND SCRUTINY COMMITTEE ANNUAL REPORT 2021/22 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.	81 - 118

DATE OF NEXT MEETING**TUESDAY, 7 JUNE 2022****COUNCILLORS CONSTITUTING COMMITTEE**

Councillors: K Berliner (Vice-Chair), G J Bocking, C L J Carter, P A Godwin, H C McLain, P D McLain, H S Munro, J W Murphy (Chair), J K Smith, R J G Smith, P D Surman, S Thomson, M J Williams and P N Workman. One vacancy.

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, 8 March 2022 commencing at 4:30 pm

Present:

Vice Chair in the chair

Councillor K Berliner

and Councillors:

G J Bocking, C L J Carter, H C McLain, P D McLain, H S Munro, R J G Smith, P D Surman and S Thomson

OS.88 ANNOUNCEMENTS

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

OS.89 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

89.1 Apologies for absence were received from Councillors P A Godwin, J W Murphy (Chair), J K Smith, M J Williams and P N Workman. There were no substitutions for the meeting.

OS.90 DECLARATIONS OF INTEREST

90.1 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.

90.2 There were no declarations made on this occasion.

OS.91 MINUTES

91.1 The Minutes of the meeting held on 8 February 2022, copies of which had been circulated, were approved as a correct record and signed by the Vice-Chair in the chair.

OS.92 EXECUTIVE COMMITTEE FORWARD PLAN

92.1 Attention was drawn to the Executive Committee Forward Plan, circulated at Pages No. 13-15. 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.

92.2 A Member noted that the Medium Term Financial Strategy was due to be considered at the meeting on 30 March, having been deferred from January pending relevant information from the government, and he questioned if that had now been received. In response, the Head of Finance and Asset Management advised that, unfortunately, no information had been received to assist with the Council's financial position despite a wealth of information being expected in relation

to funding reform, New Homes Bonus and business rates which were all areas that supported the Council budget. Whilst there was currently no clarity on funding beyond March 2023, he hoped to be able to provide an interim update for Members by the end of the month.

92.3 It was

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

OS.93 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2021/22 AND ACTION LIST

93.1 Attention was drawn to the Overview and Scrutiny Committee Work Programme, circulated at Pages No. 16-18, and the action list setting out the actions arising from meetings of the Overview and Scrutiny Committee between October 2019 and January 2022, circulated at Pages No. 19-30. Members were asked to consider the Work Programme and action list.

93.2 The Head of Corporate Services advised that, following the resolution made by the Overview and Scrutiny Committee at its last meeting, the Executive Committee had agreed that, subject to the Overview and Scrutiny Committee representative's continued monitoring and regular reporting to the Overview and Scrutiny Committee, the specific consideration of the payment of the Council's contribution to the Gloucestershire Health Overview and Scrutiny Committee on an annual basis no longer be required. Accordingly, this would be removed from the 2022/23 Work Programme which was currently being drafted by Officers. A Member noted that, at the workshop on maximising the value of the Overview and Scrutiny Committee held in October, Members had asked to review the partners which reported to the Committee on a regular basis, and the agreements in place for monitoring, to establish whether they needed to continue to report to the Committee going forward and he asked if this had been progressed. In response, the Head of Corporate Services confirmed that a list of partner organisations and outside bodies would be compiled based on the Council Plan priorities from which the Committee could identify those it would like to hear from during the course of 2022/23.

93.3 In terms of the action list, the Head of Corporate Services explained that 12 of the 27 actions were outstanding. With regard to Page No. 20 and the action regarding the Grange Field maintenance plan, he understood that had now been shared with Councillor Munro and there had been a positive press release about the Grange Field recently. Councillor Munro advised that, based on a conversation with the Asset Manager the previous week, it was her understanding that the plan was not ready to share with Members so, whilst she did not think it was a problem, she had not actually received it. The Economic and Community Development Manager explained it had been shared verbally and the written form was waiting for final sign-off but should be with Members shortly. The Head of Corporate Services drew attention to Page No. 23 which indicated that Members and Parish Councils were now informed by email when enforcement cases were closed with reasons generally included. With regard to Page No. 26, he advised that the Tewkesbury Borough Council Domestic Waste and Recycling Collection Services Policy and Procedures had been considered by the Depot Services Working Group and approved by the Executive Committee the previous week. In terms of Page No. 29 and the discussion around the online booking system for the Household Recycling Centres, Members were informed that the County Council had undertaken a customer survey which had found that 86% were supportive of retaining the booking system. It was also noted that, as set out on Page No. 30, the Welcome Back Funding plans had been shared via a Member Update. The following issues were raised during the discussion:

Meeting date: 22 October 2019

P19 – Agenda Item 10 – Warm and Well Scheme Update

A Member noted that Officers were awaiting prospective dates from the Severn Wye Energy Agency but this action had originally been agreed in October 2019 and it was now March 2022 so she questioned how much longer it would take. The Head of Community Services undertook to chase this up following the meeting. A Member felt it would have been useful to know when contact had first been made with Severn Wye Energy Agency and the Head of Community Services accepted that the commentary could have been better populated.

Meeting date: 9 March 2021

P22 – Agenda Item 9 – Council Plan Performance Tracker and COVID-19 Recovery Tracker – Quarter Three 2020/21.

A Member recognised that a briefing note was due to be circulated to Members in relation to Ashchurch bridge and she asked if this could be a wider briefing on the Garden Town project as a whole as she was unclear as to the milestones, the current position and what was coming up next. The Chief Executive had previously stated that the Garden Town was the Council's biggest project so she felt it was important all Members understood what was happening. The Head of Corporate Services indicated that no Officers from the Garden Town team were present at the meeting so he would take this away and ensure a response was provided following the meeting.

The Member went on to ask whether the Council had a strategy for convincing residents that the Ashchurch bridge was not a 'bridge to nowhere', as it was dubbed by some of the local community. Another Member indicated that he would like to know if the bridge was still under budget given rising costs within the building industry. With regard to the costs, the Head of Finance and Asset Management advised that, based on the last information from the Garden Town team, the bridge was under budget and there was significant contingency within the £8m grant from Homes England; nevertheless, the Member was quite right that costs were increasing so it would be helpful to have an up to date position on this. The Head of Corporate Services undertook to seek a response following the meeting.

Meeting date: 8 June 2021

P24 – Agenda Item 8 - Council Plan Performance Tracker and COVID-19 Recovery Tracker – Quarter Four 2020/21.

A Member noted that a training session was to be arranged for Members on the government's Housing Design Guide and she raised concern that a date was yet to be agreed almost a year on. The Head of Corporate Services undertook to speak to the Head of Development Services following the meeting. He also felt it would be beneficial to include more specific target dates within the action plan going forward and undertook to ensure the template was updated accordingly.

Meeting date: 13 July 2021

P25 – Agenda Item 11 – Carbon Reduction Action Plan.

A Member noted that the action to circulate indicative costs identified by Severn Wye Energy Agency when conducting the survey of the Roses Theatre to Members was incomplete and she asked whether this was being followed-up. The Head of Finance and Asset Management confirmed this information was now available and would be provided to Members following the meeting.

Meeting date: 11 January 2022

P29 – Agenda Item - Council Plan Performance Tracker and COVID-19 Recovery Tracker – Quarter Two 2021/22.

A Member asked when the information would be available in relation to the fly-tipping figures so that Members could understand whether they were up or down. The Head of Community Services undertook to provide this prior to the next meeting. A Member asked if this could include an indication of what was happening nationally as he understood the figures had increased significantly.

93.4 Accordingly, it was

RESOLVED That the Overview and Scrutiny Work Programme 2021/22 and action list be **NOTED**.

OS.94 MODERN METHODS OF CONSTRUCTION PRESENTATION

94.1 The Head of Community Services welcomed the representative from Bromford to the meeting and indicated that he had been invited by the Chief Executive to give a presentation to Members on Modern Methods of Construction, both in general and in terms of what was being done by Bromford.

94.2 The following key points were made during the presentation:

- Modern Methods of Construction (MMC) Overview – Long term projection of worsening skills shortage within the construction industry; Brexit presenting further risks towards the construction workforce across the UK being migrant labour; supporting housing organisations in achieving their sustainability and carbon reduction agenda; supporting local authorities to embrace MMC delivery through their climate emergency and housing delivery agenda; Homes England

driver to introduce MMC through partnering arrangement; contribute towards the desired new homes outputs within business plans; cited benefits of the MMC – increased outputs, reduced delivery timeframes, increased quality, improved Energy Performance Certificates (EPC), reduced waste, less deliveries and disruption to surrounding communities; standardisation of design to achieve the desired business financial returns through an MMC appraisal approach.

- MMC Categories – Pre-manufacturing (3D primary structural systems); pre-manufacturing (2D primary structural systems); pre-manufacturing components (non-systemised primary structure); additive manufacturing (structural and non-structural); pre-manufacturing (non-structural assemblies and sub-assemblies); traditional building product-led site labour reduction/productivity improvements; site process-led site labour reduction/productivity/assurance improvements.
- Types of MMC – Volumetric construction, pods, panelised systems, sub-assemblies and components and site-based MMC.
- MMC Quality Assurance – Build Offsite Property Assurance Scheme (BOPAS) provided confidence that the construction system was fit for purpose; National House-Building Council (NHBC) assessed, reviewed and accepted nearly 50 MMC systems; Checkmate – warranty cover for MMC; Local Authority Building Control (LABC) – warranty practice scheme for MMC.
- Factory Production and Quality Control – Homes assembled in controlled conditions – Factories could produce around 3,500 per year at peak; quality checkpoints at every stage of the process to ensure homes conformed to design and building control; once the structure was finished, it was insulated and fitted-out with internal walls and floor coverings, surface finishes, plumbing and sanitary ware, electrical circuits and sockets, kitchen and bathroom units and fittings.
- Horizon Scanning – Outcomes: 2021 homes – assets rated against the new Bromford Standard, simplified planning rules, potentially less Section 106 Agreements, retrofits assessed against PAS2035, new build standards, uncertain market conditions; 2025 homes – Future Home Standards – high energy efficiency and low carbon heating in new homes, high speed broadband connectivity, increased fire safety regulation and compliance for flats, new homes 75-80% lower carbon emissions; 2030 homes – all private rented homes rated EPC C or above; 2050 homes – net zero carbon.
- Carbon Reduction Challenges: How MMC will support the carbon reduction agenda – June 2022 – Part L 2021 – 31% reduction (new sites); June 2023 – Part L – 31% reduction (transitionals); 2025 – Future Homes Standards – 75-80% reduction; 2030 – zero carbon – 100% reduction; 2050 – zero carbon 100% reduction (including regulated energy).
- Features of Zero Carbon Living – Like Homes could deliver net zero carbon living through the high performing external building fabric, water efficiency and LED lighting in combination with the introduction of a highly efficient air source heat pump and solar panels; smart metering and controls could be used to better understand and optimise comfort and energy use; integrated electric vehicle charging points enabled customers to complete their journey to an 'all electric' more sustainable lifestyle.
- Homes England – What the fund will deliver (MMC) – The fund placed significant focus and investment on increasing the uptake and development of MMC which was crucial to tackling the productivity, skills and materials challenges faced by the house building industry and to drive improvements in quality, safety and sustainability; MMC requirements: expectation that a significant number of homes will be delivered using MMC technologies that promoted improvements in productivity and quality, included a 25% MMC

requirement for all strategic partners, seven categories of MMC eligible as defined in the government's MMC definition framework, recognised that building with MMC could be more expensive upfront (though often cheaper over the longer term) and looking at how this could best be reflected in the bid assessment process, want to understand the delivery constraints to using MMC and keen to hear from partners; what support Bromford can provide: increasing MMC manufacturing capability – provided loans and equity to expand the capacity of existing providers and brought new providers into the market e.g. £90m joint venture with Urban Splash and international housebuilder Sekisui House; matching supply and demand – help to join up the supply chain and aggregate demand for MMC ensuring consistency, certainty of supply and reduced costs; increase understanding and share best practice – currently undertaking a pilot study across several sites to test the benefits of a range of MMC technologies.

- Social Housing Sector Update – Homes England Strategic Partnership 2021-26 – Homes England had committed almost £5.2bn funding in affordable housing grant to deliver nearly 90,000 grant-funded affordable homes; number of registered providers gaining grant – 31 strategic partnerships with 35 organisations; Bromford £239m – deliver an additional 4,000 homes (tenure types: social, affordable rent and shared ownership; percentage of MMC delivery varied across the strategic partnership bidders.
- Bromford – Stockwell Feasibility – Working with Cotswold District Council on delivering 29 units within 12 months built to net zero; Forest of Dean District Council delivering 51 houses and six flats for Guinness Partnerships – would be an exemplar site for the county.

- 94.3 The Head of Community Services advised that, although MMC houses could be constructed quickly, that did not reflect the significant amount of work which went on in the background in terms of financing etc. but he was pleased to see that some schemes were now being delivered. He welcomed the commitment to carbon reduction which would hugely benefit tenants and was preferable to retrofitting existing properties which was a mammoth task. The presentation helped to demonstrate how quickly things were moving forward – only a few years ago replacing gas boilers was considered to be more efficient but there were now completely new ideas.
- 94.4 A Member noted from the design of the scheme in the Forest of Dean that the housing density seemed lower than in traditional estates, with more garden and green space, and she asked whether that was actually the case in reality. The representative from Bromford explained that this was down to the planners and was dependent on the plans and location, but it was likely to be similar to a traditional site. Another Member asked if there were any drawbacks in terms of prefabrication and the representative from Bromford indicated that there had been in the past but a lot of work had been done to get through the approval process. In response to a query regarding the longevity of the properties, Members were advised that a traditional house was likely to last for two mortgage terms i.e. 60 years whereas mortgages were now being offered for three terms on modular housing i.e. 90 years. Another Member noted that the manufacturers were unlikely to be around for that period of time and he asked what guarantees were given to mortgage providers that they were viable assets to invest in. In response, the representative from Bromford explained this was offered through the accreditation.
- 94.5 A Member asked about the density of the foundations and was advised that traditional methods still tended to be used but there was a drive to use different methodology. A Member questioned how easy it was to retrofit modular properties once they were built if technologies etc. were to change and the representative from Bromford indicated there were some restrictions but they could be adapted. One of the advantages of modular housing was that pods could be replaced, for instance if

a property was fire damaged, and additional pods could be added and removed which cost considerably less than a traditional extension; the roof could also be removed so properties could be made into townhouses if required. A Member asked whether the soundproofing between properties was better than with traditional housing and was advised that the party wall insulation was much greater as two modular houses were effectively next to one another so there was double thickness. The Member went on to ask how variety of design could be achieved and the representative from Bromford indicated that it was possible to be creative - modular housing tended to be made to look traditional which he did not think it should be, for instance, access into the roof space was not allowed so a traditional pitched roof was unnecessary. Whilst the properties were fairly square, this maximised the space within them. There were examples of schemes with different design, for instance, in Bicester, and Bromford was working with Cotswold District Council on that – if it could be achieved in the Cotswolds it could be achieved anywhere.

- 94.6 A Member questioned whether hydrogen power was something Bromford might be interested in and gave the example of a small scheme in Gateshead where houses had been fitted with hydrogen power and indicated there were plans next year for a community village. The representative from Bromford advised that he was responsible for looking at innovation so that was something that would be considered if there was a particular interest in hydrogen. There was a need to work on energy aggregation and energy sharing; new homes needed to be EPC A as it was difficult for energy sharing to be achieved on properties rated EPC D or below. He was working with innovators to see how this could be achieved across Bromford's housing stock and expected a push from residents due to the rising energy costs.
- 94.7 A Member questioned when he could expect to see more of this type of housing within Tewkesbury borough and the representative advised that Bromford aimed to deliver circa 2,000 units per year and was keen to partner with Tewkesbury Borough Council to deliver units within the borough. The intention was to deliver social rented properties and that was a key driver for Bromford. The Head of Community Services provided assurance that the new Housing and Homelessness Strategy which was being recommended to Council for approval in April was focused on delivery of social rented properties which was a real priority for the Council.
- 94.8 The Vice-Chair in the chair thanked the representative from Bromford for their informative presentation and it was

RESOLVED That the presentation on Modern Methods of Construction be **NOTED.**

OS.95 COUNCIL PLAN PERFORMANCE TRACKER AND COVID-19 RECOVERY TRACKER - QUARTER THREE 2021/22

- 95.1 The report of the Head of Corporate Services, circulated at Pages No. 31-116, attached the performance management and COVID-19 recovery information for quarter three of 2021/22. The Overview and Scrutiny Committee was asked to review and scrutinise the information and, where appropriate, identify any issues to refer to the Executive Committee for clarification or further action to be taken.
- 95.2 Members were advised that this was the third quarterly monitoring report for 2021/22 and represented the latest information in terms of the status of the actions set out in the Council Plan and the Corporate Recovery Plan. Progress against delivering the objectives and actions for each of the six Council Plan priorities was reported through the performance tracker, attached at Appendix 1 to the report, which was a combined document that also included a set of Key Performance Indicators (KPIs). In addition, a Corporate COVID-19 Recovery Plan had been

established based on the Council Plan priorities, and a recovery plan tracker, attached at Appendix 2 to the report, had been created to monitor progress in delivering those actions and objectives. Key financial information was also reported alongside the tracker documents with a revenue budget statement attached at Appendix 3 to the report, a capital monitoring statement attached at Appendix 4 to the report and a reserves position summary attached at Appendix 5 to the report. Key actions for the quarter were highlighted at Paragraph 2.3 of the report and included the new Housing and Homelessness Strategy which had been considered by the Executive Committee the previous week and recommended to Council for approval; approval of the 2022/23 budget by Council in February; progression of the Tewkesbury Borough Plan with a summary of representations received during the public consultation on the main modifications being submitted to the Inspector; successful recruitment of a new Director of Law and a Carbon Reduction Programme Officer; and moving to the second phase of the HR project which was to implement a self-service tool for managers and staff to record information such as annual leave, sickness absence etc. Members were reminded that, due to the complex nature of the actions being delivered, it was inevitable that some would not progress as smoothly or as quickly as envisaged and the details of those actions were set out at Paragraph 2.4 of the report. It was noted that, where timescales had slipped, the majority had only done so by a quarter which was positive. In terms of KPIs, the status of each indicator was set out at Paragraph 3.2 of the report and KPIs where direction of travel was down and/or were not on target, were set out at Paragraph 3.3 of the report – it was noted that the first six were related to planning and enforcement and Members would be aware that a planning improvement plan was in place but changes would not happen overnight so it was important to be patient.

95.3 With regard to the COVID-19 recovery tracker, key activities to bring to Members' attention were set out at Paragraph 4.2 of the report and included: Tewkesbury Leisure Centre recovering well with no financial support being sought from the Council; fantastic work from the Growth Hub in supporting businesses; and contacting residents in relation to the Winter Food voucher scheme. Paragraph 4.3 of the report referenced those actions within the tracker which had not progressed as intended and it was pleasing to note there were only three actions listed. With regard to the launch of a new Tewkesbury Borough business grants scheme, Members were advised that the Council's scheme had been deferred until March 2022 to avoid any confusion with the launch of the government's new business grants. It was noted that the Council Plan was refreshed on an annual basis and it was intended to merge the COVID-19 recovery plan tracker back into the Council Plan performance tracker with a single tracker document being brought to Overview and Scrutiny Committee for consideration from quarter one 2022/23.

95.4 During the debate which ensued, the following queries and comments were made in relation to the Council Plan and Recovery Plan trackers:

Priority: Finance and Resources

<p>P48 – Objective 4 – Action a) Deliver the approved trade waste business case to make the service commercially viable – A Member noted that the target was March 2022 and he asked if this would be achieved by the end of the month.</p>	<p>The Head of Community Services explained that the service would be reviewed and a project plan in place by the end of March 2022 but there would be no change to the service at that point.</p>
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Priority: Economic Growth

P50 – Objective 1 – Action a)
To deliver an economic assessment of businesses within Tewkesbury Borough – A Member asked whether the target date of June 2022 was realistic if quotes were still being obtained to carry out the assessment in the spring.

The Economic and Community Development Manager explained that Gloucester City Council was leading on the assessment, which would include a business survey and survey of economic data in the borough, and it was hoped the work would be completed within six weeks with the key recommendations being made by June 2022.

Priority: Housing and Communities

P58 – Objective 1 – Action a)
Work with partners to undertake the required review of the Joint Core Strategy – A Member noted this had first been due for completion in autumn 2019 and the commentary stated that a revised timetable was expected to be presented to Members in March 2022. She raised concern that this was a considerable delay and questioned whether the March deadline was achievable.

The Planning Policy Manager confirmed that the revised timetable was being taken to the Executive Committee on 30 March 2022.

P66-68 – KPIs 8-15 – A Member noted there were several new KPIs in relation to housing and she asked when the direction of travel and traffic light icons would be available as it was currently difficult to understand whether performance was good or bad.

The Head of Community Services advised that the KPIs were being reviewed for 2022/23 and would be updated to reflect the new Housing and Homelessness Strategy so he would ensure this was taken into consideration.

P69-70 – KPIs 18, 19 and 21 – Determination of ‘other’ applications and enforcement investigation of Category A and Category C cases – A Member noted these KPIs still had unhappy faces. She understood that the planning service was being reviewed and asked whether there had actually been any improvement to date.

The Interim Development Manager explained that Officers were working hard to address the backlog of applications and it was hoped that an upturn would be reflected in the figures over the next two months. He provided assurance that new applications were being dealt with in a timely manner.

A Member pointed out that there had been a dramatic improvement in terms of Category C and Category D cases being investigated within 10 working days during quarter three compared with previous quarters and the 2020/21 outturn which was positive.

Priority: Customer First

P73 – Objective 2 – Action b) Implement an online offering for the licensing service – A Member noted this had been delayed a number of times - the new target date of December 2022 would be the fifth change - and he questioned whether there was enough resource to deliver by the new date and if there was any scope for it to be done sooner.

The Head of Community Services advised that the current paper-based system was very antiquated and did need to be replaced. This was being overseen by the Business Transformation team and, whilst he did not think it could be brought forward, he saw no reason why it would not be achieved by the new deadline, in accordance with the project plan which had been agreed.

The Head of Corporate Services clarified that the project went beyond the implementation of an online service with a complete review of the licensing function being undertaken. The project contained four workstreams: IT; governance; HR and the team structure; and finance with support for each element being provided by the relevant sections. He was confident the December deadline would be achieved with the resources backing the project.

P80 – KPI 34 – Average number of sick days per full time equivalent – A Member noted that long term illnesses were increasing once again and she queried whether this was for similar reasons as previously or if it was as a result of COVID.

The Head of Corporate Services confirmed that long term sickness had increased from 292 days to 501 days in quarter three; this was not COVID related but was due to significant long-term illnesses among six to eight members of staff for reasons similar to those which had been reported before.

P81 – KPI 37 – Percentage of formal complaints answered on time – A Member noted there was a downward trend with 80% of formal complaints answered in time during quarter one, 68% in quarter two and 65% in quarter three which was 73% overall against a target of 90%. He asked whether this was linked to the increased number of sick days and if plans had been put in place to secure improvement.

The Head of Corporate Services confirmed this was a cross-service issue so he did not believe it was connected to sickness absence; however, complaints could be complex and services were under pressure. The downturn had been discussed by Management Team and improvement was anticipated during quarter four. Top tips for dealing with complaints were communicated to staff, for instance, agreeing an extension of time with the complainant at an early stage if the complaint could not be resolved quickly. Although the demand on services was recognised, it was important that complaints were being dealt with in a timely manner.

A Member asked whether there was any way to improve the customer experience in relation to general queries as he was aware of residents finding it difficult to get a response from Officers. In response, the Head of Corporate Services explained there was no system for monitoring every piece of email communication which was received by

the Council; however, there were customer service standards in place and he encouraged Members to speak to him if they had any particular issues so he could investigate these further.

Priority: Sustainable Environment

P88 – Objective 3 – Action a) Take a robust approach towards fly-tipping and other enviro-crimes – A Member queried whether consultation on the Public Space Protection Order had commenced at the start of the year as planned.

The Head of Community Services advised that the team had been extremely busy; however, he provided assurance that the consultation was ready to go and would commence shortly.

COVID-19 Recovery Tracker Priority: Economic Growth

P100 – Action – Recover b) Develop a bid to host a Department of Work and Pensions Youth Hub within the Tewkesbury Growth Hub – A Member asked when the draft bid was due to be submitted and how successful it was likely to be.

The Economic and Community Development Manager confirmed that the bid had been submitted and, whilst it was hoped it would be successful, there were no certainties until funding had been secured. Initial feedback was anticipated within the next two weeks.

95.5 Turning to the financial information, the Head of Finance and Asset Management was pleased to report a healthy projected outturn surplus of £3,609,348 for the full year against the approved budget. A large percentage of the surplus had been generated in the last quarter through external funding, notably £1m for the transport modelling for the Joint Core Strategy, which had bolstered the position and would be allocated to specific projects. The table at Page No. 40, Paragraph 5.2 of the report, highlighted the specific parts which made up the overall position. The full year projection for employees showed a potential gross surplus of £663,191; however, there was a target to save £155,000 from employment costs across the Council, therefore, the net position was a surplus of £508,191 against target. Savings had accrued across the majority of service areas including One Legal, Development, Democratic and Corporate Services. A pay award of 1.75% had now been negotiated between the unions and employers; this was within the reserve that had been set aside which was good news. Payments to third parties highlighted a £284,732 underspend which was largely due to certain growth items not coming forward in-year as expected e.g. in-cab technology, digital growth within the Business Transformation team and additional support for the Joint Core Strategy – these would be rolled forward at year-end to fund future expenditure within those areas. In terms of savings, £112,000 had been budgeted for an additional food waste crew which had not been needed this year due to the additional demand being met through overtime and there had also been a significant saving in the Materials Recovery Facility (MRF) gate contract since changing provider; however, this had been offset by other expenditure such as the market supplement for Ubico drivers. The full year cost in relation to the COVID pandemic was estimated at £442,917 and included the continued work of the business cell, additional costs for the provision of waste and recycling services and the continued support to Tewkesbury Leisure Centre. Income had recovered well from the impact of COVID

with a number of streams back on budget or delivering a small surplus including development management, bulky waste, trade waste and licensing. Two areas which had not performed as hoped were car parks and Tewkesbury Leisure Centre which would not provide its contract fee during the year. The income position had been boosted significantly by a £1m grant from the Gloucestershire Economic Growth Joint Committee for transport modelling required for the Joint Core Strategy with grants also received for homeless prevention, delivery of elections and new areas of activity within revenues and benefits.

- 95.6 The expenditure associated with corporate activities showed an estimated surplus of £1,541,063 for the financial year. Core government funding was showing a significant surplus as a result of the additional COVID general grant fund of £424,927 and additional new burdens funding had been received for administering business grants and compensation for losses on sales, fees and charges. The retained business rates position had changed significantly from quarter two due to a multitude of variations within the calculation including the award of further business rates relief, additional Section 31 government grants, clarification of the accounting treatment for reliefs and grants, review of empty property provisions, bad debts and appeals and the impact of significant reductions to Virgin Media assessments. As a result, the anticipated retention of business rates income now showed a net surplus of approximately £0.8m from the original budget – a surplus release on business rates was not normally expected in-year. In addition, the Council was a member of the Gloucestershire Business Rates Pool which was able to retain additional business rates within the county and the latest estimate suggested a windfall of circa £500,000 for Tewkesbury. The surplus on net expenditure and the corporate net expenditure resulted in an overall budget surplus projection of £3.61m, plus a potential further £500,000 from the Gloucestershire Business Rates Pool.
- 95.7 The capital budget position as at quarter three was attached at Appendix 4 to the report and was currently showing an underspend of £2.2m against the profiled budget of £2.9m. The capital programme estimated total expenditure for the year to be circa £3.9m which was much reduced on previous years as a result of the end of the acquisition phase of the commercial investment property strategy. The main elements of this year's forecast included Ashchurch bridge, vehicle replacement, replacement of the heating system at the Council Offices – although this was no longer going ahead at this stage, the money was now being spent on a solar canopy in the rear car park of the Council Offices - and Disabled Facilities' Grants (DFGs). Appendix 5 to the report provided a summary of the current usage of available reserves and showed that £848,040 had been spent to date.
- 95.8 A Member was surprised that the Council had a Domestic Abuse Service and asked what that covered. In response, the Head of Community Services clarified that Tewkesbury Borough Council did not have its own service but it did have a duty around providing support and worked in partnership with Gloucestershire County Council on that. He advised that new burdens funding was being used to fund an Officer jointly for the county and he undertook to circulate the new Domestic Abuse Strategy to Members following the meeting. A Member drew attention to Appendix 4 which stated that fewer DFGs had been paid out in quarter three than expected and he questioned whether people did not know they were entitled to grant funding. The Head of Finance and Asset Management advised that over £1m was available for DFGs which was held by Gloucestershire County Council and drawn down by Tewkesbury Borough Council. The Head of Community Services explained that it was demand driven and DFGs were advertised on the Council's website but the grants were for very specific purposes and were means tested so people may not be eligible, or the adaptations covered by the grants were not recommended by the Occupational Therapists. There were approximately 75 applications per year but this seemed to be waning so Officers were working on countywide schemes to ensure the money was spent, for example, a recent project on insulating park homes. Another Member sought clarification in relation to community grants and

was advised that this covered grants which had been awarded under the old community grants scheme but had not been drawn-down; clarification was provided that the scheme was closed for new grants. With regard to Appendix 3 and payments to third parties, a Member noted the fantastic income from development services but he assumed that was partly due to the grant for the Joint Core Strategy transport modelling and questioned whether that was something which still needed to be paid for. The Head of Finance and Asset Management confirmed that, unfortunately, it was expenditure yet to be incurred and would be held within the balance on behalf of the Joint Core Strategy ready to match off.

95.9 Having considered the information provided, it was

RESOLVED That the performance management information and COVID-19 recovery information for quarter three of 2021/22 be **NOTED**.

The meeting closed at 6:04 pm

EXECUTIVE COMMITTEE FORWARD PLAN 2022/23

REGULAR ITEM:

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

<p>Additions to 30 March 2022</p> <ul style="list-style-type: none"> • Local Development Scheme – recommendation to Council. • Use of Reserves: Solar Canopy.
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Committee Date: 1 June 2022			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Economic Development and Tourism Strategy.	To approve the Strategy.	Head of Development Services.	No.
Asset Management Strategy.	To approve the Asset Management Strategy.	Head of Finance and Asset Management.	Yes – from 2 March 2022.
Redundancy and Redeployment Policy and HR Allocations Policy.	To approve the Policy.	Head of Corporate Services.	Yes – from 2 March 2022.
Council Plan 2020/24 Refresh (Annual).	To consider the Council Plan and make a recommendation to Council.	Head of Corporate Services.	Yes – from 30 March 2022.
High Level Service Plan Summaries (Annual).	To consider the key activities of each service grouping during 2021/22.	Head of Corporate Services.	Yes – from 30 March 2022.
Equalities and Diversity Policy.	To approve the Equalities and Diversity Policy.	Head of Corporate Services.	Yes – from 30 March 2022.

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Agenda Item 5

Committee Date: 1 June 2022

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Debt Recovery Policy.	To approve the Debt Recovery Policy.	Head of Corporate Services.	Yes – from 30 March 2022.
Medium Term Financial Strategy (Annual).	To recommend to Council the adoption of the five-year MTFS.	Head of Finance and Asset Management.	Yes – deferred from 5 January & 30 March to allow the necessary information from the government.
Ashchurch Bridge Over Rail (ABOR).	Project Update and Forward Plan Delivery.	Tewkesbury Garden Town Programme Director / Tewkesbury Garden Town Programme Manager.	No.

Committee Date: 6 July 2022			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Financial Outturn Report (including Capital Financing and Earmarked Reserves) (Annual).	To consider the Council's financial outturn.	Head of Finance and Asset Management.	No.
Council Plan Performance Tracker and COVID-19 Recovery Tracker – Quarter Four 2021/22.	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter four performance management and recovery information.	Head of Corporate Services.	No.

Committee Date: 31 August 2022			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Financial Update – Quarter One 2022/23.	To consider the quarterly budget position.	Head of Finance and Asset Management.	No.
Confidential Item: Irrecoverable Debts Write-Off Report (Quarterly).	To consider the write-off of irrecoverable debts.	Head of Corporate Services.	No.
(To be considered in private because of the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)).			

Committee Date: 5 October 2022			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Council Plan Performance Tracker and COVID-19 Recovery Tracker – Quarter One 2022/23.	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter one performance management and recovery information.	Head of Corporate Services.	
Car Parking Strategy.	To approve the Car Parking Strategy.	Head of Development Services.	No.

Committee Date: 16 November 2022			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Financial Update – Quarter Two 2021/22.	To consider the quarterly budget position.	Head of Finance and Asset Management.	No.
Confidential Item: Irrecoverable Debts Write-Off Report (Quarterly).	To consider the write-off of irrecoverable debts.	Head of Corporate Services.	No.
(To be considered in private because of the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)).			

Committee Date: 4 January 2023

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Medium Term Financial Strategy (Annual).	To recommend to Council the adoption of the five-year MTFs which describes the financial environment the Council is operating in and the pressures it will face in delivering its services and a balanced budget over the period.	Head of Finance and Asset Management.	No.
Housing Strategy Monitoring Report (Annual).	To approve the Housing Strategy Monitoring Report.	Housing Services Manager.	No.
Treasury and Capital Management (Annual)	To approve and recommend approval to Council, a range of statutorily required policies and strategies relating to treasury and capital management.	Head of Finance and Asset Management.	No.

Committee Date: 1 February 2023			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Budget 2023/24 (Annual).	To recommend a budget for 2023/24 to the Council.	Head of Finance and Asset Management.	No.
Financial Update - Quarter Three 2022/23.	To consider the quarterly budget position.	Head of Finance and Asset Management.	No.
Council Plan Performance Tracker and COVID-19 Recovery Tracker – Quarter Two 2022/23.	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter two performance management and recovery information.	Head of Corporate Services.	No.
Confidential Item: Irrecoverable Debts Write-Off Report (Quarterly).	To consider the write-off of irrecoverable debts.	Head of Corporate Services.	No.
(To be considered in private because of the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)).			

Committee Date: 1 March 2023			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required

Committee Date: 29 March 2023

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Council Plan Performance Tracker and COVID-19 Recovery Tracker – Quarter Three 2022/23.	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter three performance management and recovery information.	Head of Corporate Services.	No.
Council Plan 2020/24 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 2022/23.	Head of Corporate Services.	No.

ITEMS FOR 2022/23

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Community Infrastructure Levy Review – New Draft Charging Schedule.	To recommend to Council for approval.	Head of Development Services.	No.

PENDING ITEMS

Agenda Item	Overview of Agenda Item	Date Item Added to Pending
Spring Gardens Regeneration Phase 1a report.	To agree the recommendation of the preferred option for the regeneration of Spring Gardens.	4 September 2019

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	5 April 2022
Subject:	Overview and Scrutiny Committee Work Programme 2022/23
Report of:	Head of Corporate Services
Corporate Lead:	Chief Executive
Lead Member:	Lead Member for Organisational Development
Number of Appendices:	One

Executive Summary:

The work programme detailed in Appendix 1 provides the core work activities of the Committee. The programme is a combination of standing Agenda items such as performance management information, complaints, policy and strategy updates and new areas of review that have emerged and have been built into the programme. The programme remains flexible, allowing other emerging areas to be included during the course of the year.

Recommendation:

To APPROVE the Overview and Scrutiny Work Programme 2022/23.

Reasons for Recommendation:

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

Resource Implications:

None directly arising from this report.

Legal Implications:

None directly arising from this report.

Risk Management Implications:

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

Performance Management Follow-up:

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

Environmental Implications:

None directly arising from this report though an annual report on the Council's climate change action plan is reported to Committee.

1.0 INTRODUCTION/BACKGROUND

1.1 The work programme detailed in Appendix 1 provides the core work activities of the Committee for 2022/23. The programme as it stands is a combination of standing Agenda items such as performance management information, complaints, six monthly policy and strategy updates and new areas of review that have emerged and have been built into the programme.

2.0 2022/23 WORK PROGRAMME

2.1 Some of the Committee's work cannot be planned, for example, any new areas of review that may emerge during the year; referral of issues from Council; call-in of decisions etc. The programme is therefore based upon what is known at this point in time but remains flexible, to allow changes to be made where appropriate.

2.2 An area that traditionally generates additional work activity for the Committee is presentational reviews. The most common source for these types of presentations is when the Committee reviews the performance management information and asks for further, specific information on a Council Plan activity.

2.3 Presentations can also be requested from one of the Council's key partners, as they contribute to the delivery of the Council's priorities. Once the Council Plan annual refresh has been completed, this can help inform the Committee of potential partners that may be invited during the course of the year. The annual refresh work is underway with an updated Council Plan scheduled for consideration by Executive Committee on 1 June 2022.

2.4 The 'corporate policies and strategies' report that will be presented at Overview and Scrutiny Committee on 7 June 2022 will also inform the work programme. As requested by Committee, this will include an overview if there are to be any significant amendments to any of the policies.

3.0 OTHER OPTIONS CONSIDERED

3.1 None.

4.0 CONSULTATION

4.1 None.

5.0 RELEVANT COUNCIL POLICIES/STRATEGIES

5.1 Council Plan 2020-24.

6.0 RELEVANT GOVERNMENT POLICIES

6.1 None.

- 7.0 RESOURCE IMPLICATIONS (Human/Property)**
- 7.1 None directly linked to this report.
- 8.0 SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)**
- 8.1 None directly linked to this report.
- 9.0 IMPACT UPON (Value For Money/Equalities/E-Government/Human Rights/Health And Safety)**
- 9.1 None directly linked to this report.
- 10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS**
- 10.1 None.

Background Papers: None

Contact Officer: Head of Corporate Services
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Appendices: 1 – Overview and Scrutiny Work Programme 2022/23

DRAFT OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2022/23

REGULAR ITEMS:

- **Executive Committee Forward Plan**
- **Overview and Scrutiny Committee Work Programme 2022/23 (to include the Action List Update on a quarterly basis – June, September, January and March meetings each year).**

Committee Date: 7 June 2022			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Council Plan Performance Tracker and COVID-19 Recovery Tracker – Quarter Four 2021/22	To review and scrutinise the performance management and recovery information and, where appropriate, to require response or action from the Executive Committee.	Head of Corporate Services	No.
Update on Local Policing Arrangements	To receive an update from the Police on local arrangements.	Chief Executive	Yes – moved from 8 March 2022 to allow recruitment to the post of Inspector for Tewkesbury to take place.
Parking Strategy	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 2021/22 programme due to Officer resources which led to a delay in commencing the consultation.
Economic Development and Tourism Strategy	To consider the draft Economic Development and Tourism Strategy and to recommend to Executive Committee that it be approved.	Community and Economic Development Manager	No.

Committee Date: 7 June 2022			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Corporate Policies and Strategies	To consider the corporate polices and strategies and identify which will be reviewed by the Committee during 2022/23.	Head of Corporate Services	No.
LGA Peer Challenge Report Action Plan	To monitor implementation of the action plan (6 monthly).	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 (17 May 2022).	N/A	
Gloucestershire Economic Growth Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (31 May 2022).	N/A	

Committee Date: 12 July 2022			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Carbon Reduction Action Plan	To consider the progress achieved in year two of the Council's Carbon Reduction Action Plan, and the recommended year three action plan.	Head of Finance and Asset Management	No.
Annual Workforce Development Strategy Review	To consider progress made against delivery of the Workforce Development Strategy.	Head of Corporate Services	No
Ubico Report 2021/22	To consider the Ubico performance report for 2021/22	Head of Community Services	No.
Gloucestershire Police and Crime Panel Update	To receive an update from the Council's representative on matters considered at the last meeting (1 July 2022).	N/A	No.
Gloucestershire Health Overview and Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (12 July 2022).	N/A	
CONFIDENTIAL ITEM – Trade Waste Project Update	To receive an update on the progress of the trade waste project.	Head of Community Services.	No.

Committee Date: 6 September 2022

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Council Plan Performance Tracker– Quarter One 2022/23	To review and scrutinise the performance management and, where appropriate, to require response or action from the Executive Committee.	Head of Corporate Services	No.
Parking Strategy	To consider the consultation responses and to recommend to the Executive Committee that the strategy be approved.	Head of Finance and Asset Management.	Yes – deferred from 2021/22 programme due to Officer resources which led to a delay in commencing the consultation.
Gloucestershire Economic Growth Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (21 July 2022).	N/A	

Committee Date: 11 October 2022			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Complaints Report	To consider the annual update to provide assurance that complaints are managed effectively.	Head of Corporate Services	No.
Housing and Homelessness Strategy	To monitor delivery of the actions in relation to the Housing and Homelessness Strategy.	Head of Community Services	No.
Gloucestershire Police and Crime Panel Update	To receive an update from the Council's representative on matters considered at the last meeting (9 September 2022).	N/A	No.
Gloucestershire Economic Growth Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (22 September 2022).	N/A	

Committee Date: 22 November 2022			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Active Gloucestershire Report on the Progress of its 'We Can Move' Project	To consider the annual report on the progress of the project which the Council had agreed to fund for five years (2021/22-2025/26).	Community and Economic Development Manager	No – added following Executive Committee decision 3 March 2021. Agreement signed October 2021.
Depot Services Working Group Update	To consider the update on the work of the Depot Services Working Group (biannual).	Head of Community Services	No.
LGA Peer Challenge Report Action Plan	To monitor implementation of the action plan (6 monthly).	Head of Corporate Services.	No.
Gloucestershire Police and Crime Panel Update	To receive an update from the Council's representative on matters considered at the last meeting (4 November 2022).	N/A	No.
Gloucestershire Health Overview and Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (25 October 2022).	N/A	

Committee Date: 10 January 2023			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Council Plan Performance Tracker– Quarter Two 2022/23	To review and scrutinise the performance management and recovery information and, where appropriate, to require response or action from the Executive Committee.	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 (6 December 2022).	N/A	
Gloucestershire Economic Growth Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (29 November 2022).	N/A	
CONFIDENTIAL ITEM – Trade Waste Project Update	To receive an update on the progress of the trade waste project.	Head of Community Services.	No.

Committee Date: 7 February 2023

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required

Committee Date: 7 March 2023

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Council Plan Performance Tracker– Quarter Three 2022/23	To review and scrutinise the performance management and recovery information and, where appropriate, to require response or action from the Executive Committee.	Head of Corporate Services.	No.
Housing and Homelessness Strategy	To monitor delivery of the actions in relation to the Housing and Homelessness Strategy.	Head of Community Services	No.

Committee Date: 4 April 2023

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Customer Care Strategy	To consider the progress made against the actions within the Customer Care Strategy during 2022/23 and to endorse the action plan for 2023/24.	Head of Corporate Services	No.
Communications Strategy 2020-24	To consider the progress made against the actions within the Communications Strategy during 2022/23 and to endorse the action plan for 2023/24.	Corporate Services Manager	No.
Depot Services Working Group Annual Report	To receive the annual report on the work of the Depot Services Working Group and to consider whether there is a continuing role for the Group and if any changes to the Terms of Reference are required.	Head of Community Services.	No
Overview and Scrutiny Committee Work Programme 2023/24	To consider and approve the forthcoming Committee work programme.	Head of Corporate Services.	No.

Committee Date: 4 April 2023

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Overview and Scrutiny Committee Annual Report 2022/23	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.

PENDING ITEMS		
Agenda Item	Overview of Agenda Item	Date Item Added to Pending
Community Services Improvement Review	To consider the progress made against the Community Services Improvement Plan. Moved from 14 July 2020 and 9 March 2021. Little activity has taken place over recent months due to COVID-19.	14 July 2020
Council Tax Reduction Scheme Review	To set up an Overview and Scrutiny Committee Working Group to review the scheme and make a recommendation to the Executive Committee/Council. (deferred from 2020/21) <i>It is intended to retain the current default scheme so this no longer requires review.</i>	April 2020
Advice and Information Centres (AIC) Review	To set up an Overview and Scrutiny Committee Working Group to review the scheme and make a recommendation to the Executive Committee. (deferred from 2020/21) <i>The AICs have been reviewed on an individual basis so a review of the scheme is no longer required.</i>	-----
Use of Mobile Surveillance Equipment for Fly-tipping Investigations	To consider the results of the six month trial to inform a final recommendation to the Executive Committee on the way forward. NB – this will be added to the Work Programme when the cameras have been purchased and deployed.	12 October 2021

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	5 April 2022
Subject:	Depot Services Working Group Report
Report of:	Head of Community Services
Corporate Lead:	Chief Executive
Lead Member:	Lead Member for Clean and Green Environment
Number of Appendices:	1

Executive Summary:

In July 2019, the Overview and Scrutiny Committee agreed to establish the Depot Services Work Group in order to facilitate a better understanding of the operational, financial and governance aspects of Ubico and its partnership relationship with the Council. The Terms of Reference for the Working Group required that it meet until contract renewal. In April 2021, Members were informed that the Council had agreed a new contract with Ubico for five years from 2022 and the Overview and Scrutiny Committee agreed that the Depot Services Working Group should continue to meet for the forthcoming Municipal Year.

The Working Group has met on four occasions throughout 2021/22 and considered a wide range of subjects as set out at paragraph 2 of the report.

The Working Group considers that it has a continued role, due to the amount of ongoing work and number of long-term projects, and recommends that the Overview and Scrutiny Committee approve the revised Terms of Reference, as set out at Appendix 1, which will enable the Working Group to continue to meet until the end of the current Ubico contract in 2027, subject to biannual reporting to the Overview and Scrutiny Committee.

The Working Group has expressed a strong desire for the Council to be able to seek contributions from developers towards waste services and, in particular, to support funding for the new depot. Following consultation with the Head of Development Services, it is proposed that Officers explore the mechanism for requesting additional capital funding for an additional waste vehicle, and develop a business case for adding the provision of a new waste collection depot to the Infrastructure List to enable Community Infrastructure Levy funding to be used, and report back to the Executive Committee.

Recommendation:

- 1. To CONSIDER the progress made by the Depot Services Working Group during 2021/22.**
- 2. To AGREE that the Depot Services Working Group continue to meet until Ubico contract renewal in 2027 with the revised Terms of Reference as set out at Appendix 1.**
- 3. To AGREE that Officers explore the mechanism for requesting additional capital funding for an additional waste vehicle, and develop a business case for adding the provision of a new waste collection depot to the Infrastructure List to enable Community Infrastructure Levy funding to be used, and report back to the Executive Committee.**

Reasons for Recommendation:

To allow Members the opportunity to continue to scrutinise Ubico operations and management and oversee ongoing waste management projects.

Resource Implications:

None arising directly as a result of this report.

Legal Implications:

None arising directly as a result of this report.

Risk Management Implications:

None arising directly as a result of this report.

Performance Management Follow-up:

The Working Group will operate within the guidelines set out in the Terms of Reference attached at Appendix 1. The Working Group will report back to the Overview and Scrutiny Committee on a biannual basis.

Environmental Implications:

None arising directly as a result of this report.

1.0 INTRODUCTION/BACKGROUND

1.1 At its meeting on 23 July 2019, the Overview and Scrutiny Committee agreed to establish the Depot Services Working Group to ensure that Members fully understood the relationship between Ubico and the Council. The primary aim of the Working Group, as set out in the approved Terms of Reference, was to receive reports and information pertinent to the operation and strategic direction of waste and recycling, street cleansing and grounds maintenance services. The Working Group was to continue until contract renewal at which point it would be reviewed.

1.2 At its meeting on 6 April 2021, the Overview and Scrutiny Committee received a report on the work undertaken by the Depot Services Working Group since its inception and Members were informed that the Council had taken the decision to extend its contract with Ubico for a further five years from 2022; however, as there were a number of ongoing projects, it was felt there was still a role for the Working Group and it was agreed that it continue under the same Terms of Reference for the current Municipal Year 2021/22.

2.0 WORK UNDERTAKEN DURING 2021/22

2.1 In accordance with the Terms of Reference, the Working Group has met on four occasions during the year and, at its meeting in October 2021, agreed a comprehensive work programme in order to focus the meetings and ensure that all projects were being monitored and progressed.

2.2 There are a number of standard items on the Agenda for each meeting as follows:

- Ubico Quarterly Finance Report
- Ubico Quarterly Performance Report
- Grounds Maintenance Update

2.3 In addition, the Working Group receives updates on a number of projects at appropriate intervals, progress on which is summarised below:

2.4 Trade Waste Project

A Principal Trade Waste Officer was recruited in July 2021 to lead on the trade waste project. Workflows have been mapped out to understand the current actions of Tewkesbury Borough Council and Ubico and where improvements can be made. Work is taking place with Customer Services and the Business Transformation team to bring elements of the service in-house. A pricing review is taking place to ensure that the current financial deficit is removed. A trial will begin in Q1 2022/23, in the Brockworth area, which will offer recycling and food waste services to trade waste customers ahead of a planned full roll-out.

2.5 Street Cleansing Review

The regular work of the street cleansing crews has been captured in terms of the litter bins emptied, roads routinely litter picked and fly-tips collected. This information is being uploaded to PSS live, a system which is already used within the Council for grounds maintenance work and tree inspections. This will allow routing of work and mapping functionality within the PSS system, increasing the efficiency of the crews.

Around 70 properties will be moving from weekly collections of refuse only, to the full waste and recycling services. Information on properties affected, new collection days and the required containers has been collated, with the changes planned for Q1 2022-23.

2.6 Depot Project

Several potential sites have been identified for a new waste depot. The new site will be a joint Cheltenham Borough Council and Tewkesbury Borough Council project, with the possibility of a third partner joining which would increase cost efficiencies. Cheltenham Borough Council is leading on the project with the completed site aiming to be operational by 2027/28.

2.7 Connected Workforce/In-Cab Technology Project

A procurement exercise has taken place, led by Ubico and supported by four Gloucestershire authorities including Tewkesbury Borough. After a thorough process, Yotta has been awarded the contract. Cheltenham Borough Council will be first to mobilise, followed by Gloucester City Council, with Tewkesbury Borough Council and Stroud District Council mobilisation planned for Q1 2023/24.

2.8 Grounds Maintenance

In addition to these regular items and projects, the Working Group is also responsible for progressing a number of recommendations made by the previous Grounds Maintenance Working Group. Progress against these items is as follows:

2.8.1 Maintenance of Land on Behalf of Gloucestershire County Council

Officers explored options for a pilot to reduce the level of grass cutting in a number of areas of land which it maintains on behalf of the County Council and record the effect so that the Working Group can gauge the impact of this reduction. The areas were discussed by the Working Group and the pilot will progress during this grass cutting season with taken to the Working Group at the end of the season.

2.8.2 Grass Cutting Standards

A more robust set of measures has been implemented to track the quality of grass cutting. 10 checks are made a month throughout the grass cutting season as before, but greater attention is paid to the look of the full site, including issues such as strimming and cut grass being blown back off pathways. Due to the changes, inspection scores reduced in 2021/22, but improvements have been made ahead of 2022/23 to enhance the attention to detail by having all work on a site take place at the same time.

2.9 Pending Projects

Recommendations in relation to the production of a comprehensive schedule of rates, wildflower planting and the potential for a hire contract for equipment/sharing with Ubico partners remain in the pending items section of the Depot Services Work Programme as future projects for investigation, should Members determine there is a continuing role for the Working Group.

3.0 SECTION 106 CONTRIBUTIONS / COMMUNITY INFRASTRUCTURE LEVY TOWARDS WASTE SERVICES

- 3.1** The Working Group has expressed a strong desire for Tewkesbury Borough Council to be able to seek contributions from developers towards waste services and, in particular, to support funding for the new depot.
- 3.2** The planning team currently request Section 106 monies for waste bins, street litter bins and dog waste bins but do not currently make funding requests for infrastructure or waste vehicles.
- 3.3** Where a development, or a number of developments, are of such a scale that they would necessitate an additional waste round, and this round can be attributed to that development(s), then it would be possible to request additional capital funding for an additional vehicle. Officers will explore the mechanism for doing this.
- 3.4** In addition to the use of Section 106 contributions, it may also be possible for Community Infrastructure Levy (CIL) funding to be requested for a new waste depot. In order for a request for CIL monies to be used, however, the new waste depot will have to be included within the Infrastructure List which is part of the Infrastructure Funding Statement. The Infrastructure Funding Statement has to be published every year by 31 December. Officers will develop a business case for the provision of a new waste collection depot and explore whether a reasonable cost per dwelling could be established.

4.0 RECOMMENDED WAY FORWARD

- 4.1** At its last meeting on 1 March, Members of the Working Group unanimously agreed there was a continued role for the Depot Services Working Group and it is subsequently proposed that the Group continue to meet until the Ubico contract renewal in 2027 with biannual reporting to the Overview and Scrutiny Committee on progress.

- 4.2** The Terms of Reference for the Group – previously amended by the Overview and Scrutiny Committee at its meeting on 23 November 2021 to update the membership of the Group – have been updated accordingly and are attached at Appendix 1 (shown as track changes).
- 4.3** It is also recommended that the Committee agree that Officers explore the mechanism for requesting additional capital funding for an additional waste vehicle and develop a business case for adding the provision of a new waste collection depot to the Infrastructure List to enable Community Infrastructure Levy funding to be used, and report back to the Executive Committee.
- 5.0 OTHER OPTIONS CONSIDERED**
- 5.1** For the Working Group not to continue – the Working Group did not feel this was appropriate given the amount of ongoing work and long-term projects and the high-profile nature of the services being overseen.
- 6.0 CONSULTATION**
- 6.1** None
- 7.0 RELEVANT COUNCIL POLICIES/STRATEGIES**
- 7.1** None
- 8.0 RELEVANT GOVERNMENT POLICIES**
- 8.1** None
- 9.0 RESOURCE IMPLICATIONS (Human/Property)**
- 9.1** None
- 10.0 SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)**
- 10.1** None
- 11.0 IMPACT UPON (Value For Money/Equalities/E-Government/Human Rights/Health And Safety)**
- 11.1** None

12.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

- 12.1** Overview and Scrutiny Committee – 23 July 2019
- Executive Committee – 4 March 2020
- Overview and Scrutiny Committee – 6 April 2021
- Overview and Scrutiny Committee – 23 November 2021

-
- Background Papers:** Overview and Scrutiny Committee Report – 23 July 2019
- Grounds Maintenance Working Group Report to Executive Committee
– 4 March 2020
- Depot Services Working Group Report to Overview and Scrutiny
Committee – 6 April 2021
- Contact Officer:** Head of Community Services
01684 272259 Peter.Tonge@tewkesbury.gov.uk
- Appendices:** Appendix 1 – Depot Services Working Group Terms of Reference

Depot Services Working Group Terms of Reference

1. AIMS AND OBJECTIVES

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

2. CONSTITUTION AND POWERS

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

3. TERMS OF REFERENCE

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

4. DELEGATED POWERS

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

5. FREQUENCY OF MEETINGS

Working Group meetings will take place every three months, or as necessary. The Group will continue until the current Ubico contract is due for renewal in 2027 at which point it will be reviewed.

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	5 April 2022
Subject:	Customer Care Strategy
Report of:	Corporate Services Manager
Corporate Lead:	Chief Executive
Lead Member:	Lead Member for Customer Focus
Number of Appendices:	Two

Executive Summary:

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

The commitment throughout the strategy is to have a ‘can do’ attitude, and support customers by going the extra mile for them. The strategy has an annual action plan which details how this will be achieved. This report provides an update on the 2021/22 actions and introduces a new set of actions for 2022/23.

Recommendation:

To CONSIDER the progress made against the actions within the Customer Care Strategy during 2021/22 and to endorse the action plan for 2022/23.

Reasons for Recommendation:

The Council wants to provide the best possible service to all of its customers, particularly in terms of resolving queries at the first point of contact. It is recognised how important first impressions are, and how vital it is to get things right from the start.

Every time a customer contacts the Council, we must remember that the way they are treated, the standard of customer care they receive and the quality of the outcome all influence their opinion of us. The action plan provides a range of ways in which we can seek to ensure a positive experience.

Resource Implications:

None other than Officer time to implement the action plan.

Legal Implications:

None directly arising from this report.

Risk Management Implications:

Without clear customer care standards, there is a risk to our 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 Council Plan highlights the value that the Council will always put its customers first. It makes the promise that the Council will put the needs of customers at the heart of what it does and listen to what they say - treating people fairly and without bias. Supporting the Council values there is also an ethos that whatever we do will be 'better for customers, better for business'; the Customer Care Strategy is an important step to making these commitments a reality.
- 1.2** This strategy builds on the previous Customer Care Strategy and reinforces the Council's values and ethos by setting out how it plans to deliver customer care, and what organisational commitments need to be made to customers to deliver our promises.
- 1.3** It is really important to recognise that customer care should be a Council-wide priority. While there is a dedicated Customer Services team, which acts as the front face of the Council for many visitors and callers, valuing customer care needs to be embedded in the culture for everyone who works for Tewkesbury Borough Council.

2.0 PROGRESS ON 2021 ACTIONS

- 2.1** To help us achieve the commitments in the Customer Care Strategy, it is supported by an annual action plan. The action plan is focused around the strategy's six themes and details how we will achieve commitments to customer care.
- 2.2** Good progress was made on last year's action plan, with 10 out of the 13 actions achieved. In particular, highlights include:
- Providing customer care training to all front-facing staff.
 - Engaging with our Citizens' Panel to help shape emerging services.
 - The roll-out of a new set of Customer Care Standards.

- 2.3** Two of the actions were not achieved, and both have been pulled forward as actions to deliver in 2022:

Action	Reason
Review the Customer Services team structure to ensure it delivers excellent customer care.	As a result of the pandemic, a member of the Customer Services team was redeployed to support the Business Grants team and remains in that role. Until the Customer Services team is back to capacity, it is difficult to carry out a meaningful review.
Carry out a review of our Advice and Information Centres to identify if they are fit for purpose.	A formal review has not taken place due to the closure of the centres through the pandemic.

3.0 NEW ACTIONS FOR 2022/23

- 3.1** A range of new actions have been introduced for 2022/23 under the same themes identified for 2021/22 (Appendix 2).

- 3.2** The aim for these actions is to support the commitments in the Customer Care Strategy and help to deliver the Council Plan value which puts customer care at the heart of everything we do.

- 3.3** The progress made against these actions will be reported to Overview and Scrutiny Committee in 2023.

4.0 CONSULTATION

- 4.1** Not applicable

5.0 RELEVANT COUNCIL POLICIES/STRATEGIES

- 5.1** Council Plan 2020 to 2024
Digital Strategy
Communications Strategy

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** None

10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

10.1 None.

Background Papers: None

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Appendices: Appendix 1 – Customer Care Strategy
Appendix 2 - Customer Care Strategy Action Plan 2022/23

Customer Care strategy



2020

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Introduction

Our Customer Care Strategy sets out how we plan to deliver our customer care and outlines the organisational commitments we will make to our customers.

Our action plan (at appendix 1) shows where we want to be, and explains how we will monitor and report our progress in achieving these pledges. As part of our commitment to customer care, we commit to delivering common customer care standards across the council.

We want to provide the best possible service to all of our customers, particularly in terms of resolving queries at the first point of contact. We recognise how important first impressions are, and how vital it is to get things right from the start.

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

Given the changing nature of the way in which people interact with us, we sit within a constantly evolving environment. We must be able to respond to the transforming needs and circumstances of our customers, while recognising customers who wish to contact us using traditional methods.

We must be able to recognise and embrace any new opportunities for our customers and ourselves as they arise.

Who are our customers?

Everyone who lives, works, learns, visits and does business in Tewkesbury Borough is a potential customer of Tewkesbury Borough Council.

We know that, according to the Mid 2019 Population Estimates, our population of 95,019 is made up of people aged:

- 0 to 19 = 21,435
- 20 to 64 = 52,605
- 65 and over = 20,979
- 90 and over = 1,047

- 94 per cent of our population are white British/Scottish/Northern Irish/English (Census 2011).
- 16.5 per cent of population has a disability which limits day-to-day activity (Census 2011).
- Tewkesbury Borough is the fastest growing district outside of London (ONS 2019) and our population is projected to rise significantly in the next 25 years.
- There are more than 4290 companies with a registered address in Tewkesbury Borough.
- Tewkesbury Borough attracts more than 1.9m visitors each year – bringing in £64m spend.

We need to make sure that the council is able to support all our customers so that we can provide an excellent customer experience, whatever their needs.

What are our customers telling us?

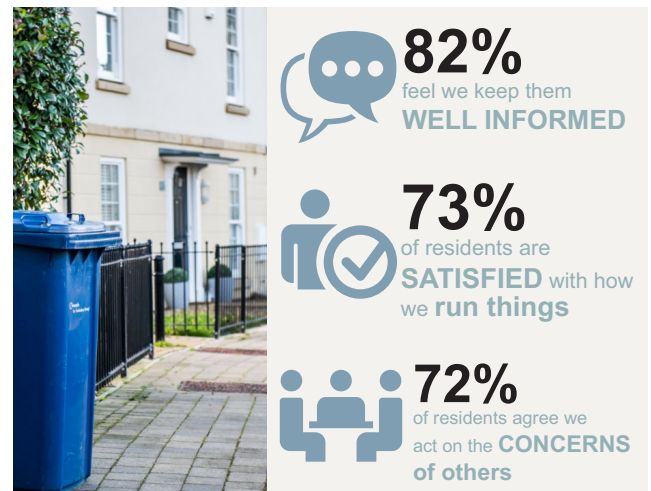
We want to provide the best possible service to all our customers. They are the best people to tell us:

- How we are doing.
- What we can do to improve a service.
- What problems they have experienced – this allows us, where appropriate, to apologise, put it right and stop it from happening again.

As a council we have a suite of policies and strategies that provide really vital foundations for our customer care approach – including our Council Plan and our digital communications strategies. But, in order for these strategies to be truly customer-focused, we need to establish a clear understanding of our customers – what do our customers want? How do they want to interact with us? What are their needs?

Reflecting this, our latest Peer Challenge 2020 recommends that we carry out a comprehensive and regular residents' survey to understand how we can ensure we are meeting our customers' needs.

In November 2019, we carried out a snapshot survey to find out what our residents think of us. This survey was published on our website, through social media and to our Citizens' Panel (a group of around 250 local residents who have signed up to our scheme, which is aimed at getting feedback on local issues, emerging policies and strategies, and service changes).



Low level of complaints

Our current complaints framework offers a digital end-to-end process to report and monitor our complaints. The framework is overseen by a designated officer within the Corporate Services team and an annual review of complaints received is undertaken by the Overview and Scrutiny Committee.

The number of complaints we receive compared to other local councils is well below average, which gives us an indication that residents are on the whole satisfied with how we run things. We recognise that it is important to have further evidence of customer satisfaction alongside the low level of complaints we receive and this is reflected within our action plan at appendix 1.

What do we need to do?

Our Council Plan highlights our value that we will always put our customers first. We make the promise that we will put the needs of our customers at the heart of what we do and listen

to what they say, treating people fairly and without bias. Supporting our values we also have an ethos that whatever we do will be 'better for customers, better for business'.

To ensure we achieve this, we need to adopt the following themes:

- Introduce a refreshed set of customer service standards.
- Make it easier, simpler and more convenient for customers to interact with us when requiring a service.
- Use feedback from residents to help shape future service delivery.
- Make sure our staff are equipped with the skills to deliver high quality customer service.
- Promote channel shift – providing services in a way that is more convenient for customers and less expensive to deliver for the council. By doing this we will free up capacity to support those customers who need the more traditional methods of communication.
- Work with our partners in the Public Services Centre to ensure our customers experience a seamless and worthwhile experience when visiting us.

The action plan, attached at appendix 1, reflects these overarching themes.

Customer experience

Everyone working for Tewkesbury Borough Council should be committed to making our customers' experience a good one. We want to treat all of our customers fairly and make our services accessible to all.

To help with this, we have developed a set of customer care standards that support the council's values to create satisfied customers, both internally and externally.

These standards cover all our contact approaches including online, email, telephone, letter, and face-to-face. Our standards will be made public, so that our customers are aware of the commitments we are making.

Separate digital and communications strategies detail our online approach to ensuring services are more convenient for customers and less expensive for us. Over time we expect this to significantly improve customer experience.

Customer services team

We also have a dedicated Customer Services team, consisting of one team leader and six advisors. The team operates primarily as our front of house – directing our customers to the correct point of contact. The team also provides customer service at our Advice and Information Centres across the borough, as well as being the main customer contact for Ubico.

As well as being champions for customer service, the team also provides information and advice for each council service and provides access for thousands of different contacts via telephone, online and face-to-facepoints.

Our year in numbers



Delivery of customer care

We want to build upon our achievements in delivering quality customer care, and make sure that we support our staff in providing the best possible experience for our customers.

Our commitment throughout this strategy is to have a 'can-do' attitude and support customers by going the extra mile for them. This will be achieved by providing the customer with an efficient service, delivered by welcoming, knowledgeable and professional staff.

To help us achieve this commitment, this strategy is supported by an annual action plan, which details how we will achieve our commitments to customer care. Progress on the action plan, and any new actions, will be reported each year to Overview and Scrutiny Committee.

Our website

The website is our customers' gateway to the council – it is how most of our customers access us, and we take pride in making sure our site is ahead of the game in terms of how easy it is to access, navigate and interact with.

Reflecting its importance, a website review is an action within the council's Covid-19 recovery plan and this will bring a number of improvements to our site, including the search function, introducing a recruitment micro-site, and making sure our content and pages are in line with the government's accessibility standards.



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Appendix 2 - Customer care action plan 2022-2023

Key: 😊- Action achieved, 😐- Action started by not achieved, 😞- Action not yet started.

Focus area	2021/22 actions update	Status	2022/23 actions
<p>Introduced a refreshed set of customer service standards</p>	<p>Develop a set of measurable customer services standards that reflect our commitment to customer care. New standards have been rolled out to all staff and they have been added to the website and staff intranet. New starters are informed about the importance of customer standards in corporate inductions.</p>	<p>😊</p>	<p>Promote the council’s customer services standards</p> <ul style="list-style-type: none"> • Deliver a Staff Briefing to refresh all staff on the importance of delivering our customer service standards. • Operational managers to ensure standards are promoted through team meetings, appraisals and 1-2-1 meetings.
	<p>Consult with customers to understand if they are satisfied with our standards. Customer satisfaction surveys were carried out at our advice and information centres in Brockworth, Churchdown, Winchcombe and Bishops Cleeve.</p> <p>The surveys showed all the customers who had visited the offices were satisfied with the service they received and were pleased they could access what they needed locally. However, it is important to note that all contact was for quite simple requests, such as food caddies or copying documents for benefit and housing customers.</p>	<p>😊</p>	<p>Consult with customers to understand if they are satisfied with our standards.</p> <ul style="list-style-type: none"> • Investigate the option of introducing automated customer services satisfaction surveys following phone calls to services. • As part of the website review, consider options to capture satisfaction online.
<p>Make it easier, simpler and more convenient for customers to interact with us when requiring a service.</p>	<p>Carry out a review of our Advice and Information Centres to identify if they are fit for purpose. A partial review has taken place.</p> <p>Regular contact was maintained with the parish clerks and staff at the centres - and feedback consistently showed very low demand.</p>	<p>😐</p>	<p>Work with parish councils and other partners to provide access to our services across the borough</p> <ul style="list-style-type: none"> • Depending on the success of the Brockworth arrangement, look to roll this approach out across the other advice and information centres with the aim of ensuring customers get a service that is available at more convenient times.

Appendix 2 - Customer care action plan 2022-2023

Key: 😊- Action achieved, 😬- Action started by not achieved, 😞- Action not yet started.

Focus area	2021/22 actions update	Status	2022/23 actions
	<p>Footfall has not picked up since their opening in August 2021, with customers finding alternative ways of communicating with us, such as online and over the phone.</p> <p>Since 24 February, following a proposal from the parish clerk, Brockworth Parish Council has taken over the service provision on behalf of Tewkesbury Borough Council. This partnership means that our staff are freed up to deal with customers over the phone, but residents in the local area to Brockworth have an improved service with it being available more. Our customer services team remains on hand to deal with complex queries over the phone, and a detailed training manual has been provided to the clerk and team.</p> <p>Our next steps are to consider if this set up will work in other areas.</p>		
	<p>Review the customer services team structure to ensure it delivers excellent customer care.</p> <p>As a result of the pandemic, a member of the customer services team was redeployed to support the business grants team – and remains in that role. Until the customer services team is back to capacity, it is difficult to carry out a meaningful review. However, this action will be moved forward to this year.</p>	<p>😞</p>	<p>Review the customer services team structure to ensure it delivers excellent customer care.</p> <ul style="list-style-type: none"> • Identify the impact of moving key customer services queries online – e.g. garden waste and bulky waste. • Review the impact of increasing service support to areas such as planning and licensing. • Identify a team structure that fits with the current demand.

Appendix 2 - Customer care action plan 2022-2023

Key: 😊- Action achieved, 😐- Action started by not achieved, 😞- Action not yet started.

Focus area	2021/22 actions update	Status	2022/23 actions
	<p>Support the aim for increased first point of contact resolution in the planning admin team to reduce customer frustration and improve satisfaction levels. Training, FAQs and information was provided to the customer service team to enable them to answer basic enquiries for customers.</p> <p>Customer services now advise customers to check the website as all information has been updated and made more customer friendly - this approach has reduced calls and emails to the planning department by 50 per cent, enabling them to deal with more complex enquiries.</p>	😊	
<p>In line with the recommendation from the Peer Challenge, investigate the option of running a meaningful residents' satisfaction survey.</p>	<p>Involve customers with the development of services. Our Citizens' Panel has provided a range of important feedback in the development of our services, including: Bulky waste, housing strategy development and our new website.</p>	😊	<p>Implement improvements as a result of the residents' satisfaction survey</p> <ul style="list-style-type: none"> • Develop a corporate-wide action plan following feedback from the recent residents' satisfaction survey.
<p>Make sure our staff are equipped with the skills to deliver a high-quality customer care service.</p>	<p>Ensure customer services training is available to all staff. A customer care consultant provided training for front line staff. The sessions were set up in several groups to try and engage with as many staff as possible and encourage participation.</p> <p>The training highlighted the importance of how we deal with our customers, identifying good service and bad</p>	😊	<p>Support the Development Management review's commitment to customer care</p> <ul style="list-style-type: none"> • Carry out a customer care session for all DM staff to highlight the importance of good customer service.

Appendix 2 - Customer care action plan 2022-2023

Key: 😊- Action achieved, 😐- Action started by not achieved, ☹️- Action not yet started.

Focus area	2021/22 actions update	Status	2022/23 actions
	<p>service, and the impact of good customer care on our reputation.</p> <p>Ensure all CS advisors achieve NVQ level 3 in customer services. As a result of the demands on the team over the past 12 months, this action was not delivered.</p>	☹️	<p>Ensure all CS advisors achieve NVQ level 3 in customer services.</p> <ul style="list-style-type: none"> As part of PPD process, invite all members of the customer services team to complete an NVQ in customer services. Ensure all customer service advisors have the same level of skill and knowledge. Training to be provided where needed. <p>Regularly contribute a customer care article to News4U to raise the importance of putting the customer first.</p>
<p>Promote channel shift and support those customers who need the more traditional methods of communication.</p>	<p>Ensure the customer services team receives appropriate training on new digital systems.</p> <p>The Business Transformation Team provided in-depth training to the customer services team on the new digital platform, Liberty Create. Training was provided in advance with a test system set up to enable the team to use it before it went live. Work sheets were also provided to the team to get them used to logging customer requests.</p> <p>Regular meetings were also held with the Business Transformation Team, so the team could request other features that could improve how the customer services team operates.</p>	😊	<p>Promote the council’s online services to all customers</p> <ul style="list-style-type: none"> Customer services team to ensure all customers are aware of the council’s online services, including paperless billing, bulky waste, and garden waste. Customer services to ensure email addresses are taken when dealing with all customer enquiries. Customer services to be a key critical friend for the Business Transformation Team – providing feedback on where customers would benefit from online service improvements.

Appendix 2 - Customer care action plan 2022-2023

Key: 😊- Action achieved, 😐- Action started by not achieved, 😞- Action not yet started.

Focus area	2021/22 actions update	Status	2022/23 actions
	<p>Support customers to sign up to paperless billing.</p> <p>The council’s Revenues team provided FAQs to enable the customer services team to answer queries at the first point of contact.</p> <p>Customer services also promotes the service when dealing with customers over the phone, email, and face to face.</p> <p>The team also includes a paperless billing ‘banner’ at the bottom of every email, which links to our website page so customers can sign on easily.</p>	😊	
	<p>Promote the online bulky waste service when customers phone us.</p> <p>The customer services team promotes the online bulky waste booking system to all customers. The shift in</p>	😊	

Appendix 2 - Customer care action plan 2022-2023

Key: 😊- Action achieved, 😐- Action started by not achieved, 😞- Action not yet started.

Focus area	2021/22 actions update	Status	2022/23 actions
	customers moving from phone to online booking is 50 per cent and we expect that to increase following a campaign to raise awareness of the online booking option.		
Ensure our reception service meets the needs of partners in the Public Services Centre.	<p>Ensure our front of house service meets the needs of all partners in the Public Services Centre.</p> <p>A monthly 'Landlord and Tenant' meeting is hosted by our property services department with representatives from all out our partners. The meetings identify service delivery and how it can be improved, office maintenance requirements, updating partners on Council projects that impact on their service and accommodation for their visitors and meetings.</p>	😊	<p>Ensure customers continue to experience excellent customer care as we emerge from the Covid-19 pandemic</p> <ul style="list-style-type: none"> • Work with partners to provide relevant and up-to-date content for the digital screen in the Public Services Centre. • Improve the Public Services Centre's signage. • Introduce a customer experience improvements section to the Landlords and Tenants meetings
	<p>Engage with partners to understand if improvements can be made for customers visiting the Public Services Centre.</p> <p>Meetings have taken place between customer services and the partners in our building to ensure the customer services team has an in-depth understanding of roles and responsibilities. This has proven to improve the relationship between all partners and has provided a smoother experience for customers visiting the building.</p>	😊	

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	5 April 2022
Subject:	Communication Strategy 2020-24 - Action Plan Annual Review
Report of:	Head of Corporate Services
Corporate Lead:	Chief Executive
Lead Member:	Leader of the Council
Number of Appendices:	Two

<p>Executive Summary:</p> <p>Communications has a vital role to play in helping Tewkesbury Borough Council deliver its vision, priorities and objectives to local people. The Council’s refreshed Communication Strategy was approved at Executive Committee in 2021 with a supporting annual action plan. The progress in delivering the action plan is reported through the Overview and Scrutiny Committee.</p>
<p>Recommendation:</p> <p>To CONSIDER the progress made against the actions within the Communications Strategy during 2021/22 and to endorse the action plan for 2022/23.</p>
<p>Reasons for Recommendation:</p> <p>Given that we are a Council delivering a wide range of complex services to more than 80,000 residents, we need to ensure we are effectively communicating, and an annual review provides an effective monitoring process.</p>

<p>Resource Implications:</p> <p>None, other than Officer time to implement the action plan.</p>
<p>Legal Implications:</p> <p>None directly arising from this report.</p>
<p>Risk Management Implications:</p> <p>If the Council does not have an effective strategy in place, this will adversely affect the reputation of the Council.</p>
<p>Performance Management Follow-up:</p> <p>Progress in delivering the action plan will be reported to Overview and Scrutiny Committee on an annual basis.</p>

Environmental Implications:

The promotion of the paperless billing offer should lead to less printed paper and the work around digital communications will help reduce the need to visit Council Offices, supporting our work around carbon reduction.

1.0 INTRODUCTION/BACKGROUND

- 1.1** The aim of the Council's Communications Strategy, which can be found at Appendix 1, is to develop and improve our communications, as well as making sure it is in line with current best practice. It is important that as a Council we recognise that communicating is at the heart of everything we do at all levels of the organisation. Clear communication helps us to strengthen our links with the public, our residents, stakeholders, Councillors and staff.
- 1.2** The strategy was developed with the financial challenges facing local government in mind, and as services develop to be as cost effective as possible, it is vital that we are able to communicate these changes effectively to our target audiences – both internally and externally.
- 1.3** Communications is vital in helping customers, Members, staff and stakeholders know when and how a service is changing, or when it can be accessed in a different way.
- 1.4** The strategy was approved at Executive Committee in February 2021 with a supporting annual action plan. To ensure there is effective monitoring of the strategy's actions, it was agreed an annual review would be undertaken by the Overview and Scrutiny Committee.

2.0 UPDATE ON 2021/22 ACTIONS

- 2.1** Last year was a another really busy one for the Council's Communications team as it provided support for the Council's pandemic response and recovery, delivered regular communications on adverse weather emergencies, as well as continuing to deliver the team's 'business as usual' proactive work.
- 2.2** The majority of actions for 2021/22, which can be found at Appendix 2, have been completed. Key highlights include:
- Effective communications campaigns to deliver messages on the Council's pandemic response and recovery, including videos, animations and info-graphics.
 - The recruitment of a Garden Communities Communications Officer, giving this key project the communications resource needed to ensure its milestones and messages are effectively communicated.
 - The creation of a range of videos for our recruitment microsite, which help to promote the Council and the borough as an attractive place to work.
 - The delivery of an internal communications survey, which revealed that staff are very satisfied with the channels available to them.
 - The delivery of a wide range of graphic design to support key Council services including recycling, bulky waste, parking and internal messages.

2.3 Out of the 27 actions, five have not been achieved. **These are:**

Action	Status
Investigate options for delivery and print of Tewkesbury Borough News to reduce the increasing costs.	Work has started on this, and we are currently obtaining quotes from Royal Mail's Door-to-Door service. Market research has revealed that other Councils that produce Council magazines use the Royal Mail service. 100% coverage will never be an option; however, the current issues – particularly around Highnam – must be addressed, and that is proving to be very challenging with the current distributors.
Deliver media training for Lead Members, Heads of Service and the Corporate Leadership Team.	Work is currently underway to identify an effective media trainer for lead Members, Corporate Leadership Team and Heads of Service and this action will be carried across to next year.
Raise the profile of communications and the importance of effective communications via staff briefing session.	Due to resource constraints and competing priorities, this action has not been completed but will be carried across to next year.
Promote Council achievements in local government and service-specific publications.	With the focus being on the Council's pandemic response and recovery, this action has not been delivered. It will be carried across to 2022/23.
Work with IT to ensure the intranet can pop up on staff's computer when they log in to work.	This was a key piece of feedback from the internal communications survey, and will be taken forward as an action for 2022/23.

2.4 It is recognised that each of these actions is important to ensure the aims and objectives of the Communications Strategy are delivered, and they have been pulled across to the 2022/23 action plan.

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

3.0 ACTIONS FOR 2022/23

3.1 Alongside the five actions that were not achieved in 2021, a wide range of new actions have been identified for 2022/23, which can be found at Appendix 2.

3.2 The actions are aimed at raising and protecting the Council's reputation, both internally and externally, as well as with our partner organisations.

4.0 OTHER OPTIONS CONSIDERED

4.1 None.

5.0 CONSULTATION

5.1 None

6.0 RELEVANT COUNCIL POLICIES/STRATEGIES

6.1 Council Plan (2020 to 2024).

Social Media Policy

Digital Strategy

Customer Care Strategy

7.0 RELEVANT GOVERNMENT POLICIES

7.1 None.

8.0 RESOURCE IMPLICATIONS (Human/Property)

8.1 Managed within current resources and budget

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

9.1 None.

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

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

11.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

11.1 None.

Background Papers: None

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Appendices: Appendix 1 – Communications Strategy
Appendix 2 - Communications Strategy Action Plan

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

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Appendix 2 - Communications Strategy action plan 2022/23

Key: 😊- Action achieved, 😐- Action started by not achieved, 😞- Action not yet started.

Focus area	Update on 2021/22 actions	Status	2022/23 actions
Proactive communications	<p>Support the reopening of high street businesses following lockdown 2.0 using messaging and material created by digital marketing agency V8.</p> <p>This campaign has been extended following support from the government’s Welcome Back Fund. V8 are providing social media content – including videos – for us to use.</p>	😊	<ul style="list-style-type: none"> • Re-establish regular meetings with key services to ensure regular proactive stories are promoted. • Investigate options for delivery and print of Tewkesbury Borough News, to improve the circulation of the magazine. • Provide communications support for the garden communities. • To support an improved approach to proactive communications, identify five key communications campaigns for 2022/23 – approval by senior management team.
	<p>Deliver communications across all media channels to support the Covid-19 pandemic national messages and internal cell messages.</p> <p>Our communications has included issuing more than 1000 social media posts – including video content - , website updates, press releases and digital radio and Spotify adverts communicated national and local messages to residents.</p> <p>The team also sent out over 100 weekly covid updates to members and parish councils since the pandemic began.</p>	😊	
	<p>Provide communications support for the garden communities.</p> <p>A Garden Communities Communications Officer has been recruited and is providing dedicated comms support to the team. Work is taking place now to introduce regular communications on the project to stakeholders, including members, staff and the public.</p>	😊	
	<p>Investigate options for delivery and print of Tewkesbury Borough News to reduce the increasing costs.</p>	😐	

Appendix 2 - Communications Strategy action plan 2022/23

Key: 😊- Action achieved, 😐- Action started by not achieved, ☹️- Action not yet started.

Focus area	Update on 2021/22 actions	Status	2022/23 actions
	Work has started on this, and we are currently obtaining quotes from Royal Mail's Door-to-Door service. Market research has revealed that other councils who produce council magazines use the Royal Mail service. 100% coverage will never be an option, however the current issues – particularly around Highnam – must be addressed, and that is proving to be very challenging with the current distributors.		
Digital communications	Promote the work of the Business Transformation Team (BTT) to ensure its profile is raised, and the council is recognised for its forward-thinking approach to digital. The BTT's progress, achievements and award wins have been promoted internally and externally – with the team gaining national recognition for its work.	😊	<ul style="list-style-type: none"> Review and learn from best practice on social media to increase effective communications through these channels. Input to the corporate website review to ensure the council's news is effectively presented online. Work with the council's carbon reduction officer to raise the profile of the CN2030 Carbon Reduction Programme – both externally and internally.
	Develop a video to promote the council as a fantastic organisation to work for – and look to link this in with a tourism video about Tewkesbury Borough generally. Local photographer and videographer Jack Boskett has delivered a series of recruitment videos promoting the many benefits of working for the council. These will be available on our recruitment website in the coming weeks.	😊	
	Further increase our audience through engaging communications on our social media channels Our social media audience continues to grow, current figures are: Twitter: 4000 followers	😊	

Appendix 2 - Communications Strategy action plan 2022/23

Key: 😊- Action achieved, 😐- Action started by not achieved, ☹️- Action not yet started.

Focus area	Update on 2021/22 actions	Status	2022/23 actions
	Facebook: 4000 likes and 4890 followers Instagram: 935 followers		
Training	Deliver social media training for all councillors. Communications team delivered an in-depth social media training to the leader of the council, and all members were invited to a social media training session led by an external provider.	😊	<ul style="list-style-type: none"> Deliver social media training for all councillors. Deliver media training for lead members, heads of service and the corporate leadership team. Raise the profile of communications and the importance of effective communications via Staff Briefing session.
	Deliver media training for lead members, heads of service and the corporate leadership team. Work is currently underway to identify an effective media trainer for lead members, corporate leadership team and heads of service – and this action will be carried across to next year.	☹️	
	Raise the profile of communications and the importance of effective communications via Staff Briefing session. Due to resource constraints, this action has not been completed but will be carried across to next year.	☹️	
Communicating achievements	Introduce a new way of promoting staff achievements in News4U. Staff achievements are regularly promoted in News4U, and operational managers are encouraged to submit success stories each month.	😊	<ul style="list-style-type: none"> Promote council achievements in local government and service-specific publications.
	Promote council achievements in local government and service-specific publications.	☹️	

Appendix 2 - Communications Strategy action plan 2022/23

Key: 😊- Action achieved, 😐- Action started by not achieved, 😞- Action not yet started.

Focus area	Update on 2021/22 actions	Status	2022/23 actions
	With the focus being on the council’s pandemic response and recovery, this action has not been delivered. It will be carried across to 2022.		
Internal communications	<p>Promote refresh of Council Plan. The Council Plan refresh was promoted to staff via Staff Briefing, News4U and the intranet, and there was also wider communications delivered to the public online.</p>	😊	<ul style="list-style-type: none"> • Promote the annual refresh of Council Plan. • Support the first-floor refurbishment project. • Review the effectiveness of the council’s intranet. • Support the GDPR officer through delivery of GDPR communications plan.
	<p>Carry out a review of internal communications. An internal comms survey was conducted and received a healthy response. It revealed the intranet was the preferred internal comms channel, closely followed by News4U. The feedback on News4U (our internal newsletter) was overwhelmingly positive, and we have recently introduced a new format which we hope will improve engagement further. Staff also responded to let us know that they value our internal staff briefings, particularly as it gave them the opportunity to hear directly from our management team.</p>	😊	
	<p>Participate and support the council’s Culture and Communications working group. A communications officer sits on the Culture and Communications group, and a key piece of work has been around delivering the recruitment videos, and introducing a new feature in News4U which focuses on teams from across the council and highlighting the important work that they do.</p>	😊	

Appendix 2 - Communications Strategy action plan 2022/23

Key: 😊- Action achieved, 😐- Action started by not achieved, ☹️- Action not yet started.

Focus area	Update on 2021/22 actions	Status	2022/23 actions
	<p>Work with IT to ensure the intranet can pop up on staff's computer when they log in to work. This was a key piece of feedback from the internal communications survey, and will be taken forward as an action for 2022.</p>	☹️	
	<p>Support the GDPR officer through delivery of GDPR communications plan. A whole range of communications has been delivered through the GDPR communications plan, with some intranet news articles receiving the highest number of views thanks to the engaging style and approach.</p>	😊	
Communicating with partners	<p>Support the county council and other public sector partners with pandemic communication. Throughout the pandemic, social media posts from county council and other organisations were shared and supported to ensure residents remained informed.</p>	😊	<ul style="list-style-type: none"> • Actions within this theme are now sitting within other themes – e.g. supporting the Joint Core Strategy and the garden communities.
	<p>Continue to lead on the communications for the Joint Core Strategy team. The council continues to be the communications lead for the Joint Core Strategy, and this includes leading on the development of press releases and media briefings when required. This has required minimal resource over 2021.</p>	😊	
	<p>Lead on the communications for a new bridge over road at Ashchurch.</p>	😊	

Appendix 2 - Communications Strategy action plan 2022/23

Key: 😊- Action achieved, 😐- Action started by not achieved, ☹️- Action not yet started.

Focus area	Update on 2021/22 actions	Status	2022/23 actions
	Garden Communities Communications Officer has been recruited and is providing dedicated communications support, including the development of a communications strategy to ensure effective communications reaches a range of stakeholders, and further developing the Garden Town website.		
	Support the growth hub with their external communications. Support has been provided for the growth hub with features in Tewkesbury Borough News, News4U, Parish Matters and on our social media channels. This has been to cover a range of areas including events and success stories.	😊	
	Re-introduce the new format for Parish Matters. Parish Matters now features a new design and is created and distributed via Mailchimp. The feedback from readers has been overwhelmingly positive.	😊	
Graphic design	Support the communications team to deliver successful social media posts through engaging design. Examples include: Clean recycling, bulky waste promotions, tree cycle, free xmas parking, small electricals collection, Ukraine relief fund, storm Eunice, job vacancies are a few examples	😊	<ul style="list-style-type: none"> Support the communications team to deliver successful social media posts through engaging design. Support the communications team with the five communications campaigns across the year.
	Continue to provide graphic design support across the internal covid-19 cells – for response and recovery.	😊	

Appendix 2 - Communications Strategy action plan 2022/23

Key: 😊- Action achieved, 😊- Action started by not achieved, 😊- Action not yet started.

Focus area	Update on 2021/22 actions	Status	2022/23 actions
	<p>Examples include: Return to the offices staff information comms, HR covid comms for well-being and recruitment, appointments booking email header and social media tile, working from home guidance, desk etiquette and room capacity posters for offices.</p>		<ul style="list-style-type: none"> • Support the design and branding of the first-floor refurbishment, including signage and wall wraps. • Support the production of corporate strategies, policies, and reports across the council, including the new Council Plan and recovery plan. • Provide design services to a range of functions across the council to help promote new initiatives, provide information to residents or staff, and to market the borough as an excellent place to live, work and do business. • Provide design services for tourism marketing and the Tourist Information Centres reopening through promotional flyers, brochures and posters for events and for the borough in general.
	<p>Provide support to the council’s ‘digital first’ approach through providing design and branding concepts for new online services.</p> <p>Examples include: Paperless billing, assisted collections and missed bins, garden wase, bulky waste, complaints, report it.</p>	😊	
	<p>Support the production of corporate strategies, policies, and reports across the council, including the new Council Plan and recovery plan.</p> <p>Examples include: Housing and homelessness strategy, QAIP, supporting attendance policy, sandbag policy, shop front design guide, local heritage list, O&S report, digital approach strategy, social media policy.</p>	😊	
	<p>Provide design services to a range of functions across the council to help promote new initiatives, provide information to residents or staff, and to market the borough as an excellent place to live, work and do business.</p> <p>Examples include: Growth Hub adverts and flyers, Business Transformation Team newsletter, Development Management review newsletter, Tewkesbury jobs fair poster, Corporate Leadership Team away day roll up</p>	😊	

Appendix 2 - Communications Strategy action plan 2022/23

Key: 😊- Action achieved, 😐- Action started by not achieved, 😞- Action not yet started.

Focus area	Update on 2021/22 actions	Status	2022/23 actions
	banners, HSHAZ regenerate the high street event banners and posters.		

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny
Date of Meeting:	5 April 2022
Subject:	Overview and Scrutiny Committee Annual Report 2021/22
Report of:	Head of Corporate Services
Corporate Lead:	Chief Executive
Lead Member:	Lead Member for Organisational Development
Number of Appendices:	One

Executive Summary:

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

Recommendation:

To APPROVE the Overview and Scrutiny Annual Report 2021/22.

Reasons for Recommendation:

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

Resource Implications:

None.

Legal Implications:

None.

Risk Management Implications:

None.

Performance Management Follow-up:

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

Environmental Implications:

None.

1.0 INTRODUCTION/BACKGROUND

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

2.0 OVERVIEW AND SCRUTINY COMMITTEE ANNUAL REPORT

2.1 Not only is it a requirement of the Council's Constitution to report the activities of the Committee on an annual basis but it is good practice.

2.2 Over the past year, the Committee has once again been at the heart of the Council's decision-making process and supported the Executive Committee in helping shape and inform the Council's decision making. This year's annual report includes a brief summary of the role and responsibilities of Overview and Scrutiny, the work undertaken over the past year and the various outcomes.

2.3 The Overview and Scrutiny Committees were held virtually for the first months of 2021, until legislative changes meant the Committee was required to meet in person from June 2021. Irrespective of how the meetings took place and the challenges the pandemic presented to the Council, the Committee has always been critical in supporting the delivery of high-quality services and our challenge and scrutiny continued throughout 2021/22.

2.4 Despite the disruptions, the annual report highlights that the Committee has scrutinised a range of topics and has once again helped to shape and inform Council decisions and provide support to key areas.

2.5 The Committee's work has been undertaken through a combination of the following:

- Progress reports from Officers on the delivery of key strategies and policies. For example, the Committee receives update reports on key strategies and policies such as the Housing and Homelessness Strategy, Digital Approach Strategy and the Social Media Policy etc.
- Quarterly performance management reporting – The Committee receives a quarterly performance tracker report on the progress of delivering Council Plan and COVID-19 Recovery Plan actions, Key Performance Indicators and financial outturn performance.
- Working Groups to review specific areas of interest - As a direct result of the COVID-19 pandemic, Working Groups have been limited during the course of the year but two Working Groups continued to review the Parking Strategy and Depot Services.
- Presentations from Officers and external organisations - Presentations were received during the year from organisations such as the Citizens' Advice Bureau, Severn Trent Water providing an update on the water-outage works, and Bromford Housing on Modern Methods of Construction.

- Other general scrutiny reviews - the Committee reviewed multiple reports which varied from the Corporate Peer Challenge Action Plan, use of mobile surveillance equipment for fly-tipping investigations and private rented sector housing scheme etc. The Committee also received updates from the Gloucestershire Economic Growth Scrutiny Committee, Gloucestershire Police and Crime Panel and Gloucestershire County Council Health Overview and Scrutiny Committee.

2.6 Following approval of the annual report, it will be presented by the Chair of Overview and Scrutiny Committee at Council on 12 April 2022. This fulfils the reporting requirement within the Council's Constitution. The 2021/22 annual report can be found at Appendix 1.

3.0 OTHER OPTIONS CONSIDERED

3.1 None.

4.0 CONSULTATION

4.1 None.

5.0 RELEVANT COUNCIL POLICIES/STRATEGIES

5.1 None.

6.0 RELEVANT GOVERNMENT POLICIES

6.1 None.

7.0 RESOURCE IMPLICATIONS (Human/Property)

7.1 None

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

8.1 None

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

9.1 None

10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

10.1 None.

Background Papers: None

Contact Officer: Head of Corporate Services
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Appendix: Appendix 1 – Annual Overview and Scrutiny Committee Report 2021/22

Overview and Scrutiny Committee's annual report

2021-22



Message from the Chair of Overview and Scrutiny Committee,

**Councillor
John Murphy**



I am pleased to present the 2021-22 Overview and Scrutiny Committee Annual Report. This includes a summary of the role and responsibilities of the committee, work undertaken during the year and the various outcomes following the committee's input.

It was an honour to be elected chair of the committee in October 2021 after two years of being vice-chair. I am pleased to be supported by vice-chair Councillor Khatija (Keja) Berliner and, of course, our very able and committed group of councillors. I would also like to say a special thanks to the outgoing chair, Councillor Kevin Cromwell who I have worked closely with over the past couple of years.

Overview and Scrutiny Committee has always been critical in supporting the delivery of high-quality services, and our challenge and scrutiny continued throughout 2021-22 – despite the ongoing problems presented by the Covid-19 pandemic. Tewkesbury Borough Council's robust response to the pandemic was commendable, and the collective efforts from our communities, staff, councillors, and partners continue to be impactful.

The pandemic meant our committee meetings were held virtually for the first months of 2021, until legislative changes meant we were required to meet in person from June 2021. Irrespective of how our meetings were held, the committee has once again been at the heart of the council's decision-making process and acted as a critical friend to the Executive Committee.

Alongside a busy work programme, the committee also received, on a quarterly basis, a wealth of performance information on the delivery of the second year of the Council Plan 2020-2024. In addition, the committee oversaw the performance of the council's Covid-19 Corporate Recovery Plan, ensuring it delivered what it set out to do, which was to refocus, recover and rebuild our communities.

The committee has continued to scrutinise and monitor the progress of key areas of work, such as the Peer Challenge action plan and Ubico's performance, as well as helping to shape the development of strategies including the council's Digital Approach Strategy, and Housing and Homelessness Strategy.

It is important the committee builds its knowledge and understanding of how our partners help deliver our priorities, and as such the committee continued to receive presentations from bodies, such as the Citizens' Advice Bureau. The committee also welcomed Severn Trent Water, who provided an update presentation following the water supply outage that took place in December 2017.

Looking ahead, there is opportunity for this committee to support the council through its future challenges - even more so as the borough emerges from the Covid-19 pandemic. I am confident we will add even greater value through the work due to be carried out in our 2022/23 workplan, and we will be looking to implement a range of recommendations on how we can maximise the effectiveness of our committee.

I would like to take this opportunity to thank all the committee members and council officers for their support and work facilitating the scrutiny process. I am sure that the same dedication will be shown to scrutinise the work of the council and external partners during the year ahead.

**Best wishes,
Councillor John Murphy**

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The role of overview and scrutiny

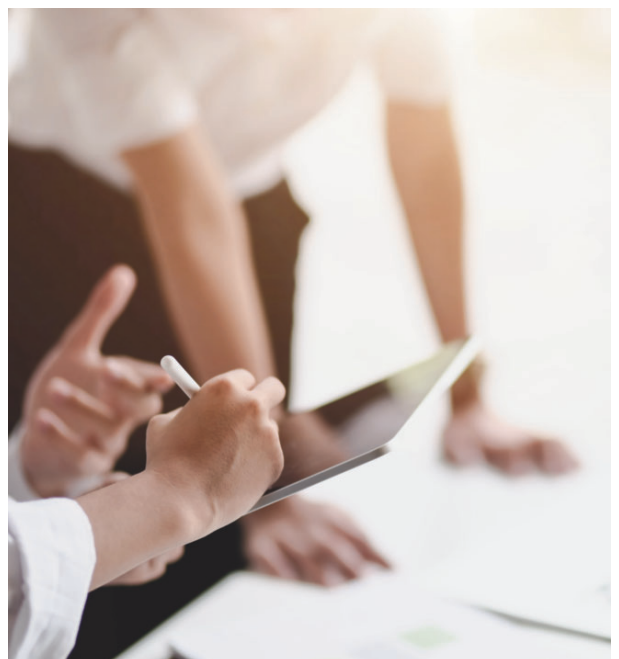
The role of overview and scrutiny is an important one in the council's governance structure - it provides challenge and drives improvement and is often referred to as the "critical friend" of the council. The committee is not afraid to hold a magnifying glass over any areas of concern.

Formal work programme

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

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

- Holding the Executive Committee to account by thoroughly scrutinising their decisions to ensure that the council continues to provide the best services possible for Tewkesbury Borough's residents. As part of this role, the committee has the power to 'call-in' decisions made by the Executive Committee and request that they consider them again, taking into account the issues raised by the committee.
- Supporting the Executive Committee by reviewing council policies and strategies, making recommendations where appropriate.
- Overview of work areas or topics of interest to the committee and members of the council – including feedback from the Gloucestershire Economic Growth Scrutiny Committee, the Gloucestershire Police and Crime Panel and the Gloucestershire County Council Health and Overview Scrutiny Committee.
- Monitoring the Council Plan and Covid-19 Corporate Recovery Plan and finances, to ensure the council services are sustainable, meeting milestones and delivered to the highest possible standard.
- Commissioning reviews of services/topics that impact on the council or on the lives of Tewkesbury Borough residents.
- Pre-scrutiny of items prior to their consideration by the Executive Committee.
- Reviewing the level and types of complaints the council receives. On an annual basis a report is received summarising customer complaints and Local Government and Social Care Ombudsman complaints made in the year. This helps to identify trends and potential opportunities to learn from the complaints made.
- Setting up task and finish groups to focus on specific reviews and recommend ways to improve existing practices within the council. A flow chart on how to select a potential scrutiny review can be found at Appendix A.



Members of the Overview and Scrutiny Committee 2021-2022



Councillor Khatija (Keja) Berliner
(Vice-Chair) from October 2021



Councillor Graham Bocking



Councillor Craig Carter



Councillor Kevin Cromwell
Chair until October 2021



Councillor Pauline Godwin



Councillor Heather McLain



Councillor Paul McLain



Councillor Helen Munro



Councillor John Murphy
Chair from October 2021



Councillor Jill Smith



Councillor Richard Smith



Councillor Philip Surman



Councillor Scott Thomson



Councillor Mark Williams



Councillor Philip Workman

Overview and scrutiny activity during 2021-22

Scrutiny reviews of policy and strategy

Social media policy and guidelines

23 November 2021

Communications has a vital role to play in supporting the council to deliver its vision and promises to local people. Social media provides a modern and targeted form of communication and is commonly used in addition to more established forms of communication.

A specific request was made by committee to consider the policy prior to it being presented to Executive Committee. In November 2021, the committee reviewed the updated policy to ensure it remained in line with legal requirements and reflected best practice. It was explained that the policy and guidelines really help to support our drive for accessible and customer-focused services, whilst protecting the council's reputation and ensuring the effective and safe use of social media.

The main updates to the document were highlighted to the committee – and this included the inclusion of Instagram as a social media channel, an explanation of why the council does not interact on Facebook noticeboards, and the recommendation that members help promote council messages to their social media followers by sharing content from the council's corporate accounts.

A member raised a question about training sessions, and it was explained that a member seminar on the council's approach to social media would be carried out in 2022/23.

The Social Media Policy and Guidelines was approved by Executive Committee on 5 January 2022.

Digital Approach strategy

8 February 2022

The council's Business Transformation Team (BTT) was introduced in 2020 and, in the short time it has

been operating, it has transformed many of the council's online services using its digital platform, Liberty Create.

The Digital Approach Strategy sets out the how the BTT will operate over the coming two years, with a particular focus on embracing a user-centred and agile way of working. The strategy outlines the council's commitment to the Local Digital Declaration and highlights the key principles the BTT will apply to everything it works on. A dynamic programme of works is also included in the strategy, which displays the range of work the team will deliver over the next couple of years.

The committee welcomed the changes the Business Transformation Team has already introduced across numerous services, including:

- An end-to-end bulky waste service delivering significantly increased income (over 100% increase), reduction in wait times from 6-7 weeks to less than 1 week and an online booking system.
- Introducing a new missed bin process, reducing missed bin reports by 50%.
- Stopping 'report it' problems being reported to us that are not on our land.

The committee was particularly pleased to see the BTT's successful Department for Levelling Up, Housing and Communities funding bid of £150,000 was part of the team's priorities – it was agreed the proposed planning application tracker would have a significant impact for the council's customers.

The committee endorsed the strategy and recommended its approval to Executive Committee who approved it on 2 March 2022.

Housing and Homelessness strategy 2022-26

8 February 2022

'Housing and Communities' is a key priority in our Council Plan. The Housing and Homelessness Strategy provides more detail on how the council will address the challenges sitting within this priority by setting out our ambition for new homes. It also

considers how we will improve housing conditions and standards across all tenures.

Until the creation of this strategy, an interim strategy had been in place to cover the time while the team responded to the Covid-19 pandemic.

Arc Consulting was appointed to support the team in the development of this four-year strategy – and this involved workshops with key stakeholders and delivering a six-week public consultation.

As part of its scrutiny, several questions were raised by the committee, including whether anything could be done regarding privately-owned empty homes. As a result of this line of interest, it was agreed that the council will develop its own strategy around bringing empty homes back to use as soon as resources allow.

Several members agreed that the strategy was impactful, well-written and easy to read. The committee endorsed the new strategy and recommended its approval at Executive Committee on 2 March 2022. Executive Committee approved the strategy, and it will be considered by Council in April 2022.

Presentations made to overview and scrutiny committee

Severn Trent Water (STW)

8 June 2021

In December 2017, 10,000 homes, a substantial number of businesses, agricultural farms, the community hospital and 17 schools were left without water in the run up to Christmas.

Due to the impact on the local community, a working group was set up to review the incident and capture any lessons that could be learnt. The information gathered resulted in a public hearing, which was held on 24 April 2018. The hearing revealed that the root cause of the incident was a burst on one of the three pipes which fed into Tewkesbury (located at the Ham). The hearing was a success and was especially useful for the agencies such as Gloucestershire Fire and Rescue, Gloucestershire Local Resilience Forum,

Gloucestershire Police and STW.

At a meeting on 10 September 2019 there was an update on the progress being made to the actions following the review. It was reported that all actions had been achieved and new water pipes were due to be installed. At the same meeting, the committee invited STW to come back following completion of the works to provide an update.

On 8 June 2021, representatives from STW attended the committee to present an update on the works that had been carried out. Notwithstanding Covid-19, the complexity of the site and regular flooding of the site, STW reported considerable progress had been made since March 2021. This included identifying the preferred option of replacing the pipes, which would provide the best long-term solution in terms of reducing the likelihood of disturbance to the site and operational risks.

The committee sought assurance that all valves had now been located and were working properly, particularly as this was an issue that had been identified by the scrutiny review. STW confirmed this was carried out as one of the first actions following the event.

Citizens' Advice Bureau (CAB)

7 September 2021

The bureau provides free, confidential, independent, and impartial advice to everyone on their rights and responsibilities. The CAB are represented in seven different locations in the borough and receive an annual grant from the Council of £52,000. The Overview and Scrutiny Committee play a role in monitoring the effectiveness of this grant.

In September, the committee welcomed the new chief officer from the North and West Gloucestershire CAB, who gave an update to the committee on the key work carried out during 2020/21 and the challenges experienced due to the pandemic. Like many organisations, the CAB had to change its procedures because of the pandemic - with no face-to-face appointments being carried out from March 2020. This saw 78 percent of contact moving to support over the 'phone and 21 per cent via email.

The CAB representative confirmed the service would look to retain the 'phone service but there would also be a focus on face-to-face meetings again to ensure people who were vulnerable could continue to be seen. This form of contact was reintroduced in September 2021. The CAB will also be introducing hybrid working for staff and volunteers.

The committee was pleased to hear that in the first nine months of 2021/22, the service helped 1,218 clients from across the borough - with key issues being around benefits, universal credits, debt, employment, and housing. Since April 2021, clients have benefited from £268,470 of financial gains thanks to the support of the CAB.

The committee queried if there had been any lessons learnt during the Covid-19 pandemic, and the chief officer confirmed they were currently analysing the data and comparing it with previous years to map out where to target the future CAB service. Importantly, they had learnt that the service is now more accessible than ever, as they are still able to support people by 'phone and email, whereas prior to the pandemic this was not an option.

Modern methods of construction presentation - Bromford Housing **8 March 2022**

One of the council's key priorities is 'housing and communities' and reflecting this is the council's new Housing and Homeless Strategy 2022-2026. Subject to its full approval from Council there is a key action within it; 'support opportunities to make use of redundant land for temporary and social housing, promoting the use of modular construction methods'. This not only recognises how important it is for residents to access good quality housing services but to also be sustainable in doing so.

The process of Modern Methods of Construction (MMC) focuses on off-site construction techniques, such as mass production and factory assembly as opposed to the traditional on-site construction for housing developments. Bromford Housing, our key strategic housing association provider within the borough, have been looking into MMC for some time and were successful in obtaining planning permissions for sites in Gloucestershire.

In March 2022, the committee welcomed a presentation from Bromford on the benefits and innovations related to MMC. These range from the increase in speed of the construction process, the quality of the build, its financial costings and the carbon reduction benefits. The committee were told that MMC will help support the Government's Net Zero Strategy by 2050.

Members asked questions around timescales of manufacturing the houses, risks of damages to the buildings, obtaining mortgages and what the scope is for extending the properties. The committee thanked Bromford for a well-informed presentation and look forward to the potential partnership working between Bromford and the council to progress this further.

Overview and Scrutiny Committee working groups

The committee can establish working groups - also known as 'Task and Finish Groups'. The groups are established to undertake a piece of scrutiny work with a clear terms of reference to get 'under the skin' of the subject matter and report back to the committee with their findings and recommendations. These are small groups comprising members of the committee, other invited members, council officers and where relevant, officers from external organisations who are invited because of their knowledge and skills relating to the topics being discussed.

As a direct result of the pandemic, working groups have been limited during the year.

Parking Strategy working group

The current Parking Strategy was adopted in 2015 and so a new parking strategy is required. A working group consisting of three members of the Overview and Scrutiny Committee, Tewkesbury South Ward Councillor, the lead member of economic development/ promotion and finance and asset management was formed. The working group was set up to consider the following:

- The current and future parking need of its eight existing car parks in Tewkesbury and two in Winchcombe.

- To ensure, where practical, the strategy supports the economy, social and regenerative needs of the borough.
- Further deployment of technology within the parking service including electric vehicle charging points and new pay and display machines.
- Gloucestershire County Council's on-street parking review, which included parking in Tewkesbury Town.

As a result of the council's response to Covid-19, the group had only been able to meet twice in 2021 (September and November). The meetings were very productive, and the group considered issues such as parking machine options and signage as part of the development of the draft strategy.

Consideration of the draft strategy is a pending item within the committee's work programme for April 2022.

Depot Services working group

This working group was set up in July 2019 to specifically enable members to get a better understanding of the relationship between the council and Ubico. The group is made up of six members of the Overview and Scrutiny Committee, one member of the Audit and Governance Committee and the lead members for Clean and Green Environment and Finance and Asset Management. The group met twice during 2021 (August and October).

A report was brought to Overview and Scrutiny Committee in November 2021 giving an update on the progress the group had made. The committee were informed that a robust work programme had been developed for the group. Initial discussions focused on the current challenges and priorities. These include:

- Increase of fly-tipping and the council's response
- National driver shortage
- Financial performance
- In-cab technology
- Defra's waste and resources strategy consultation
- Trade waste
- Grass cutting

The Lead Member for Clean and Green Environment chairs the Working Group and attended the Overview and Scrutiny Committee meeting. The Lead Member felt that the Group had been an excellent bridge between Members and Ubico which had helped to address many of the concerns about the services being provided. There were still many challenges ahead, not least the need to consider the options for expansion of the depot, and it was imperative that the Group continued for the foreseeable future. Another Member of the Working Group expressed the view there was really positive communication between Ubico and the Council and a sense of trying to help one another through constructive feedback. The committee also reviewed the group's terms of reference and approved an additional Member representative. A further update on the progress of the Depot Services working group is scheduled to be brought to the committee in April 2022.

Other areas of review

Performance management

Quarterly reports

The committee has a key role in scrutinising the delivery of actions within the Council Plan and Covid-19 Corporate Recovery Plan. To achieve this, it receives detailed information through performance tracker documents including key performance indicator data and a variety of financial reports. The trackers provide a range of qualitative and quantitative information which allows the committee to review missed target dates, progression of actions, financial performance and, where appropriate, refer for a response or action from the Executive Committee.

During the year, the committee questioned a wide range of service activity and challenged where slippage had occurred on key milestones. Scrutiny focused on areas including:

- The reopening of council-owned buildings following lockdown
- The level of enviro-crimes
- The impact of the Welcome Back Fund
- Trends in waste and recycling

- Planning processing times
- Sickness absence
- Housing and homelessness data
- Planning enforcement performance
- Joint Core Strategy and Tewkesbury Borough Plan milestones

The committee's scrutiny of council performance has also led to further presentations and reports on key issues, such as the commercial waste project and private rented sector housing scheme.

In line with a recommendation from the committee to make the information clearer, the 2021/22 performance report saw the revision of three Key Performance Indicators (KPIs) referring to homelessness cases. The committee also requested the addition of three further KPIs on affordable housing and council tax reductions.

Economic Development and Tourism Strategy- action plan report

23 November 2021

Economic Growth is a key priority in the Council Plan, and the Economic Development and Tourism Strategy is an essential way of providing focus to supporting business growth across the borough. The committee received an update on the progress made against the delivery of the strategy's action plan during its fourth year.

The committee was made aware of the impact that the Covid-19 pandemic has had, with some services still operating online. Despite this, the committee was reassured to hear that the team continued to operate on a 'business as usual' service model wherever possible.

- The committee was pleased to hear of the progress made despite the pandemic, which included: Growth Hub continuing to provide support to businesses
- The successful launch of the Tewkesbury High Street Heritage Action Zone
- Delivery of several support grant schemes.

The committee was also informed how the Economic Development and Tourism team will be focusing on

economic assessments and business surveys to understand the needs of local businesses. This will help to inform the future strategy whilst understanding the needs of businesses as they recover from the effects of the pandemic.

Reflecting the committee's scrutiny role, it was pointed out that action plans need to be a true reflection of where teams are at in terms of delivery – and that if areas are not progressing as well as anticipated, that these are highlighted. It was agreed that this would be made clearer in the new strategy. The new strategy would also consider environmental issues which was endorsed by members of the committee as a key area for consideration.

The committee agreed, due to the uncertainty in the business community, that the planned refresh of the strategy would be more effective to be delivered in 2022. The plan is to develop a new strategy for 2022-2026.

Corporate Peer Challenge - action plan report

8 June 2021 and 23 November 2021

Following a very successful Corporate Peer Challenge in March 2020, the Local Government Association produced a report which contained a number of recommendations. An action plan was approved by Council in December 2020 with delegated authority given to the Overview and Scrutiny Committee to monitor delivery of the plan. During the year, the committee received two reports. The reports confirmed that actions were progressing well, with some already delivered. The committee was also made aware of actions that had been deferred because of the pandemic but overall were impressed with the progress made despite additional workloads. Members raised several questions including the impact on our financial position with the phasing out of the New Homes Bonus, and the steps being taken to roll out a residents' survey across the borough.

Carbon reduction action plan

13 July 2021

At its meeting in July, the committee received an update on the progress achieved in year one of the action plan. The plan was developed following the council's declaration of a climate emergency in October 2019. The committee considered the progress made to date and noted the request for a permanent carbon reduction programme officer post. The committee asked questions around the purpose of the post and was informed it would be to help drive the programme and take advantage of the numerous opportunities for securing funding and working with partners.

Members raised some broad questions around carbon reduction, including the reduction of electricity consumption in the council offices and they wanted to know more about the costings of surveys carried out at The Roses Theatre. In addition, they queried whether a contribution paid towards to the Countywide Climate Change Coordinator would overlap with the council's new carbon reduction programme officer post. The committee was satisfied with the responses and agreed the new role would be essential for moving the programme forward.

Private rented sector housing scheme

8 June 2021

In March 2019 the council with other Gloucestershire districts and West Oxfordshire District Council was successful in a funding bid of £292,333 made to the Ministry of Housing, Communities and Local Government (MHCLG) - now known the Department for Levelling Up, Housing and Communities (DLUHC). The bid was for a pilot project that met the criteria of the Private Sector Access Fund, which supported innovative measures that provided additional support for single homeless people and/ or reduced the number of households in temporary accommodation.

The report brought to Overview and Scrutiny Committee in June 2021 provided background information on the scheme, details of actions that were completed and lessons learnt from carrying out the scheme.

Members were informed that the Housing Advice team was able to use over £45,000 to support 34 households in the borough that applied as homeless or threatened with homelessness.

The committee questioned what support the council would give to landlords if they had issues with tenants and whether this was factored into the scheme. Members were assured that whilst the private rented sector housing scheme's main purpose was to support tenants to maintain their tenancy, the scheme also recognises the importance of building a relationship between officers and property owners, and this would be maintained going forward.

Use of mobile surveillance equipment for fly-tipping investigations

12 October 2021

Over the past few years there has been an increase in fly-tipping across the borough, despite an increased level of enforcement and prosecution of offenders. A report was brought to the Overview and Scrutiny Committee which considered options for the council to use mobile surveillance equipment in connection with fly-tipping investigations.

Members of the committee were made aware of the benefits and the drawbacks associated with the use of surveillance equipment, and the committee asked questions on costings, potential theft or vandalism of cameras, and the regulations around signage. Following an in-depth discussion around the options, the committee requested the results of the trial be reported back to the committee to inform a final recommendation to Executive Committee.

Covid-19 response and recovery review

7 September 2021

The Covid-19 pandemic and its impact on the council has been unprecedented. With solid foundations already in place pre-pandemic, the council was in a strong position to support their response and recovery. One particular area was the Growth Hub which opened in 2018. This helped support businesses from the unique set-up of the Public

Services Centre and helped facilitate a multi-agency response. In addition, the relationships that had been formed over the years between the council and the local business network proved to be pivotal in responding to the pandemic.

It was agreed that the staff's 'can do' culture was one of the greatest assets in responding to the pandemic.

The committee was also reminded about the importance of reflecting on any lessons learned following emergency response work. As its meeting in September, the committee was presented with a number of key learning points, including:

- Technology and using software such as Microsoft Teams and Zoom
- The importance of regular communications
- New policies and procedures introduced to help ensure resilience
- Keeping updated with legislation and guidance
- Embracing innovation

A member of the committee passed his thanks to all staff and explained that he felt the response to the pandemic had been tremendous, particularly in terms of the speed in which some of the new schemes (e.g., business grants) were implemented – the council should be proud.

Commercial Waste review

13 July 2021 and 11 January 2021

The committee have sought regular assurance during the year that this project is moving forward, particularly given the additional income that can be generated if improvements to the service are made. Through the continued scrutiny of the committee good progress has been made, culminating in a high level business plan for service improvements being approved at Executive Committee in March 2021. Since this approval, Members of the committee were pleased to be informed a project officer has been appointed to lead the project and most recently a trial of a new service delivery model within one part of the borough was imminent. The project is looking at key work streams such as income generation, marketing, recycling provision, vehicle fleet, operational administration, and debt recovery.

Regular updates will be provided to Overview and Scrutiny Committee during 2022/23 and until the successful conclusion of the project.

Ubico annual performance report

13 July 2021

Ubico has been delivering our high profile waste, recycling, grounds maintenance and street cleaning services since April 2015. These services have a direct impact on our communities and the Overview and Scrutiny Committee plays a key role in monitoring Ubico's performance annually to ensure services are delivered effectively and efficiently.

In July a detailed outturn report for 2020/21 was brought to the committee giving an update on performance of its finance and services, including health and safety throughout the year.

Like many services, the pandemic brought with it additional challenges; increases of waste and 'near misses' with more cars being parked in the roads - both a result of more residents working from home. This was along with a national HGV driver shortage - which was an underlying risk. However, members were pleased to hear there had been no significant changes in the waste collections throughout the year.

Overall, the report was positively received. Member's acknowledged Ubico's fantastic response to the pandemic and their excellent standard of performance, particularly in relation to waste collection. Moving forward, Members asked that the report includes performance data on all activities especially in relation to grounds maintenance and street cleansing. The Director of Operations for Ubico agreed to include this information within future reports.

Workforce Development strategy- annual review 13 July 2021

As a council we value our employees and will support, praise, and invest in our workforce to develop our organisation. The five-year strategy endorses this by identifying how we will meet the current and future needs of our staff to ensure it has skilled people to

deliver high quality services.

The Workforce Development Strategy was approved at Executive Committee on 3 April 2019, and it was agreed that the Overview and Scrutiny Committee would monitor it on an annual basis.

At its meeting in July 2021 the committee received a progress report on the 2020/21 action plan. The report highlighted achievements around workforce resilience, and health and wellbeing. This was supported by a set of key performance indicators. Members were also made aware of the additional organisational health and wellbeing support provided for employees in response to Covid-19.

Members of the committee queried the council's future approach to hybrid working. Members also expressed their preference for a sensible approach to ensure the council did not lose the many benefits realised through remote working.

The committee was also pleased to hear the positive work around a new website for recruitment, which went live on 5 July 2021. The website means applications for roles can be submitted digitally - presenting the council in a much more modern way.

Complaints report

12 October 2021

Understanding and responding to complaints forms an essential element of the council's customer care and helps indicate how well the council is performing. The committee receives an annual report on the number of complaints the council receives, and this report looks in detail at which areas are receiving complaints, how they are managed, and any lessons learned.

For 2020/21, the committee was informed the council received 183 formal complaints, of which 144 related to council services. Of these, despite the additional workload resulting from the pandemic, 84% had been answered in time with 41% found to be justified and 43% partially justified.

The report was well received, and members were pleased to see the number of complaints had reduced when compared to previous years.

Maximising the effectiveness of the Overview and Scrutiny Committee

12 October 2021

A workshop was held to give the Overview and Scrutiny Committee the opportunity to share their views and experiences of how the committee was working and an opportunity to identify areas where the committee could add more value. An action plan to take suggestions forward has been developed and can be found in appendix B.

Off the back of this workshop a more formalised training session was held for the committee and facilitated by Dave Burn, Frontline Consultancy. Prior to this session, Dave observed the committee meeting held on 11 January 2022. The session was participative and provided a refresher on the role of the committee, selecting areas for scrutiny and general questioning techniques. A further session may be planned in 2022/23.

Gloucestershire health overview and scrutiny committee 2021/22 financial contribution

8 February 2021

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

On an annual basis, the committee is asked to consider whether value for money is being achieved from the council's contribution and if the council should continue its representation.

The committee had an in-depth discussion around value-for-money. It was recognised that being involved in the committee provides a wealth of reports on vital issues and enables the council to act as an advocate for the communities in the borough. On that basis, the committee agreed to continue to have a representative on the committee and the financial contribution continues. It was also agreed that bringing an annual report to discuss this issue was

not adding value. This was subsequently reported to Executive Committee who supported that decision.

Police and Crime Panel Update, Gloucestershire Health Overview Scrutiny Committee and Gloucestershire Economic Growth Scrutiny Committee

The committee would like to extend a big thank you to councillors David Gray, Jill Smith and John Murphy who represent the council on these outside bodies.

The committee receives regular updates around crime, health and economic matters and the impact these issues have on Gloucestershire and the borough. Being representatives of the council, our members can influence and act as an advocate for the council at a county-wide level.

Our representatives have done a fantastic job over the past 12 months. They have taken a wide range of questions from Overview and Scrutiny Committee and, where necessary, reported back to the respective county groups any comments or areas of concern.

Looking forward

The committee will be at the forefront of ensuring our key strategies and policies are delivered effectively. This will include the review of the council's new Housing and Homelessness Strategy and the emerging Economic and Development and Tourism Strategy which should be ready in the summer. The Council Plan also enters its third year, and the committee will continue to monitor and scrutinise all aspects of the council's overall performance and ensure the council continues to recover well from the Covid-19 pandemic.

We look forward to the progression of the trade waste project and the opportunity for the committee to have a real input into revitalising this service. In relation to other service areas, it will be interesting to receive an update on the success of deploying surveillance cameras in the proactive campaign to combat fly-tipping. There are also two key service

reviews underway within Development Management and Licensing. Both will be reported, albeit at a high-level, through the council plan performance tracker and we look forward to these reviews making a real difference to service delivery.

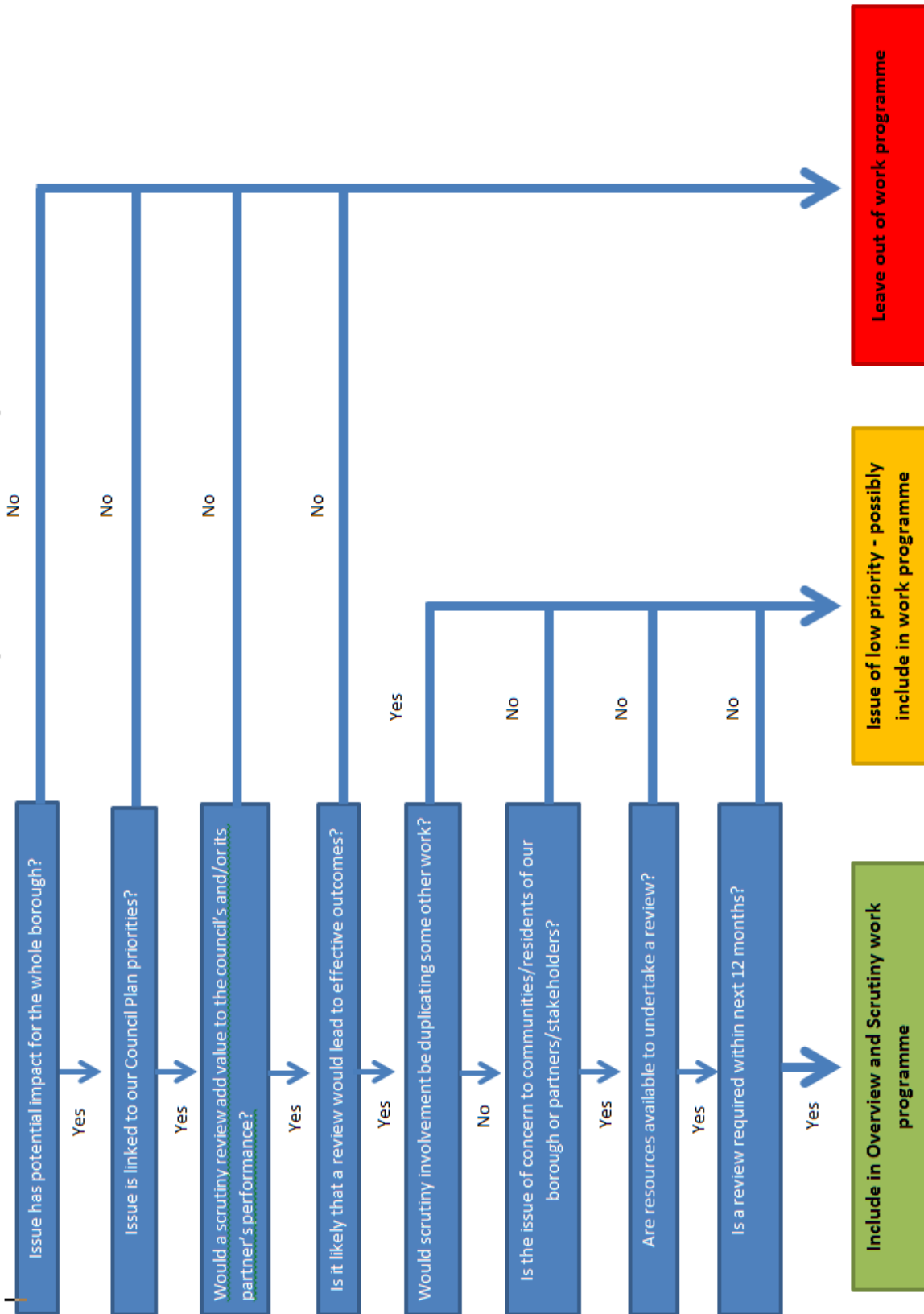
To ensure the committee maximises its value, we look forward to the re-establishment of task and finish working groups in priority areas as well as focussed presentations from outside bodies. These were identified through the member session on ways to improve how we work as a committee. Working with officers, we will look to implement both these and other suggestions during the year. This will ensure the committee continues to play an important role in helping deliver successful outcomes for both the council and its communities.

The Committee's draft work programme for the year 2022/2023 can be found in Appendix C. As always, the programme will be flexible so any new areas for review can be added when required.

On a final note, the committee owe a debt of gratitude to Mike Dawson, the council's Chief Executive who retires in June 2022. Mike has always been a staunch advocate for Overview and Scrutiny, attending the majority of our meetings, and championing the role it plays within the governance of the Council. We wish Mike a very happy retirement.



Flowchart on how to select a potential scrutiny review



MAXIMISING THE VALUE OF OVERVIEW & SCRUTINY COMMITTEE WORKSHOP – 12 OCTOBER 2021
ISSUES AND OUTCOMES

1	<p><u>Pre-Brief</u></p> <p>Range of views expressed; some Members found them helpful - particularly new Members - others felt they were not an effective use of time. Main concerns were:</p> <ul style="list-style-type: none"> - The Committee should not have to rely on Officers telling them what they should look at. - Added to the length of the meeting overall which was not helpful when there was a significant Agenda. - Tendency to just run through the Agenda rather than focusing on specific areas of questioning etc. - Very unsuccessful on Zoom during pandemic. 		
	ACTIONS ARISING	TIMESCALE	PROGRESS UPDATE
a.	In person pre-briefings to be cancelled for a six month trial period and Head of Corporate Services to instead circulate an email pointing out key areas that the Committee may wish to focus their questioning on (by the Thursday/Friday of the week before Committee).	Six month trial to cover the meetings from 23 November-5 April 2022 inclusive.	✓ A briefing note has been emailed to Members prior to each meeting.
b.	Questionnaire to be sent to Members at the end of the trial seeking views and any alternative suggestions.	April 2022	In progress – Members will be consulted on their views in May at the end of the current Committee cycle.

2	<p><u>Training</u> No training had been held for the Committee since the induction. Suggestions for training included:</p> <ul style="list-style-type: none"> - Role of scrutiny, effective questioning etc. – similar to that received by the previous membership delivered by Ann Reeder. - Opportunity to learn from other authorities – many now recorded and webcasted meetings (e.g. Cheltenham BC, Cotswold DC). Previously visited other authorities but not appropriate in the current climate. - Possibility of joining up with other Scrutiny Committee Members from other authorities for training. - At the start of a new Council term, it would be helpful to run through the ongoing issues for the Committee and any existing Working Groups etc. 		
	ACTIONS ARISING	TIMESCALE	PROGRESS UPDATE
a.	Training to be arranged for the Committee on the role of scrutiny, effective questioning etc.	February 2022	✓ Training session provided 26 January.
b.	Report produced by Ann Reeder to be circulated to the Committee for information.	November 2021	✓ Circulated 22 November 2021.
c.	Head of Democratic Services to contact other Democratic Services Officers across the county to explore opportunities for joint training.	January 2022	✓ Nothing planned currently but will continue to discuss with colleagues, particularly in relation to next year's Member Induction Programme.
d.	O&S induction training to be updated to include a run through of the ongoing issues for the Committee.	April 2023	✓ This suggestion will be taken forward and form part of next year's Member Induction Programme.
e.	Training plan to be put together for the Committee.	March 2022	✓ This suggestion will be taken forward and form part of next year's Member Induction Programme.

<p>3</p>	<p><u>Work Programme</u></p> <p>View expressed included:</p> <ul style="list-style-type: none"> - Not as many partners had been invited to attend the Committee in recent months – this helped to broaden depth of knowledge. The Committee regularly heard from partners such as Citizens’ Advice Bureau (CAB), Growth Hub and Ubico; whilst it was nice to receive updates, there were others Members would prefer to scrutinise. Important to establish the purpose of them attending – need to add value, not just information gathering. - Missing link between Executive Committee and Overview and Scrutiny Committee – need for the Overview and Scrutiny Committee to understand what the issues were for Executive Committee Members and how it could help. - Important for Overview and Scrutiny Committee to be involved in policy development. Members had the opportunity to assess the Executive Committee Forward Plan and request that policies come to the Overview and Scrutiny Committee prior to Executive Committee. List of policies and strategies brought to Overview and Scrutiny Committee at the start of the year for Members to highlight what they would like to look at. Overview and Scrutiny Committee Working Groups gave an opportunity to review in much more detail, e.g. previous Housing Strategy, Economic Development and Tourism Strategy but needed to be mindful of resources. Overview and Scrutiny Committee workshops were often held to take Members through a policy before it was formally brought to Committee. - Possibility of introducing an opportunity for members of the public to ask questions of the Committee as at Cheltenham BC, Cotswold DC and GCC Health Overview and Scrutiny Committee. Current provision for member questions to Executive Committee and Council as set out in the Constitution; complaints process in place – danger of the same issues being raised through all channels so may not add value. 		
	<p>ACTIONS ARISING</p>	<p>TIMESCALE</p>	<p>PROGRESS UPDATE</p>
<p>a.</p>	<p>At the start of each year, Head of Corporate Services to compile a list of the key partners which contribute to Council Plan priorities in order for the Committee to determine who they would like to hear from and that to be factored into the Work Programme accordingly.</p>	<p>June 2022</p>	<p>Not yet commenced – will be undertaken once the Council Plan annual refresh is complete (this is underway).</p>

MAXIMISING THE VALUE OF OVERVIEW & SCRUTINY COMMITTEE WORKSHOP – 12 OCTOBER 2021
ISSUES AND OUTCOMES

b.	Review the partners which report to the Committee on a regular basis, and the agreements in place for monitoring, to establish whether they need to continue to report to the Committee going forward.	June 2022	<p>✓ Annual report items from Citizens' Advice Bureau and Growth Hub removed from O&S Work Programme.</p> <p>Annual requirement to consider the value of the Gloucestershire Health Overview and Scrutiny Committee has been moved.</p>
c.	Invite Lead Members to attend Overview and Scrutiny Committee to talk about particular issues within their portfolios in order to establish where the Committee could add value.	March 2022	In progress – potential training options are being considered.
d.	List of corporate policies and strategies brought to Overview and Scrutiny Committee at the start of each year to be updated to highlight those where significant changes are expected.	June 2022	<p>✓ This suggestion has been noted and will be included within the policies and strategies report that will be brought to O&S in June.</p>

4	<p><u>Performance Report</u></p> <p>Suggestions included:</p> <ul style="list-style-type: none"> - Picking four or five KPIs to focus on and tracking those each month. - Splitting performance information and financial information into two separate reports – the financial aspect was not given as much focus as the performance information currently. - Financial information was complicated – could it be presented in a better way. 		
	ACTIONS ARISING	TIMESCALE	PROGRESS UPDATE
a.	30 minute session to be arranged for the Committee to discuss with the Head of Finance and Asset Management if any changes could be made to the way the financial information was presented to encourage more questioning.	Session to be held prior to an Overview and Scrutiny Committee meeting– after the political groups have received basic finance training and to coincide with the next performance report.	Not yet commenced - Head of Corporate Services to confirm date and time with Head of Finance and Asset Management on the assumption this is still required given the training already provided.

5.	<p><u>Other matters</u></p> <ul style="list-style-type: none"> - Previously issued a bulletin to the wider membership on the work of the Overview and Scrutiny Committee – Members felt this would not be well-read and would not be beneficial. - Previously Officers had attended a Countywide Scrutiny Group attended by the Head of Corporate Services which he had found to be helpful. - Action list now brought quarterly to the Committee (starting in September 2021) – Members agreed this should continue. - Suggestion that Members be regularly asked for their views on how the Committee meetings were working. - Debate on timing of Committee meetings – needed to be a majority decision and was very unlikely to suit everyone. 		
	ACTIONS ARISING	TIMESCALE	PROGRESS UPDATE
a.	Head of Corporate Services to speak to GCC to see if any appetite to re-establish the Countywide Scrutiny Group.	January 2022	✓ No appetite within Gloucestershire. There is a South West Scrutiny Group that can be used for best practice as and when appropriate.
b.	O&S Workshop to be held annually to obtain views on how the Committee has operated and what improvements could be made.	November 2022 (and then April 2024 and annually thereafter).	✓ Intention is to hold a short 30 minute briefing prior to the November O&S Committee meeting.
c.	Email to be sent to O&S Committee seeking views on changing the timing of meetings to establish if there was majority opinion.	November 2021	✓ Email sent – no overall consensus but the majority wanted meetings to remain at the same time.

MAXIMISING THE VALUE OF OVERVIEW & SCRUTINY COMMITTEE WORKSHOP – 12 OCTOBER 2021
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d.	Chairing skills training to be arranged for the Chair and Vice-Chair of the Committee.	January 2022	✓ No specific course for Overview and Scrutiny Committee Chair and Vice-Chair but will include general training for all Chairs and Vice-Chairs as part of next year's Member Induction Programme.
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DRAFT OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2022/23

REGULAR ITEMS:

- **Executive Committee Forward Plan**
- **Overview and Scrutiny Committee Work Programme 2022/23 (to include the Action List Update on a quarterly basis – June, September, January and March meetings each year).**

Committee Date: 7 June 2022			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Council Plan Performance Tracker and COVID-19 Recovery Tracker – Quarter Four 2021/22	To review and scrutinise the performance management and recovery information and, where appropriate, to require response or action from the Executive Committee.	Head of Corporate Services	No.
Update on Local Policing Arrangements	To receive an update from the Police on local arrangements.	Chief Executive	Yes – moved from 8 March 2022 to allow recruitment to the post of Inspector for Tewkesbury to take place.
Parking Strategy	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 2021/22 programme due to Officer resources which led to a delay in commencing the consultation.
Economic Development and Tourism Strategy	To consider the draft Economic Development and Tourism Strategy and to recommend to Executive Committee that it be approved.	Community and Economic Development Manager	No.

Committee Date: 7 June 2022			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Corporate Policies and Strategies	To consider the corporate polices and strategies and identify which will be reviewed by the Committee during 2022/23.	Head of Corporate Services	No.
LGA Peer Challenge Report Action Plan	To monitor implementation of the action plan (6 monthly).	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 (17 May 2022).	N/A	
Gloucestershire Economic Growth Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (31 May 2022).	N/A	

Committee Date: 12 July 2022			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Carbon Reduction Action Plan	To consider the progress achieved in year two of the Council's Carbon Reduction Action Plan, and the recommended year three action plan.	Head of Finance and Asset Management	No.
Annual Workforce Development Strategy Review	To consider progress made against delivery of the Workforce Development Strategy.	Head of Corporate Services	No
Ubico Report 2021/22	To consider the Ubico performance report for 2021/22	Head of Community Services	No.
Gloucestershire Police and Crime Panel Update	To receive an update from the Council's representative on matters considered at the last meeting (1 July 2022).	N/A	No.
Gloucestershire Health Overview and Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (12 July 2022).	N/A	
CONFIDENTIAL ITEM – Trade Waste Project Update	To receive an update on the progress of the trade waste project.	Head of Community Services.	No.

Committee Date: 6 September 2022			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Council Plan Performance Tracker– Quarter One 2022/23	To review and scrutinise the performance management and, where appropriate, to require response or action from the Executive Committee.	Head of Corporate Services	No.
Parking Strategy	To consider the consultation responses and to recommend to the Executive Committee that the strategy be approved.	Head of Finance and Asset Management.	Yes – deferred from 2021/22 programme due to Officer resources which led to a delay in commencing the consultation.
Gloucestershire Economic Growth Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (21 July 2022).	N/A	

Committee Date: 11 October 2022			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Complaints Report	To consider the annual update to provide assurance that complaints are managed effectively.	Head of Corporate Services	No.
Housing and Homelessness Strategy	To monitor delivery of the actions in relation to the Housing and Homelessness Strategy.	Head of Community Services	No.
Gloucestershire Police and Crime Panel Update	To receive an update from the Council's representative on matters considered at the last meeting (9 September 2022).	N/A	No.
Gloucestershire Economic Growth Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (22 September 2022).	N/A	

Committee Date: 22 November 2022			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Active Gloucestershire Report on the Progress of its 'We Can Move' Project	To consider the annual report on the progress of the project which the Council had agreed to fund for five years (2021/22-2025/26).	Community and Economic Development Manager	No – added following Executive Committee decision 3 March 2021. Agreement signed October 2021.
Depot Services Working Group Update	To consider the update on the work of the Depot Services Working Group (biannual).	Head of Community Services	No.
LGA Peer Challenge Report Action Plan	To monitor implementation of the action plan (6 monthly).	Head of Corporate Services.	No.
Gloucestershire Police and Crime Panel Update	To receive an update from the Council's representative on matters considered at the last meeting (4 November 2022).	N/A	No.
Gloucestershire Health Overview and Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (25 October 2022).	N/A	

Committee Date: 10 January 2023			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Council Plan Performance Tracker– Quarter Two 2022/23	To review and scrutinise the performance management and recovery information and, where appropriate, to require response or action from the Executive Committee.	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 (6 December 2022).	N/A	
Gloucestershire Economic Growth Scrutiny Committee Update	To receive an update from the Council’s representative on matters considered at the last meeting (29 November 2022).	N/A	
CONFIDENTIAL ITEM – Trade Waste Project Update	To receive an update on the progress of the trade waste project.	Head of Community Services.	No.

Committee Date: 7 February 2023			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required

Committee Date: 7 March 2023			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Council Plan Performance Tracker– Quarter Three 2022/23	To review and scrutinise the performance management and recovery information and, where appropriate, to require response or action from the Executive Committee.	Head of Corporate Services.	No.
Housing and Homelessness Strategy	To monitor delivery of the actions in relation to the Housing and Homelessness Strategy.	Head of Community Services	No.

Committee Date: 4 April 2023			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Customer Care Strategy	To consider the progress made against the actions within the Customer Care Strategy during 2022/23 and to endorse the action plan for 2023/24.	Head of Corporate Services	No.
Communications Strategy 2020-24	To consider the progress made against the actions within the Communications Strategy during 2022/23 and to endorse the action plan for 2023/24.	Corporate Services Manager	No.
Depot Services Working Group Annual Report	To receive the annual report on the work of the Depot Services Working Group and to consider whether there is a continuing role for the Group and if any changes to the Terms of Reference are required.	Head of Community Services.	No
Overview and Scrutiny Committee Work Programme 2023/24	To consider and approve the forthcoming Committee work programme.	Head of Corporate Services.	No.

Committee Date: 4 April 2023			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Overview and Scrutiny Committee Annual Report 2022/23	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.

PENDING ITEMS		
Agenda Item	Overview of Agenda Item	Date Item Added to Pending
Community Services Improvement Review	To consider the progress made against the Community Services Improvement Plan. Moved from 14 July 2020 and 9 March 2021. Little activity has taken place over recent months due to COVID-19.	14 July 2020
Council Tax Reduction Scheme Review	To set up an Overview and Scrutiny Committee Working Group to review the scheme and make a recommendation to the Executive Committee/Council. (deferred from 2020/21) <i>It is intended to retain the current default scheme so this no longer requires review.</i>	April 2020
Advice and Information Centres (AIC) Review	To set up an Overview and Scrutiny Committee Working Group to review the scheme and make a recommendation to the Executive Committee. (deferred from 2020/21) <i>The AICs have been reviewed on an individual basis so a review of the scheme is no longer required.</i>	-----
Use of Mobile Surveillance Equipment for Fly-tipping Investigations	To consider the results of the six month trial to inform a final recommendation to the Executive Committee on the way forward. NB – this will be added to the Work Programme when the cameras have been purchased and deployed.	12 October 2021

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