

26 August 2022

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| Committee | Overview and Scrutiny |
| Date | Tuesday, 6 September 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 12 July 2022. | 1 - 19 |
| 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. | 20 - 27 |
| 6. | OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2022/23 AND ACTION LIST To consider the forthcoming work of the Overview and Scrutiny Committee and the actions arising from previous meetings. | 28 - 47 |
| 7. | 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. | 48 - 107 |
| 8. | REVIEW OF ECONOMIC DEVELOPMENT AND TOURISM STRATEGY To approve the proposed Terms of Reference for the review of the Economic Development and Tourism Strategy. | 108 - 112 |
| 9. | 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). | |
| 10. | SEPARATE BUSINESS The Chair will move the adoption of the following resolution: That under Section 100(A)(4) Local Government Act 1972, the public be excluded for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act. | |
| 11. | SEPARATE MINUTES To approve the separate Minutes of the meeting held on 12 July 2022. | 113 - 114 |

DATE OF NEXT MEETING
TUESDAY, 11 OCTOBER 2022
COUNCILLORS CONSTITUTING COMMITTEE

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

Substitution Arrangements

The Council has a substitution procedure and any substitutions will be announced at the beginning of the meeting.

Recording of Meetings

In accordance with the Openness of Local Government Bodies Regulations 2014, please be aware that the proceedings of this meeting may be recorded and this may include recording of persons seated in the public gallery or speaking at the meeting. Please notify the Democratic Services Officer if you have any objections to this practice and the Chair will take reasonable steps to ensure that any request not to be recorded is complied with.

Any recording must take place in such a way as to ensure that the view of Councillors, Officers, the public and press is not obstructed. The use of flash photography and/or additional lighting will not be allowed unless this has been discussed and agreed in advance of the meeting.

TEWKESBURY BOROUGH COUNCIL

Minutes of a Meeting of the Overview and Scrutiny Committee held at the Council Offices, Gloucester Road, Tewkesbury on Tuesday, 12 July 2022 commencing at 4:30 pm

Present:

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| Chair | Councillor J W Murphy |
| Vice Chair | Councillor K Berliner |

and Councillors:

G J Bocking, C L J Carter, K J Cromwell, P A Godwin, H S Munro, J K Smith, R J G Smith, S Thomson and M J Williams

OS.18 ANNOUNCEMENTS

- 18.1 The evacuation procedure, as noted on the Agenda, was advised to those present.
- 18.2 The Chair welcomed the representatives from NHS Gloucestershire and Ubico to the meeting and indicated they were in attendance for Agenda Item 7 – Fit for the Future 2 Presentation and Agenda Item 8 – Ubico Report 2021/22 respectively.

OS.19 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

- 19.1 Apologies for absence were received from Councillors H C McLain, P D McLain, C E Mills and P N Workman. There were no substitutions for the meeting.

OS.20 DECLARATIONS OF INTEREST

- 20.1 The Committee's attention was drawn to the Tewkesbury Borough Council Code of Conduct which was adopted by the Council on 26 June 2012 and took effect from 1 July 2012.
- 20.2 There were no declarations made on this occasion.

OS.21 MINUTES

- 21.1 The Minutes of the meeting held on 7 June 2022, copies of which had been circulated, were approved as a correct record and signed by the Chair.

OS.22 EXECUTIVE COMMITTEE FORWARD PLAN

- 22.1 Attention was drawn to the Executive Committee Forward Plan, circulated at Pages No.19-42. Members were asked to determine whether there were any questions for the relevant Lead Members and what support the Overview and Scrutiny Committee could give to the work contained within the plan.
- 22.2 Accordingly, it was

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

OS.23 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2022/23

- 23.1 Attention was drawn to the Overview and Scrutiny Committee Work Programme, circulated at Pages No. 25-34. Members were asked to consider the Work Programme.
- 23.2 The Head of Corporate Services advised that, following the last meeting of the Committee, a number of additional items had been identified for consideration at future meetings and these were now included in the pending items section of the Work Programme; he would work with relevant Officers to bring these items forward and include them at the appropriate point in the Work Programme. A Member noted that the use of mobile surveillance equipment for fly-tipping investigations was still included in the pending items and he asked when the trial was due to commence. In response, the Head of Community Services confirmed the cameras had been ordered and Officers were awaiting delivery. He pointed out that Officers had to be trained in deployment as they were quite complex to operate but he would like to think the cameras would be out by September. A Member questioned when Officers were likely to be trained and the Head of Community Services undertook to discuss this with the Environmental Health Manager and come back to Members with a response by the end of the week.
- 23.3 A Member noted that the Garden Town was not referenced in the Overview and Scrutiny Committee Work Programme and she asked who had oversight of that workstream and whether it was something which the Overview and Scrutiny Committee should have an awareness of. She also indicated that, at Council on 12 April 2022, Members had been advised that a session would be arranged to update them on the Golden Valley Garden Community and she asked if any progress had been made in relation to that. In response, the Head of Corporate Services advised that the Garden Town was a Council Plan priority and updates were provided to the Overview and Scrutiny Committee on a quarterly basis as part of the performance tracker. The Head of Democratic Services explained that the progress of the Garden Town was overseen by the Tewkesbury Garden Town Member Reference Panel which met frequently – these meetings were included on the Member Diary Sheet and any Member who wanted to attend could request an invitation. In terms of the update on the Golden Valley Garden Community, she indicated that she had spoken with the Head of Development Services following the Council meeting who felt that September or October would be the earliest this could be delivered but she undertook to firm this up following the meeting.
- 23.4 It was
RESOLVED That the Overview and Scrutiny Committee Work Programme 2022/23 be **NOTED**.

OS.24 FIT FOR THE FUTURE 2 PRESENTATION

- 24.1 The Chair introduced the Associate Director Engagement and Experience and the Fit for the Future 2 Programme Director from NHS Gloucestershire. The Associate Director Engagement and Experience advised that NHS Gloucestershire was currently engaging with the public as part of the consultation in respect of Fit for the Future 2 and all district councils in Gloucestershire had been offered the opportunity to start a dialogue in relation to the proposals. Tewkesbury Borough Council had been quick to take up this offer and had invited them to today's meeting to give a brief presentation and to answer any questions Members may have.

24.2 The following key points were raised during the presentation:

- What is Fit for the Future 2? – A part of the One Gloucestershire vision focusing on the medium to long term future of some of its health services; building on early engagement and consultation (Fit for the Future 1), it aimed to open up the conversation in relation to the continued development of the Centres of Excellence approach at Cheltenham General and Gloucestershire Royal Hospitals, including inpatient care and support for people in their own home, GP surgery or in the community.
- Gloucestershire Health and Wellbeing Priorities – Using the learning from Fit for the Future 1 and the response to the COVID-19 pandemic, the aim was to: provide the very best care for people at each stage of their illness or injury; explore opportunities to join-up care – improving communication and making care simpler and smoother across services and communities; reduce health inequalities – ensuring that health outcomes were improved for everyone, regardless of where they lived in the county and their social, environmental or economic circumstances.
- Summary of Focus Areas and Proposed Ideas – The service areas being considered were very specific: Benign (non-cancerous) Gynaecology – Day-case - COVID-19 temporary change (majority of operations) made permanent at Cheltenham General Hospital; Diabetes and Endocrinology – Inpatients and Community – centralise inpatient service at Gloucestershire Royal Hospital; Frailty/Care of the Elderly – Inpatients and Community – improved assessment pathway at Gloucestershire Royal Hospital, better integration of services and admission avoidance options; Non-interventional Cardiology – Inpatients – centralise remaining Cardiology inpatient beds at Gloucestershire Royal Hospital, consultant referral service for Cheltenham General Hospital inpatients requiring Cardiology input; Respiratory – Inpatients – COVID-19 temporary change made permanent at Gloucestershire Royal Hospital alongside Respiratory High Care Unit, consultant referral service for Cheltenham General Hospital inpatients requiring Respiratory input; Stroke – Inpatients – COVID-19 temporary change made permanent at Cheltenham General Hospital, Hyper-Acute and Acute Stroke Units both at Cheltenham General Hospital.
- Benign Gynaecology: Our ideas – Following changes due to COVID-19, continue to deliver the majority of Benign Gynaecology Day Case surgery at Cheltenham General Hospital; continued choice of outpatient appointments across hospital sites, in the community and virtually as appropriate; potential benefits – Centre of Excellence approach with a greater focus on planned care in Cheltenham General Hospital; improved environment once new unit opens at Cheltenham General Hospital in December 2022; increased capacity and fewer cancellations; potential drawbacks – some patients will have further to travel for day case surgery.
- Diabetes and Endocrinology: Our ideas – Centralise inpatient Diabetes and Endocrinology Service at Gloucestershire Royal Hospital; continue to provide support to other hospital inpatients who happen to have diabetes at both Gloucestershire Royal Hospital and Cheltenham General Hospital; further develop community clinics and virtual ward; potential benefits – ensure safe, consistent and resilient staffing; create better training opportunities and joined-up working; fewer cancelled outpatient appointments and reduced hospital visits; potential drawbacks – increased travel times for some patients and their relatives/carers.

- Frailty/Care of the Elderly: Our ideas – To develop an integrated frailty service offering rapid access to services, support and treatment for people in their own homes and good pathways for hospital discharge; GPs and other professionals would be able to refer patients directly to the Frailty Assessment Unit; options for additional frailty services at Cheltenham General Hospital site; potential benefits – support people to stay well and independent; prevent unnecessary hospital admissions and reduce Accident and Emergency and ambulance waits; reduced length of stay in hospital with a return home with ongoing support; potential drawbacks – negative impact if outcomes and experience of patients fails to improve.
- Non-interventional Cardiology: Our ideas – Following changes agreed through Fit to the Future 1, centralise all Cardiology inpatient beds at Gloucestershire Royal Hospital; continued choice of outpatient appointments across hospital sites, in the community and virtually as appropriate; consultant referral service for inpatients at Cheltenham General Hospital in other speciality beds who may require review/input from Cardiology; potential benefits – reduced length of stay and likelihood of transfers between sites; improved staff cover, out of hours care and cross-speciality working; enhanced training opportunities and joined-up working; potential drawbacks – increased travel times for some patients and relatives/carers.
- Respiratory: Our ideas – Following emergency temporary changes due to COVID-19, continue to provide specialist Respiratory inpatient beds at Gloucestershire Royal Hospital as well as the newly developed Respiratory High Care Unit; Respiratory team consultation service for inpatients at Cheltenham Royal Hospital, in other speciality beds, who may require their review/input; potential benefits – current service showed improved quality of care and patient outcomes, respiratory admissions to intensive care; more efficient use of staff and improved cross-speciality working, easier to co-ordinate care and provide staff training; whilst the risk of COVID remains, this model provided flexibility to establish a controlled Respiratory ward; potential drawbacks – increased travel times for some patients and relatives/carers; additional investment will be required to deliver the new high care services on a permanent basis.
- Stroke: Our ideas – Both the Hyper Acute Inpatient Stroke Unit (HASU) and the Acute Inpatient Stroke Unit (ASU) remain permanently at Cheltenham General Hospital; these units were temporarily located to support the COVID-19 response; potential benefits – high quality inpatient environment supporting a seamless service and access to the right specialist staff at the right time; co-location of HASU and ASU provided improved staff cover and resilience; option of co-locating the HASU and ASU at Gloucestershire Royal Hospital would be very difficult due to limited availability of beds; potential drawbacks – increased travel times for some patients and their relatives/carers; patients with 'stroke mimics' taken to Cheltenham General Hospital may be required to transfer to Gloucestershire Royal Hospital; clinical protocols would need to be in place for any suspected stroke patient attending Gloucestershire Royal Hospital including safe transfer to Cheltenham General Hospital.

24.3 The Associate Director Engagement and Experience advised that consultation on the ideas had commenced in May with the engagement originally planned to close at the end of June; however, the survey within the engagement booklet had been extended until 31 July 2022 and conversations would continue over the summer. Any feedback received would be collated into an output report which would be considered by the Fit for the Future 2 Programme Director and his policy team as well as senior decision-makers in the NHS. Members would be kept up to date on progress. Regular updates were provided to the Gloucestershire Health Overview and Scrutiny Committee in relation to all projects involving potential service changes and the output report in respect of the Fit for the Future 2 consultation would be

provided at its meeting in October; she confirmed she would be happy to share the report with this Committee at that time. She went on to advise that information bus events were held across the county and the bus was often located at Morrisons in Tewkesbury which provided an opportunity to share information and help people to complete the survey. Representatives from NHS Gloucestershire also went out into the local community to talk to residents so she asked Members to make her aware of any events within their Wards which would benefit from their attendance.

- 24.4 A Member raised concern that Cheltenham General Hospital was not fit for continued adaptation due to the nature of the building and he was of the view that it was now necessary to consider a new purpose built hospital so he asked if that was something which was being proposed. In response, the Fit for the Future 2 Programme Director explained that this was on the table and the options would be considered; however, that would be an investment in the region of £750m and a lot of new hospitals had not lived up to expectations so, whilst those comments were reasonable, it was not a simple solution. COVID-19 cases were on the rise once again and, although it was unclear what the future would hold with regard to that, Gloucestershire was able to manage its performance better than other parts of the south-west through the way the two hospital sites were operated which meant that Cheltenham General Hospital could be deemed as a COVID negative site. The Member questioned whether the division of services between the two hospital sites had fostered competition among staff and the Fit for the Future 2 Programme Director explained that it was a relatively new way of working and, in his experience, as new staff came in and worked for a service rather than a site, it was actually becoming less competitive. He accepted that car parking was an issue but there were advantages of centralising services and building a single team broke down barriers - there were examples of teams working against each other and that culture needed to be addressed in the round. The Associate Director Engagement and Experience indicated that she had seen major change in the last six years as certain characters and personalities retired or moved on and due to the introduction of the Centres of Excellence approach – the shuttle bus provided between the two hospital sites had also helped.
- 24.5 A Member asked what was being done to get patients with manageable conditions back into their homes after time in hospital. The Fit for the Future 2 Programme Director advised that there were multifaceted reasons around the workforce for domiciliary care, for example, the impact of COVID on care homes and changes to risk assessment of patients; however, a very big problem within Gloucestershire which needed to be addressed was the flow through the whole system - 40% of people did not have a medical requirement to go into hospital - so measures needed to be put in place around admission avoidance and speed of discharge. He suggested this was a potential topic which NHS Gloucestershire could discuss with the Committee going forward. The Associate Director Engagement and Experience advised that a major piece of work had recently been commissioned in relation to this and communications had been sent out to Chief Executives across Gloucestershire. The Fit for the Future 2 Programme Director stressed that a lot of work was being done day-to-day to try to get patients out of hospital – some had been found to be in for over 70 days, which was not good for them, and that number had been halved, nevertheless, it needed to be further improved.
- 24.6 A Member noted that one of the proposals within the consultation was to centralise Stroke care and she raised concern there was no 24 hour Accident and Emergency department at Cheltenham General Hospital which was the proposed permanent site. In response, the Fit for the Future 2 Programme Director explained that it was standard practice for Stroke Units to be located on the emergency site; however, because of COVID, the ASU had been moved to the Woodmancote Ward at Cheltenham General Hospital which had been built as a Stroke-specific ward so there was more space for rehabilitation and performance metrics had improved during the temporary arrangement. It had been intended to move back to

Gloucestershire Royal Hospital once COVID allowed; however, there had always been an issue with space and, based on volume, it had been decided to establish why the units needed to be located at Gloucestershire Royal. It was considered that all of the positive reasons for having the units there was also true of having them in Cheltenham and it also meant that the emergency department was bypassed so the hospital was aware when a Stroke patient would be coming. Whilst traditionally Stroke units were located at the emergency site, arguably a better service could be provided at the Cheltenham site with the right team in place. It was noted that this was a proposal as opposed to a confirmed plan and, if it did become a permanent arrangement, it would be necessary to work with GPs to ensure that anyone having a Stroke was aware they needed to go to Cheltenham General Hospital as opposed to Gloucestershire Royal Hospital.

- 24.7 A Member queried what was being done in respect of dementia and other illnesses associated with an ageing population. He pointed out that people with dementia had specific requirements in terms of equipment, for example, orange clocks, and he understood through the Tewkesbury Hospital League of Friends that this had been difficult to obtain. The Fit for the Future 2 Programme Director advised that dementia was not part of the Fit for the Future 2 Programme but Frailty/Care of the Elderly was included as the Frailty Assessment Unit was not performing as well as it should. Consideration was being given to locating all frailty services on the Gloucestershire Royal Hospital site in the gallery wing where there was extra capacity and that included plans for a dedicated dementia-friendly area. Once this had been addressed, it was intended to look at what could be done on the Cheltenham General site. In response to the point about equipment, the Associate Director Engagement and Experience confirmed that this would be provided if needed. The Member also sought assurance that it was no longer the case that children were required to be transferred by ambulance from Cheltenham General to Gloucestershire Royal Hospital where the paediatrics department was located. The Fit for the Future 2 Programme Director confirmed there were no plans within the consultation to move the department from its current location and he undertook to find out if this was still happening and, if so, what action was being taken to address it. The Associate Director Engagement and Experience indicated that it would be interesting to hear any particular examples as paediatrics had all been located at the Gloucestershire Royal site for some time.
- 24.8 A Member indicated that work was ongoing in Brockworth with the local GP surgery to establish community needs and it was clear that a lot of people did not feel able to attend their local surgery for a number of reasons, for instance, they were reluctant to go to the surgery following COVID, they were unsure of the arrangements in place for face-to-face contact and were not able to access services online etc. As such, he asked what percentage of people attending hospital could have been dealt with by a GP. He pointed out that his local GP surgery in Brockworth was 50% oversubscribed and he asked what was being done to address that. The Associate Director Engagement and Experience advised there had been similar feedback from across the country, particularly post-COVID. She talked to a lot of patient groups linked to GP practices and there had been numerous restrictions to accessing face-to-face appointments during COVID with many people moving online – some had liked that change whereas others had not but, regardless of that, it was here to stay to some extent. Notwithstanding this, there would always be face-to-face appointments available to those who needed them. In terms of issues with isolation, a lot of work was being done across the county around introducing social prescribing services which offered solutions such as health walks, social groups, crafting etc. as opposed to medication or operations and this aimed to address factors affecting health which were related to lifestyle or opportunities. Brockworth had a fantastic patient participation group and she would be happy to talk about the potential options with the Member outside of the meeting. There had been a lot in the media about not being able to get a GP appointment

and this had been discussed at the Gloucestershire Health Overview and Scrutiny Committee meeting earlier that day where a paper had been presented giving an update on the current position. It was noted there were 13% more appointments available than in 2019, albeit some of those would be online, so whilst there was increased demand there was also increased supply, although that was still not enough to meet that demand and every service was under pressure. In terms of the percentage of people who attended hospital that could have been dealt with in a local setting, she did not know if that was a statistic which was available but she suggested that members of the public be directed to the NHS Gloucestershire social media accounts which gave advice on where to go in an emergency or when unsure where to go. A Member raised concern that some patients were experiencing long waits which could be putting their health at risk and the Associate Director Engagement and Experience apologised if this was happening and indicated that, once the outcomes from the engagement were available, it would be beneficial to come back and share these with the Committee. The Fit for the Future 2 Programme Director explained that a lot of lessons had been learnt during the pandemic, one of which was around virtual wards which was about managing people at home with a safety net, for example, people being able to take their own blood pressure etc. with someone looking out for them – this would not be right for every patient but was a possibility for some. Another Member understood that in London it was possible to sign up for an 'online only' GP service and she questioned if there was any intention to introduce that in Gloucestershire. The Associate Director Engagement and Experience advised that the service referenced by the Member was one where the patient did not have a relationship with a particular GP practice so healthcare advice could be accessed regardless of location. Whilst this was not live in Gloucestershire, GP practices were looking at different options based on the learning about different ways of working during COVID, although she stressed that any such initiatives would be a choice.

24.9 In response to a query regarding staffing levels in Gloucestershire, the Associate Director Engagement and Experience advised that all areas were under pressure. A lot of the benefits associated with the Centre of Excellence approach were related to becoming more efficient and robust as well as improving staff wellbeing through improved training and supervision – an important outcome measure would be staff numbers and satisfaction levels.

24.10 The Chair thanked the representatives from NHS Gloucestershire for their informative presentation and looked forward to welcoming them back to report on the outcomes of the Fit for the Future 2 consultation later in the year. It was

RESOLVED That the Fit for the Future 2 presentation be **NOTED**.

OS.25 UBICO REPORT 2021/22

25.1 Attention was drawn to the report of the Waste Contracts Manager, circulated at Pages No. 35-66, which provided the annual update on the Ubico contract for waste and recycling collections, street cleansing and grounds maintenance services during 2021/22. Members were asked to consider the report.

25.2 The Head of Community Services advised that, at the end of the financial year 2021/22, there was an underspend of £23,573 on the Ubico contract which was really positive. In terms of delivering frontline services, collection rates had increased slightly with Ubico achieving 99.96% which was above the very tough target of 99.95%. The grounds maintenance service had seen widespread improvement and all planned winter works had been completed along with the backlog from previous year; this had been achieved mainly through different ways of working introduced by Ubico's new Grounds Maintenance and Street Cleansing Supervisor. It was his understanding that the grass cutting season had commenced and was being delivered on a four weekly cycle. Fly-tipping and dead animal

removal times continued to miss the required targets; however, improvements were planned as part of the street cleansing project which aimed to free up capacity within the team by bringing existing workload onto the PSS live system. With regard to health and safety, there had been a significant reduction in overweight vehicles from 89 to 39; it was illegal for vehicles to be overweight but it did happen when crews were almost at the end of rounds and wanted to finish before tipping. Looking ahead, there were a number of big projects coming up over the next two years including fleet procurement with the whole vehicle fleet due to be replaced in 2024/25 having last been replaced in 2017; a piece of work was currently underway to establish whether this could be smoothed out to replace vehicles more gradually and avoid significant financial outlay every seven to eight years. Part of this project would involve looking at new technology and, whilst it was considered that it was not the right time to move to hydrogen or electric vehicles, this was being kept in mind for future. The Head of Community Services explained that this was a very complex matter, for instance, hydrogen and biofuel seemed to be a good idea but it was important to recognise that this could result in using more global energy due to the amount of energy it took to convert them into useable product.

- 25.3 A Member felt it was a very positive report but major savings were yet to be seen and he felt it was potentially time to take the next step in terms of achieving the economies of scale which had been promised when Ubico had been established. He recognised there were difficulties in that other areas ran different types of collections etc. but he felt it was necessary to look at cross-boundary collections in order to become more economical, both in terms of refuse and recycling and grounds maintenance – this may also mean it was possible to have a smaller vehicle fleet. The Head of Community Services agreed with this point and indicated that it may be possible for some of the smaller vehicles in the forthcoming round of procurement to be electric if the correct infrastructure was in place at the depot. In terms of grounds maintenance, prior to the pandemic, Officers had worked with partners at Bromford and Bishop’s Cleeve Parish Council to establish who had responsibility for land within Bishop’s Cleeve in an attempt to come up with a more efficient maintenance regime – those meetings had taken place in person but it had proved to be extremely difficult as so many different parties had an interest in the land. He was not saying it could not be done but it would be a significant piece of work and careful consideration would need to be given as to the level of support required. With regard to refuse and recycling rounds, cross-boundary working had always been an aspiration in order to achieve economies of scale but it was more complicated than dividing up the rounds and, whilst there was a will as a county to do this big piece of work, it should be borne in mind that the changes DEFRA was proposing to bring in could completely change the current way of working. In addition, consideration would need to be given to the Garden Town and whether those collections would be the same as technology would have moved on significantly by then. Notwithstanding this, the Member had raised a fair point and he provided assurance this was something being considered. The Ubico Director of Operations indicated that cross-boundary working was a high priority but assumed the same bins and sizes etc. In-cab technology was being introduced for all Ubico partners and that would help significantly with this as rounds would be planned digitally. The Member understood the responses but indicated this had been an aspiration for several years and he was keen to see it made reality. He considered the Garden Town to be an aspiration currently and felt that issues such as bin sizes could be sorted out along the way as opposed to being used as a reason for delaying the work. The Head of Community Services agreed and explained that a piece of work had been carried out with all partners at the end of last year to look at bin sizes and reducing carbon etc. Whilst it could be done, there would be some difficult choices to make, for example, reducing bin size would mean changing every household bin in order to increase recycling and reduce waste which was a big

project that would cost approximately £6.4m for the county. The Chair suggested that, if there were projects underway with associated project plans, it would be beneficial to take those to the Depot Services Working Group.

- 25.4 A Member drew attention to Page No. 37, Paragraph 5.1 of the report which stated that a positive trend from 2020/21 had continued into 2021/22 with 745 near misses or safety concerns reported which did not cause an accident but could have and Paragraph 5.2 stated that vehicle accidents had reduced by one from the previous year – whilst any reduction in accidents and near misses was good, she questioned what was being done to reduce these figures further. In response, the Ubico Head of Operations advised that any safety concerns and potential hazards were fed back to crews and relevant training was provided if necessary. An example of a safety concern that could lead to an accident would be a heavy garden waste bin at the side of the road – crews were given manual handling training and recognised it was not acceptable practice to put their own health at risk. In terms of vehicle accidents being reduced by one, this was a standalone figure so, across the year, there had been one less accident than the previous year. If a driver had an accident they would undergo a driving assessment the following day and, subject to passing, would be monitored going forwards with a further assessment every six months; if the driver had a second accident, the assessment would be required every three months; if they had a third accident they would no longer be employed by Ubico.
- 25.5 A Member noted that in-cab technology had already been rolled-out to two authorities and he asked when it would be introduced for Tewkesbury Borough. In response, the Ubico Director of Operations confirmed this was scheduled for 2023/24. Cotswold District Council had opted to procure the system for themselves; Ubico had procured the system for the rest of the partners with Gloucester City Council going first. The Member went on to draw attention to Page No. 36, Paragraph 3.2 of the report which referred to an underspend due to procurement of new policies coming in below expectations and he sought clarification as to what those policies were. The Head of Community Services confirmed this related to insurance policies. The Member was pleased to see that the 100% target for crew inspections had been achieved and he asked what those involved. The Ubico Head of Operations advised that the supervisory team went to the location where crews were collecting and carried out checks to ensure they were following the safety register; if they were not, they would be retrained or disciplined, depending on the severity of the situation. A Member queried whether the re-placement of bins on the pavement was assessed and confirmation was provided that this was part of the crew inspections but it was important to recognise this was just a spot check, it may be that the crew being inspected was replacing bins correctly but one around the corner was not – this was a problem for all partners but it was regularly communicated to crews to put bins back where they had got them from. The Ubico Director of Operations indicated that this could be monitored by the internal compliance team and he would be happy to look into this further.
- 25.6 With regard to Page No. 37, Paragraph 46 of the report, a Member noted that targets around fly-tipping and dead animal removals were being missed and she asked if there was a project plan for improvement and when it would be implemented. The Ubico Head of Operations explained that there had been a big change in the management structure within Ubico. This had included him moving to his current role which required him to assess each individual service and address the issues within those services; he had started with waste and recycling and moved on to grounds maintenance which was the current project underway. Fly-tipping and dead animal removal were part of that project but were difficult to tackle as reports were often vague in terms of location, for example, if there was a report of a dead fox on the A38 near Longford, the crew would drive up and down that road and may collect a dead fox but it might not be the one which had been reported. With in-cab technology, it would be possible to pinpoint the exact location so there should be an improvement in removal times when that was introduced. In

addition, this was a difficult service to recruit for due to the nature of the job so Ubico had been working closely with Tewkesbury Borough Council to promote fly-tipping prosecutions as this improved morale and made the crews feel valued. A Member queried whether the new technology would use 'What Three Words' and was advised this had been used for litter bins but would now move to GPS via satellite. The Member indicated that he had reported fly-tipping in his Ward in March/April which had still not been collected and the Head of Community Services undertook to discuss this with the Member following the meeting. He pointed out that, if fly-tipping was on private land, this would be the landowners' responsibility. Another Member noted that in-cab technology was not included on the list of Tewkesbury projects outlined at Page No. 58 of the report. The Ubico Director of Operations explained this was a Ubico-wide project which was why it had not been included but he recognised it was a significant project for Tewkesbury Borough Council and would include it in future.

- 25.7 A Member drew attention to Appendix 2 to the report in relation to grass cutting which did not have a title and asked who completed the table and whether it was a work programme or just used for complaints. In response, the Head of Community Services advised that Members had asked for information on grass cutting for several years and the table provided information on grounds maintenance inspections that had been carried out with the standard being aimed for set out at Page No. 63. The Member asked if it was possible to include this on the Council's website as it was something which members of the public regularly asked about and the Head of Community Services undertook to speak to IT to establish if there was a user-friendly way of putting this online. A Member raised concern that the notes within the table seemed to suggest there had been a problem with strimming and she asked if that was due to time or staffing levels. In response, the Ubico Head of Operations advised that the grounds maintenance team comprised 12 operatives and, unfortunately, it was not easy to replace any absences due to sickness or annual leave with agency staff due to the training and checks required to ensure they were proficient in using tools etc. This was something Ubico was striving to improve. A Member noted that Highgrove Park in Churchdown appeared several times within the table and he asked what was being done to ensure issues were dealt with after inspection. The Head of Community Services clarified that the report related to 2021/22 and there had already been significant improvements in respect of grass cutting since that time so he would be disappointed if the same issues appeared in the next report.
- 25.8 With regard to Page No. 48 of the report, a Member sought clarification on NI 191 – Residual household waste per head of population. The Head of Community Services advised that the kilograms of residual household waste per head of population had previously been monitored under NI 191 when the Council had been required to report on national indicators, similarly, NI 192 – the bottom graph on the same page – was the national indicator for household waste reused, recycled and composted. He accepted that this terminology was out of date and undertook to ensure it was changed going forward. In terms of the figures themselves, the Member queried whether these were accurate as the percentage reused, recycled and composted seemed to have decreased. The Ubico Head of Operations clarified these were monthly figures across the year so looked to be accurate and the Head of Community Services advised that there were seasonal variations – very few authorities had achieved the national target with some figures reduced by 30% so Tewkesbury Borough Council's performance continued to be very good. The Member asked whether any improvement could be made and the Head of Community Services provided assurance that attempts were always being made to increase recycling and there had been an increase compared to previous years. A Member raised concern that the figures within the report should be over the course of a year as opposed to monthly and was advised that the quarterly and end of year figures were reported in the performance tracker which gave a better overview. A

Member noted there was no mention as to the success of the small electrical equipment recycling scheme which had been introduced for kerbside collections and the Ubico Head of Operations undertook to provide exact figures but he believed in the region of 25 tonnes had been collected. He indicated that this would be included in future reports.

- 25.9 A Member queried whether carbon reduction ambitions would be reflected in fleet procurement and the Head of Community Services confirmed that would be a consideration and all options would be investigated. A Member felt it was important to consider carbon reduction as a whole – this was something he had raised previously in other forums and he pointed out that it would be necessary to factor in the carbon footprint of new vehicles at purchase and the savings, if any. The Head of Community Services agreed with this point. The Ubico Head of Operations advised that he was responsible for overseeing operations at Cheltenham Borough Council where an eco-driving trial was currently being undertaken – during the first five weeks there had been a 3.25 tonne reduction in carbon production by changing driver habits and it was intended to introduce this into the Tewkesbury Borough contract at some point.
- 25.10 In response to a concern regarding issues with bins which were the Parish Council responsibility, for instance, bins being left open and subsequently getting broken, the Ubico Head of Operations advised there had previously been an issue with a supervisor not passing on reports from crews; that particular supervisor was no longer working for Ubico and improvements were being seen at a Parish level as crews were going back to the same bins the following week and finding that the issues had been resolved. This was positive as crews felt it was worthwhile making the report. A Member queried what had been done about bins in inaccessible locations and was advised that Tewkesbury Borough Council had introduced a bin installation policy and a number of bins had now been identified and removed.
- 25.11 A Member questioned how often the Council reviewed what was being recycled given that new technologies were being introduced. He recognised that a lot of items indicated that they were recyclable but in practice could not be recycled locally. The Head of Community Services explained that Officers were in constant communication with the Materials Recovery Facility contractor as there needed to be a market for recycling; this was regularly reviewed and DEFRA was in the middle of a consultation on Extended Producer Responsibility etc. The Ubico Director of Operations explained that Gloucestershire as a whole was signing up to Waste Wizard which would provide a lot more local information about where to take items which could not be recycled at the kerbside – this was being led by Gloucestershire County Council and that information would be available on the County Council website, and linked to the other district council websites, before the end of the year. As well as Extended Producer Responsibility, the government would be introducing standardised labelling which would either say recyclable or non-recyclable based on a national system. A Member indicated that there was a lot of contamination within bins as people did not know where to put certain items, for instance, biodegradable nappies which were actually not biodegradable and ended up at the Energy from Waste plant. The Head of Community Services advised this was a national problem and it was important to note there was a difference between biodegradable and recyclable – biodegradable materials should be composted at home. A Member questioned why biodegradable items could not be put into the food waste or garden waste bins and was advised that was because that waste was turned into gas and there was a question mark over whether materials were truly biodegradable as food waste bags remained in compost heaps several years later.

- 25.12 The Ubico Head of Operations wished to highlight that Tewkesbury was the first contract to achieve 100% fleet compliance which was a significant achievement and meant that Ubico was working to the highest standard in terms of compliance. The Chair congratulated Ubico on behalf of the Committee and thanked the team for what was, overall, a very positive report. It was subsequently

RESOLVED That the Ubico report 2021/22 be **NOTED**.

OS.26 FINANCIAL OUTTURN REPORT 2021/22

- 26.1 Attention was drawn to the report of the Head of Finance and Asset Management, circulated at Pages No. 67-78, which provided financial information for 2021/22 which would usually be included in the performance report that had been considered by the Overview and Scrutiny Committee at its last meeting. Members were asked to consider the general fund outturn for 2021/22, the reserves position and the financing of the capital programme.
- 26.2 The Head of Finance and Asset Management advised that the quarter three outturn position was reported with an estimated year end surplus of £3.6m; this had increased by £600,000 with the final general revenue fund outturn position for the full year showing a £4.2m surplus. The table at Page No. 68, Paragraph 2.3 of the report summarised the service performance which had generated the reported surplus and a number of items showed significant variance against the budget. Employee costs showed a saving of £700,000 largely due to staff turnover and vacancies in a number of service groupings; payments to third parties was overspent by £280,000 which was mainly due to planning appeals and there were £300,000 of gross costs against various activities which were supported by external grant funding and shown as part of the surplus on income. In terms of offsetting the expenditure, there was a £215,000 saving on the Materials Recovery Facility (MRF) gate fee due to changing provider. COVID-19 expenditure amounted to £807,000 in total and the report included a breakdown as to where that had been spent. A line was included to highlight projects funded externally such as the Joint Core Strategy, Garden Town and Heritage Action Zone and this supplemented income by £1.6m, mainly through transport modelling for the Joint Core Strategy. Additional income of £1.4m had been generated during the year by service areas exceeding their budget, in particular, within Development Management, planning fees had exceeded budget by £434,000 and £277,000 grant funding had also been received for a range of activities including the planning application tracker. A full explanation of all variances exceeding £25,000 at a group subjective level was attached at Appendix A to the report.
- 26.3 In terms of corporate codes, the treasury outturn for 2021/22 was a £101,000 gain against budget as a result of increased investment income of £84,000 and savings of £17,000 on expected borrowing costs. With regard to commercial activity, the Council's property portfolio was performing well, although there had been a reduction in gross rental income circa £116,000 as a result of the re-letting of units at Clevedon at lower market rents and vacancies across the portfolio; however, all vacant units were now fully let and the commercial property reserve had been used to cover the shortfall. With regard to business rates, there was a surplus of £415,000 against budget. Members were advised that this was a volatile income stream – there was a gain of £290,000 from the Gloucestershire Business Rates Pool but there had also been a £2m refund to Virgin Media due to a reduction in rateable value. In terms of COVID funding, over £1m had been received in year - the Council had received a fifth tranche of general support funding totalling £424,927 in the first quarter and significant new burdens funding for its work on administering business grants, compensation for losses on sales, fees and charges and a direct allocation of Contain Outbreak Management Funding. Delivery of the budget in 2021/22 had required less use of reserves than envisaged as a number of

projects, such as the delivery of in-cab technology, had not moved forward in the financial year; however, the allocation for those projects would remain within the Council's earmarked reserves for draw down when they commenced. Overall, a £4.2m net underspend would go forward to support the Council's reserves, a breakdown of which was attached at Appendix B to the report.

- 26.4 Total revenue reserves of the Council stood at £29.55m as at the end of March 2022. Whilst £4.2m was transferred into the reserves from the general fund surplus, there was an overall decrease in revenue reserves of £2.06m as a result of expenditure against existing earmarked reserves in year. The general fund surplus allowed the Council to support a number of existing reserves as well as setting aside new reserves; two new reserves had been set aside this year for inflation – this had risen dramatically since the budget for the current year was set based on known costs in quarter three 2021/22 so a new reserve of £250,000 had been set aside to mitigate this – and the pay award – the current year budget included the assumption of a 2% pay award for 1 April 2022 but, given the current rates of inflation, the pay claim submitted by the Trade Unions which at the highest level totalled 11.1% and the impact of the projected rates for National Living Wage, a new reserve of £500,000 had been created. A lot of external funding had been received for specific projects and that had been set aside in ringfenced reserves which included transport modelling for the Joint Strategic Plan (JSP), homeless reduction, digitisation of the planning service, health-related projects and investigation of a development corporation for the Garden Town.
- 26.5 The Council's planned capital programme for 2021/22 was £3.9m but actual delivery had totalled £1.3m - £2.6m less than the budgeted amount. An underspend of £2.1m was reported against Council land and buildings which was due to delays with Ashchurch Bridge, mainly as a result of the High Court planning appeal, and there were savings in terms of the purchase of vehicles. The Council's Disabled Facilities Grant showed an overspend of £31,000; however, Members were informed that all expenditure was covered by capital grant funding from the government which was administered by the County Council. The summarised capital programme was shown at Appendix C to the report and the overall capital position as at year end was a balance of £1.54m.
- 26.6 A Member noted the reduction in business rates and raised concern about the refund to Virgin Media. He asked why lessons were not being learnt in that regard and whether this was there was still a risk of further reductions. The Head of Finance and Asset Management clarified that the Valuation Office Agency had agreed a reduction on one of two rates assessments so there was a further reduction in value following the significant reduction in 2013/14 – this dealt with all outstanding appeals; however, they could of course appeal again in future. Tewkesbury Borough Council had suggested to Government that, as Virgin Media was part of the national television network, it should be placed on the central list rather than local authorities which were disproportionately affected. The Government was considering some items being moved to the valuation list but this was one of many issues which needed to be considered and determined.
- 26.7 A Member drew attention to Page No. 75 of the report and asked what 'Projects Funded Externally' related to in respect of Development Services. The Head of Finance and Asset Management explained that £150,000 funding had been received from the Department for Levelling Up, Housing and Communities to support development of a planning application tracker; this was progressing well and was expected to be delivered in September. The Member noted that the total savings against 'Projects Funded Externally' was £1.4m and clarification was provided that the planning application tracker was one specific project and the total savings included a range of grants, the main one being £1m in relation to the transport strategy for the JSP. The Member went on to draw attention to Page No. 69 of the report which showed that the Council was only spending a third of what

had been budgeted and he asked why the savings were not passed on to Council taxpayers. In response, the Head of Finance and Asset Management advised the savings were from a number of sources, for instance, in relation to COVID or external funding from other sources which had not been budgeted for. The £4.2m savings would go into the Council's reserves, for instance the Medium Term Financial Strategy reserve which could be used to support the Council's financial needs going forward – there had already been 12 years of austerity and the continued reduction in government funding meant that the Council would face significant financial challenges so that money may be necessary to ensure services could continue to run at the current level; Should that not be the case, it could be used to fund other ambitions. In response to a query as to why savings were all included in the general fund as this may be making the picture look more positive than it actually was, Members were advised this was the only fund for in-year expenditure – whilst it was fantastic that the Council received that amount of money, a proportion was from external funding and there were limitations as to how that could be spent. Another Member noted that not all of the COVID-19 grant had been spent and she asked if it was intended to spend that during 2022/23. The Head of Finance and Asset Management explained this was un-ringfenced and had been offset against direct expenditure in-year – some committed expenditure had been carried over into the next year and the rest would be used as seen fit to support the reserves balance at year end; the vast majority was spent directly on COVID.

26.8 A Member noted the £700,000 underspend on staffing services and asked if consideration had been given to using agency staff in areas which appeared to be struggling, such as Planning. The Head of Finance and Asset Management advised that most services were on target and the Deputy Chief Executive and One Legal had contributed two thirds of the savings; however, part of the impact was not having staff to attract extra income so one had offset the other. Tewkesbury Borough Council was one of four partners in One Legal and there were a number of locums, contractors and agency staff within the team – and across the Council – due to a higher level of turnover than in previous years, partly due to COVID and lifestyle choices as well as rising competition in the private sector. Vacancies were being backfilled with temporary staff where necessary and recruiting permanently where that was possible. Consideration was being given to a range of options to ensure the Council had the staff required to deliver services. In response to a query regarding staffing in Planning, the Head of Finance and Asset Management explained that a service review was being undertaken currently with further support going into the team. A Member felt that consideration should be given to outsourcing and was informed there were now less outsourcing contractors available in local government so opportunities were less prevalent – the biggest one previously used by the Council was in Revenues and Benefits and was no longer in the market for a deal. Nevertheless, where opportunities were available, assurance was provided that these would continue to be explored and he pointed out that consideration was being given to bringing in extra resources for peak workloads in a number of departments, for instance, to do a specific task or to deal with a backlog.

26.9 Having considered the information provided, it was

RESOLVED That the financial outturn report 2021/22 be **NOTED**.

OS.27 CARBON REDUCTION ACTION PLAN

27.1 Attention was drawn to the report of the Head of Finance and Asset Management, circulated at Pages No. 79-103, which outlined the progress made during the second year of the Council's Carbon Reduction Action Plan and the recommended year three action plan. Members were asked to consider the report.

- 27.2 The Head of Finance and Asset Management advised that this was the second annual report on the Council's carbon reduction journey towards the 2030 target. Appendix A to the report provided the detail of the progress made over the last 12 months and gave an update on the baseline emissions and activity for year two. In terms of highlights, a lot of work had been done around funding and the Council had given generously to support the ambitions with a £100,000 delivery fund from its reserves as well as a contribution of £447,200 to support delivery of the solar canopy in the car park and ongoing funding to support the new Carbon Reduction Programme Officer post; the Officer had been in post since February and was delivering a number of actions. Members were informed that construction of the solar canopy was complete and sign-off was awaited from the Distribution Network Operators (DNO). As well as the achievements, there had been a lot of frustration with significant resource dedicated to an ultimately unsuccessful attempt to secure external funding for the replacement of the Council's heating system. Having secured funding in year one, the tender for its delivery in year two had seen a significant increase in cost of installation which resulted in funding being withdrawn. The team had then taken the opportunity to bid for further external funding which had required a lot of work within a short space of time and, although the bid was technically sound and had passed the assessment criteria, the fund had run out of money so could not make an award to the Council. This project remained a key target and it was hoped that a further round of Public Sector Decarbonisation Funding (PSDS) funding would be announced in due course so an early bid could be made using all of the information gathered in previous rounds.
- 27.3 In terms of the annual emissions report, there was a significant reduction of 538 tonnes (33.5%) against the 2019 baseline; however, it was important to remember the impact of COVID on working practices and energy demand during the timeframe and that the quality of data supplied by outside bodies was not as expected and needed to be checked for accuracy. There was effectively a new baseline for 2021 with just over 1,000 tonnes of carbon to be eliminated or offset over the next eight years. The action plan for the next 12 months included a number of activities such as branding, communication and training for Officers and Members as well as rollout of electric vehicle charging points, provision of a fully electric vehicle fleet and decarbonisation of the domestic property portfolio. The action plan also started to consider the strategies that would be required to deal with the Ubico fleet which represented 44% of the remaining emissions – this was a significant challenge and would take considerable commitment and resources to resolve by 2030. It was noted that the year three action plan would be reviewed if there was a successful bid for funding to replace the heating system at the Council Offices given the level of resources that would be required to deliver the project.
- 27.4 A Member expressed the view that, whilst it was clear Officers were doing a fantastic job, it was necessary to look at the whole carbon footprint rather than just the end result – this was something he had raised before. For example, in terms of the vehicle fleet, if this was replaced with electric it would not reduce the overall carbon footprint if the carbon cost of producing those vehicles was taken into account. The Head of Finance and Asset Management provided assurance that, although it was difficult to calculate, it was very much part of the plan to include this information in reports going forward. The Carbon Reduction Programme Officer advised that Officers would be looking at all of the materials which had gone into the solar canopy build in order to understand its carbon footprint and how long it would take to pay back. It was a complex area and training, which would be rolled out to in due course, would help Members to have those sort of discussions when decisions were being made. The Member indicated that, with regard to the vehicle fleet, technology was continually evolving e.g. hydrogen, biofuel etc. but the carbon footprint to produce those vehicles was getting bigger so, in his view, it may be more beneficial to retain the existing fleet for a longer period as it could be an easier decision to take in a few years when technology would have moved on even further.

27.5 Another Member noted that the feed-in tariff for solar panels was no longer as good as it had once been and he asked if consideration had been given to energy storage. The Head of Finance and Asset Management advised that, in terms of the solar canopy, the option of using batteries to store excess energy produced had been investigated but was not financially viable and it was found it would be better to export it to the Leisure Centre where there was a demand. He confirmed that the expectation was that the Council and the Leisure Centre would use all of the energy produced by the solar canopy.

27.6 A Member drew attention to Page No. 103, Action 18 in relation to maintaining and improving carbon reporting. She felt that the Council had done a brilliant job of reducing its carbon footprint but she raised concern there was no real sense of how much had actually been achieved in terms of the reduction over the 10 year period to 2030. She was pleased a metric was being developed in the next year and she asked if Members would have any input into what that would look like. The Head of Finance and Asset Management explained that the 2019 baseline established that the Council's carbon output was 1,600 tonnes and that had been reduced to just over 1,000 tonnes so although, it had come a long way, there was still much to be done to offset that. Officers had tried to include high-level detail within the report as the calculations were significant and involved a lot of spreadsheets; however, he was happy to share these if Members wished. In terms of improvement, it was intended to ensure that information was captured on a regular basis and that reporting and targets were consistent across Gloucestershire as there was currently no definitive format. The Member explained she was looking for less, rather than more, detail and favoured high-level simplicity. In response, the Head of Finance and Asset Management undertook to ensure more summary charts were included going forward. The Member went on to draw attention to Action 20 which was to support tree planting, tree protection and bio-diversity and indicated that, when the tree planting proposal had been put to the Climate Change and Flood Risk Management Group, she had understood that a tree planting strategy was being developed for 2023 so she asked what had happened to that. The Head of Finance and Asset Management explained that the Council had a Tree Management Strategy for its existing trees which included replacement of trees and that was in place currently. There was no plan for a tree planting strategy to come forward but the Borough Council would support the County Council with its ambitions and, where new trees could be accommodated, that was something Officers would look to do. The Member indicated that a tree planting strategy had been mentioned and she asked what the Borough Council's ambitions were in that regard. The Head of Finance and Asset Management undertook to discuss this with the Asset Manager following the meeting.

27.7 It was

RESOLVED That the progress achieved in year two of the Council's Carbon Reduction Action Plan, and the recommended year three action plan, be **NOTED**.

OS.28 ANNUAL WORKFORCE DEVELOPMENT STRATEGY REVIEW

28.1 The report of the Head of Corporate Services, circulated at Pages No. 104-127, set out the progress made against delivery of the Workforce Development Strategy. Members were asked to consider the report.

28.2 The HR and OD Manager advised that an update on the progress made against the 2021/22 actions and the proposed actions for 2022/23 were attached at Appendix 1 to the report. The main points to note were set out at Page No. 105, Paragraph 3.1 of the report, and particular reference was made to the introduction of the new Eploy system; development of systems to allow reporting on equalities data; and the COVID-19 response in terms of development and adjustment of policies, provision

of new training and welfare support for staff. Appendix 2 to the report set out the key performance measures outturn and attention was drawn to Page No. 116 which showed voluntary staff turnover was up to 14.5% from 6%; whilst a third of this was attributed to retirement, which was in line with other organisations, there was still a considerable amount which was unrelated to that. Alongside this, the Council continued to struggle to recruit to senior management roles. The HR and OD Manager advised there was a plan to address this - pay was one of the most frequently cited reasons for leaving during exit interviews and review of job evaluation processes and pay structures was planned during 2022/23 along with a further action around developing a strategy for recruitment management and retention.

- 28.3 A Member expressed the view that any changes to the pay structure needed to be carefully considered and suggested that other incentives should be explored. He pointed out that the local government pension scheme used to be a significant draw but that was no longer as enticing as it had once been. He asked whether staff who undertook training as part of their employment with the authority were required to stay for a period of time following completion – the Council was often used as a training ground to gain experience and qualifications before progressing to more senior roles in the private sector. In response, the HR and OD Manager confirmed there was a training agreement in place for that reason. Whilst she agreed it was necessary to look at the whole picture, with turnover as high as it was currently and with pay being cited so frequently as a reason for leaving, that was something which needed to be addressed and there was a balance to be struck with development opportunities and career pathways. A Member welcomed the Council's commitment to apprenticeships and indicated that he was aware of apprentices within the IT department but asked if there were opportunities in planning. In response, the HR and OD Manager advised there were now professional planning apprenticeships up to level four and level six/seven; however, there were not a lot of universities offering those currently and conversations were taking place with universities to identify what would best suit the Council's needs. The Member recognised there was a national issue with planning recruitment and he asked whether there were any national schemes which would assist with bringing people into local government, for instance, where they were placed with different authorities at different times. Members were informed there were schemes supported by the Local Government Association more broadly and that would be considered when looking at the wider strategic approach. A Member asked whether contractors and sub-contractors were being considered and the HR and OD Manager confirmed that everything was in scope and all options were on the table.

- 28.4 It was

RESOLVED That the annual Workforce Development Strategy review be
NOTED.

OS.29 REVIEW OF CAPABILITY POLICY

- 29.1 The report of the Head of Corporate Services, circulated at Pages No. 128-131, provided Terms of Reference for a review of the Capability Policy. Members were asked to approve the Terms of Reference as set out at Appendix 1 to the report.
- 29.2 The Head of Corporate Services advised that an annual report on policies and strategies due for review during 2022/23 was presented at the last Overview and Scrutiny Committee and Members had identified the Capability Policy for review by the Committee prior to consideration by the Executive Committee. Terms of Reference had been drafted for the review and were attached at Appendix 1 to the report. Due to the nature of the policy, a Task and Finish Working Group was not considered appropriate and it was instead proposed to conduct the review via a single workshop in August where Members would be given an overview of the

policy, the proposed changes and would have an opportunity to ask questions. Following consultation, the revised policy would be then be taken to Overview and Scrutiny Committee on 11 October 2022 and to Executive Committee for approval on 16 November 2022.

- 29.3 A Member indicated that August may not be the best time to hold the workshop given that it was traditionally a holiday period and the Head of Corporate Services advised that if an appropriate date could not be identified during August, the workshop, and subsequent dates in the timeline, would be pushed back. Accordingly, it was

RESOLVED That the Terms of Reference for the review of the Capability Policy be **APPROVED** as set out at Appendix1 to the report.

OS.30 GLOUCESTERSHIRE HEALTH OVERVIEW AND SCRUTINY COMMITTEE UPDATE

- 30.1 The Chair indicated that the Gloucestershire Health Overview and Scrutiny Committee had met earlier that day so the Council's representative had not had time to produce a written report as usual; however, she would give a brief verbal update of the salient points and the written report would be circulated by email following the meeting.
- 30.2 The Council's representative on the Gloucestershire Health Overview and Scrutiny Committee advised that an introduction had been provided on the Gloucestershire Integrated Care System which had been established on 1 July 2022. This replaced the Gloucestershire Clinical Commissioning Group and would be responsible for overseeing the day-to-day running of local NHS health and care services. The Committee had also received an update on local screening and immunisation services and had been advised that uptake within the county was thought to be good at 75% of the population. The South West Dental Commissioning Team had provided an update on NHS dentistry as there had been a 21.55% decrease in the number of patients being able to access NHS dental services. NHS dentistry was priced in units of activity and contracts and pricing was determined nationally. It was up to practices to decide if they wanted to provide NHS dentistry and a lot had opted not to due to the process being too complicated. This was a significant national problem, particularly as a lot of practices had closed during the pandemic and chosen not to reopen. It was reported that Gloucestershire had a shortage of 31 dentists and work was being done to attract students from the two dentistry schools in the south-west at Bristol and Plymouth. The Committee had also received an update from the South West Ambulance Service Foundation Trust and it was noted that the service covered a population of 5.5 million in the south-west with 23 million visitors, mainly during the summer. The key issues highlighted were the intense sustained pressure which meant that performance had not returned to pre-pandemic figures; difficulties with provision of the service commissioned; and massive handover delays at general hospitals - the service had lost 10,000 hours in handovers last week compared to an average of 350 hours in a previous year, 10% of which was attributed to hospitals in Gloucestershire. Hospital Liaison Officers had been appointed to speed up the process with extra triage staff to answer phone calls and signpost to other services where possible. In Gloucestershire, 37% had been redirected to other services.
- 30.3 A Member asked if it was intended to bring in more NHS dentists as minor issues could become more serious if left unseen, for instance, a sore throat could turn into an abscess, then septicaemia and a visit to Accident and Emergency which could have been avoided. The Council representative on the Gloucestershire Health and Care Overview and Scrutiny Committee confirmed that was exactly what was trying to be achieved. The Member went on to ask questions about the contracting arrangements and the Chair indicated that it may be more beneficial to wait for the

full written update and then direct any further questions to the Council's representative at that point. The Council's representative advised that the Health and Care Overview and Scrutiny Committee would be taking a more in-depth look at dentistry over the coming months so there would be more information in due course.

30.4 It was

RESOLVED That the verbal update from the Council's representative on the Gloucestershire Health Overview and Scrutiny Committee on matters discussed at its last meeting be **NOTED**.

OS.31 SEPARATE BUSINESS

31.1 The Chair proposed and it was

RESOLVED That, under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely discussion of exempt information as defined in Part 1 of Schedule 12A of the Act.

OS.32 TRADE WASTE PROJECT UPDATE

(Exempt – Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 – Information relating to the financial or business affairs of any particular person (including the authority holding that information))

32.1 Members considered an update on the progress made in relation to the trade waste project and the next steps.

The meeting closed at 7:48 pm

EXECUTIVE COMMITTEE FORWARD PLAN 2022/23

REGULAR ITEM:

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

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| Deletions from 31 August 2022 |
| <ul style="list-style-type: none"> • Confidential Item: Irrecoverable Debts Write-Off Report – none to report. |

| 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. | |
| Homelessness Prevention Grant Funding Spending Plan | To approve the spending plan for the Homelessness Prevention Grant funding. | Housing Services Manager. | Yes – from August to enable further input. |
| Equalities and Diversity Policy. | To approve the Equalities and Diversity Policy. | Head of Corporate Services. | Yes – from 6 July 2022. |
| Housing and Homelessness Strategy Action Plan. | To approve the Housing and Homelessness Strategy Action Plan. | Housing Services Manager. | No. |
| Licensing Services Review and Restructure. | To approve the new licensing service structure and associated use of funds. | Head of Community Services. | No. |
| JSP Programme Management | To approve the extension of contract of consultancy support for the project management of the Joint Strategic Plan. | Head of Development Services | No |

20

Agenda Item 5

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. |
| Review of Capability Policy. | To approve the Capability Policy. | HR and OD Manager. | No. |
| First Floor Refurbishment Project. | To approve the First Floor Refurbishment Project. | Head of Finance and Asset Management. | No. |
| Car Parking Strategy. | To approve the Car Parking Strategy. | Head of Development Services. | Yes – delayed from October to allow time for it to go to Overview and Scrutiny Committee. |
| Empty Homes Strategy. | To approve the Empty Homes Strategy. | Head of Community Services. | No. |
| M5 J10 Development Consent Order. | To receive an update on the M5 J10 Development Consent Order process. | Head of Development Services | No |
| Infrastructure Funding Statement 2022, CIL and S106 reports on the financial year 2021/22 and the Infrastructure List | To consider and make a recommendation to Council. | Community Infrastructure Levy Manager. | No. |

21

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 |
|--|--|---|---|
| CIL Review of Charging Schedule(s) with the new 'draft' Charging Schedule submitted for approval to go out to formal public consultation. | To consider and make a recommendation to Council. | Community Infrastructure Levy Manager. | 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. |
| Economic Development and Tourism Strategy. | To approve the Economic Development and Tourism Strategy. | Community and Economic Development Manager. | No. |
| ICT Strategy. | To approve the ICT Strategy. | ICT Operations Manager. | No. |
| Data Protection Policy. | To approve the Data Protection Policy. | | No. |
| Risk Management Strategy. | To approve the Risk Management Strategy. | | No. |
| Joining Project Solace. | To approve a one year pilot of Project Solace, an antisocial behaviour partnership with Gloucestershire Police. | Head of Community Services. | 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. |
| To approve the ‘Health in All Policies’ policy. | To approve a policy to better consider the Council’s approach to health and wellbeing in the community. | Head of Community 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 |
| Asset Management Strategy. | To approve the Asset Management Strategy. | Head of Finance and Asset Management. | Yes – from 1 June 2022. |
| Asset Management Strategy. | To approve the Asset Management Strategy. | Asset Manager. | No. |
| Waste Services Fleet Procurement. | To approve the procurement of the waste services vehicle fleet. | Head of Community Services. | No. |

| 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. |
| Volunteering Policy. | To approve the Volunteering Policy. | HR and OD Manager. | No. |

2022/23 Items

| Committee Date: June 2023 | | | |
|---------------------------------------|--|-----------------------|---|
| Agenda Item | Overview of Agenda Item | Lead Officer | Has agenda item previously been deferred? Details and date of deferment required |
| Planned Maintenance Programme. | To approve the Planned Maintenance Programme. | Asset Manager. | No. |

PENDING ITEMS

| Agenda Item | Overview of Agenda Item | Lead Officer | Date Item Added to Pending |
|--|---|---------------------------------------|--|
| Community Infrastructure Levy Review – New Draft Charging Schedule. | To recommend to Council for approval. | Head of Development Services. | January 2022. |
| Spring Gardens Regeneration Phase 1a report. | To agree the recommendation of the preferred option for the regeneration of Spring Gardens. | Head of Finance and Asset Management. | 4 September 2019. |
| Capital Funding for Additional Waste Vehicle. | To receive a report following exploration of the mechanism for requesting additional capital funding for an additional waste vehicle, and for adding the provision of a new waste collection depot to the Infrastructure List to enable Community Infrastructure Levy funding to be used. | Head of Community Services. | Request by Overview and Scrutiny Committee April 2022. |
| Economic Development and Tourism Strategy. | To approve the Strategy. | Head of Development Services. | 9 May 2022 |
| Council Tax, Business Rates and Housing Benefits Overpayments Debt Recovery Policy | To approve the Council Tax, Business Rates and Housing Benefits Overpayments Debt Recovery Policy. | Head of Corporate Services. | 21 June 2022 |

27

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).

| |
|---|
| <p><u>Additions to 6 September 2022</u></p> <ul style="list-style-type: none"> • <p><u>Deletions from 6 September 2022</u></p> <ul style="list-style-type: none"> • Parking Strategy Review – Moved to 11 October 2022 due to lack of Officer resources and other priorities. |
|---|

| 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 |
| Housing and Homelessness Strategy | To monitor delivery of the actions in relation to the Housing and Homelessness Strategy. | Head of Community Services | No. Moved to 22 November 2022 as the action plan requires approval from Executive Committee at its meeting on 5 October 2022 prior to monitoring by O&S. |
| Parking Strategy Review | To endorse the findings of the Parking Strategy Review and approve the draft strategy for public consultation. | Head of Finance and Asset Management | Yes – deferred from 7 June 2022 due to lack of Officer resources and other priorities. |
| Review of Capability Policy | To endorse the revised Capability Policy and recommend it to the Executive Committee for approval. | Head of Corporate Services | No - Terms of Reference for the review of the Capability Policy agreed on 12 July 2022. |

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. |
| 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 |
| Housing and Homelessness Strategy | To monitor delivery of the actions in relation to the Housing and Homelessness Strategy. | Head of Community Services | Yes – deferred from 11 October 2022 as the action plan requires approval from Executive Committee at its meeting on 5 October 2022. |
| 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 11 October 2022 due to lack of Officer resources and other priorities which led to a delay in commencing the consultation. Yes – moved to 10 January 2022 due to delay in commencing the consultation. |
| 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 (six monthly). | Head of Corporate Services. | No. |

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 |
|---|---|---------------------|---|
| 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. |
| 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 | Yes – deferred from 7 June 2022 as joint commissioning is no longer taking place and will now be solely delivered by Tewkesbury Borough Council. |
| 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 22 November due to delay in commencing the consultation. |
| 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 |
|--|--|----------------------------|---|
| Community Services Improvement Review | To consider the progress made against the Community Services Improvement Plan. | Head of Community Services | No. |
| Gloucestershire Economic Growth Scrutiny Committee Update | To receive an update from the Council's representative on matters considered at the last meeting (18 January 2023). | N/A | |
| Gloucestershire Police and Crime Panel Update | To receive an update from the Council's representative on matters considered at the last meeting (3 February 2023). | N/A | No. |

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. |
| Gloucestershire Police and Crime Panel Update | To receive an update from the Council's representative on matters considered at the last meeting (24 March 2023). | N/A | No. |
| Gloucestershire Economic Growth Scrutiny Committee Update | To receive an update from the Council's representative on matters considered at the last meeting (30 March 2023). | N/A | |

| PENDING ITEMS | | |
|---|--|-----------------------------------|
| Agenda Item | Overview of Agenda Item | Date Item Added to Pending |
| 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 |
| Scrutiny of Relationship between the Council and Community Policing | Follow-up from the update on local policing arrangements – as agreed at the O&S meeting on 7 June 2022. Mutually convenient time to be agreed with the Police once the new Chief Inspector has had time to settle into the post. | 7 June 2022 |
| Community Safety/Aston Project Presentation | To evaluate whether it is delivering against its Terms of Reference - agreed at the O&S meeting on 7 June 2022 | 7 June 2022 |
| Places Leisure Presentation | To understand how it is recovering from the pandemic – agreed at the O&S meeting on 7 June. | 7 June 2022 |
| Gloucestershire Rural Community Council | Remit to be agreed with the Community and Economic Development Manager - agreed at the O&S meeting on 7 June. | 7 June 2022 |
| Fit for the Future 2 Outcome Report | To receive a presentation from NHS Gloucestershire on the outcome report arising from the Fit for the Future 2 engagement. | 12 July 2022 |

Overview and Scrutiny Committee – 22 October 2019 – 7 June 2022

38

| COMMITTEE DATE: 22 October 2019 | | | | | |
|---------------------------------|-----------------------------|---|--|----------------------------|--|
| AGENDA ITEM | TITLE | ACTION | COMMENTS | CONTACT OFFICER | ACTION COMPLETE Yes / No <small>(IF NO MUST INCLUDE TARGET DATE)</small> |
| 10. | Warm and Well Scheme Update | <ul style="list-style-type: none"> Warm and Well Scheme to be included on Ariel the agenda for the next Town and Parish Council seminar. | A publication will be added into the next Town and Parish Newsletter which is scheduled to take place in October. The next available Town and Parish Council Seminar is a special Planning seminar and so the Warm and Well Scheme will be included in the following meeting in March/ April 2023. The scheme will however be promoted throughout autumn and the winter. | Head of Community Services | No Target date: September 2022 April 2023 |

| COMMITTEE DATE: 14 July 2020 | | | | | |
|------------------------------|--|---|---|------------------------------------|---|
| AGENDA ITEM | TITLE | ACTION | COMMENTS | CONTACT OFFICER | ACTION COMPLETE Yes / No <small>(IF NO MUST INCLUDE TARGET DATE)</small> |
| 5. | Performance Management – Quarter 4 and Full Year 2019/20 | <ul style="list-style-type: none"> P31 - Objective 4 – Action b) Disposal of the Ministry of Agriculture, Food and Fisheries (MAFF) site – | It has been identified that an overarching long term vision and strategy for 'Tewkesbury' is required before decisions on | Head of Finance & Asset Management | Yes Target date: March 2023 |

Overview and Scrutiny Committee – 22 October 2019 – 7 June 2022

39

| COMMITTEE DATE: 14 July 2020 | | | | | |
|------------------------------|---|---|---|------------------------------|--|
| AGENDA ITEM | TITLE | ACTION | COMMENTS | CONTACT OFFICER | ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE) |
| | | <ul style="list-style-type: none"> – Realistic target date for action to be included in new performance tracker (October 2020 set before Officers fully understood impact of Covid-19 on resources). | individual sites can be made. As reported within the performance tracker the regeneration of Tewkesbury is a new council plan action. The project is currently being scoped. Delivery of this action can therefore be monitored through the tracker rather than duplicating through this action list. | | |
| 8. | Council Plan Performance Tracker and COVID-19 Recovery Tracker – Quarter Four 2020/21 | Consideration to be given to arranging a Member seminar on housing design. | Officers will be arranging a seminar for Members on the Government's Housing Design Guide. Date still to be arranged but aiming to be completed by the end of September 2022. | Head of Development Services | No Target date- end of September 2022 |

Overview and Scrutiny Committee – 22 October 2019 – 7 June 2022

| COMMITTEE DATE: 11 January 2022 | | | | | |
|---------------------------------|--|---|--|------------------------------|--|
| AGENDA ITEM | TITLE | ACTION | COMMENTS | CONTACT OFFICER | ACTION COMPLETE Yes / No <small>(IF NO MUST INCLUDE TARGET DATE)</small> |
| 7. | Council Plan Performance Tracker and COVID-19 Recovery Tracker – Quarter Two 2021/22 | P106 – Objective 3 – Action a) Take a robust approach towards fly-tipping and other enviro-crimes – Members to be advised whether the Public Space Protection Order (PSPO) public consultation had commenced and, if so, the relevant link should be circulated to all Members. | Consultation on the PSPO for Dog Control is complete and a report will be brought to Executive Committee in August 2022. | Environmental Health Manager | Yes |
| | | P109 – KPI 38 – Number of reported enviro-crimes – <ul style="list-style-type: none"> Members to be provided with detailed figures in relation to enviro-crimes as the report stated there had been a 30% reduction in fly-tipping but this was contradicted by the budget report (Appendix 2) which stated there had been a significant increase in fly-tipping with Ubico predicting an £11,000 overspend. | There will always be a difference between the number of fly tips reported and the cost of fly tipping cleared by Ubico as not all fly tips reported are on land that Ubico would clear. Further detailed work will be done on this with Ubico and the results brought back to the committee. | Head of Community Services | No Target date: Jan 2023 |

40

Overview and Scrutiny Committee – 22 October 2019 – 7 June 2022

| COMMITTEE DATE: 11 January 2022 | | | | | |
|---------------------------------|-------|--|--|----------------------------|--|
| AGENDA ITEM | TITLE | ACTION | COMMENTS | CONTACT OFFICER | ACTION COMPLETE Yes / No <small>(IF NO MUST INCLUDE TARGET DATE)</small> |
| | | <ul style="list-style-type: none"> Members to be provided with information on the costs of cleaning-up various enviro-crimes. | It is difficult to tease out the overall costs for the various enviro crimes and further detailed work will need to be carried out with Ubico to bring back to this committee. | Head of Community Services | No Target date: June 2022 January 2023 |

| COMMITTEE DATE: 8 February 2022 | | | | | |
|---------------------------------|---|--|--|-----------------|--|
| AGENDA ITEM | TITLE | ACTION | COMMENTS | CONTACT OFFICER | ACTION COMPLETE Yes / No <small>(IF NO MUST INCLUDE TARGET DATE)</small> |
| 7. | Gloucestershire Police and Crime Panel Update | Comments to be fed back to the Police and Crime Commissioner: <ul style="list-style-type: none"> Reporting of anti-social behaviour incidents - Residents had indicated that incidents did not warrant a call to 999 but it | Member Services Officer emailed Councillor Gray in May. Awaiting response. | Cllr David Gray | No |

41

Overview and Scrutiny Committee – 22 October 2019 – 7 June 2022

| COMMITTEE DATE: 8 February 2022 | | | | | |
|---------------------------------|---|--|---|--------------------------|--|
| AGENDA ITEM | TITLE | ACTION | COMMENTS | CONTACT OFFICER | ACTION COMPLETE Yes / No <small>(IF NO MUST INCLUDE TARGET DATE)</small> |
| | | <p>was taking too long to get through to 111 and the online form was too complicated with too much personal information and detail required.</p> <ul style="list-style-type: none"> Concern raised about the lack of quantitative targets for reducing crime to assess the Police and Crime Commissioner’s performance – importance of metrics. | | | |
| 11. | Housing and Homelessness Strategy 2022-26 | Members to be advised how many of the 1,814 people on the housing register in September 2021 had been rehoused. | Since 1st September 2021 there have been 274 lettings for properties in our area. 243 of the applicants that were registered in Sept 21 have now been rehoused. | Housing Services Manager | Yes |

42

Overview and Scrutiny Committee – 22 October 2019 – 7 June 2022

43

| COMMITTEE DATE: 8 March 2022 | | | | | |
|------------------------------|--|--|--|------------------------------|--|
| AGENDA ITEM | TITLE | ACTION | COMMENTS | CONTACT OFFICER | ACTION COMPLETE Yes / No <small>(IF NO MUST INCLUDE TARGET DATE)</small> |
| 6. | Overview and Scrutiny Committee Work Programme 2021/22 and Action List | P24 – Agenda Item 8 - Council Plan Performance Tracker and COVID-19 Recovery Tracker – Quarter Four 2020/21 – Concern raised that no date had been set for the training session on the government’s housing design guide almost a year on. | Officers will be arranging a training session for Members on the Government’s Housing Design Guide. Date still to be arranged but aiming to be completed by the end of September 2022. | Head of Development Services | No Target date: End of September 2022. |

| COMMITTEE DATE: 7 June 2022 | | | | | |
|-----------------------------|----------------------------------|--|--|--|--|
| AGENDA ITEM | TITLE | ACTION | COMMENTS | CONTACT OFFICER | ACTION COMPLETE Yes/No <small>(IF NO MUST INCLUDE TARGET DATE)</small> |
| 5. | Executive Committee Forward Plan | Relevant items within service plans endorsed by the Executive Committee on 1 June 2022 to be identified for inclusion in the Forward Plan. | Executive Committee forward plan has been updated. | Head of Corporate Services / Member Services Officer | Yes |

Overview and Scrutiny Committee – 22 October 2019 – 7 June 2022

| COMMITTEE DATE: 7 June 2022 | | | | | |
|-----------------------------|--|---|---|------------------------------|--|
| AGENDA ITEM | TITLE | ACTION | COMMENTS | CONTACT OFFICER | ACTION COMPLETE Yes/No <small>(IF NO MUST INCLUDE TARGET DATE)</small> |
| 6. | Overview and Scrutiny Committee Work Programme 2022/23 and Action List | Pending Item – Use of Mobile Surveillance Equipment for Fly-Tipping Investigations – Members to be emailed when the cameras have been purchased so they have an opportunity to put forward suggestions for locations in fly-tipping hotspots. | Cameras have been purchased and the placing of the cameras will initially be intelligence led i.e. areas that we know are hot spots for fly tips etc. The EH Manager will report back on the pilot following a full 6 months use of the cameras. | Environmental Health Manager | No March 2023 |
| | | Action List – 11 January 2022 – P36 – Council Plan Performance Tracker and COVID-19 Recovery Tracker Quarter Two 2021/22 – KPI 38 – Number of reported enviro-crimes – Noted that the target date for providing information on the costs of cleaning up various enviro-crimes was June 2022 and the Environmental Health Manager undertook to speak to the Head of Community Services about making this a | There will always be a difference between the number of fly tips reported and the cost of fly tipping cleared by Ubico as not all fly tips reported are on land that Ubico would clear. Further detailed work will be done on this with Ubico and the | Head of Community Services. | No Target date: Jan 2023 |

Overview and Scrutiny Committee – 22 October 2019 – 7 June 2022

45

| COMMITTEE DATE: 7 June 2022 | | | | | |
|-----------------------------|---------------------------------------|--|--|---|-----|
| | | priority to ensure it was available within the next couple of weeks. | results brought back to the committee. | | |
| | | Action List – 8 February 2022 - P38 – Agenda Item – Housing and Homelessness Strategy 2022-26 – A Member did not feel this question had been fully answered by the commentary provided which stated that there had been 274 lettings for properties in the area, of which, 243 had been allocated to applicants who had registered before 1 September 2021 so he asked for clarification on how many of the 1,814 were included in the lettings figures. | See comment above. | Head of Community Services / Housing Services Manager | Yes |
| 7. | Update on Local Policing Arrangements | Consideration to be given as to the best way to update the wider membership on the appointment of the new Chief Inspector for Tewkesbury e.g. Member briefing, Member Update etc. | This will be circulated via a member update. | Member Services Officer | Yes |
| | | Further scrutiny of the relationship between the Borough Council and community policing to be added to the Work Programme. Members to be provided with a list of all the existing links between the Police and the authority when the next piece of scrutiny work came forward. | A mutually convenient time to be agreed with the Police once the new Chief Inspector has been in post for a few months – added to pending items in Work Programme. | Member Services Officer | Yes |

Overview and Scrutiny Committee – 22 October 2019 – 7 June 2022

| COMMITTEE DATE: 7 June 2022 | | | | | |
|-----------------------------|---|--|--|--|--------------------------------------|
| | | Information to be provided by the Police in relation to Police Community Support Officer recruitment, Community Speedwatch, Neighbourhood Watch etc. for Members to pass on to Parish and Town Councils. | This will be circulated via a members update once the information has been received by the Police. Information was requested in August 2022. | Member Services Officer | No. Target date: November 2022 |
| 46 | 8. Council Plan Performance Tracker and COVID-19 Recovery Tracker – Quarter Four 2021/22 | P67 – KPI 7 – Number of visitors entering the Growth Hub – Consideration to be given as to whether this KPI remains an appropriate way to measure the performance of the Growth Hub given that ways of working have changed since the pandemic with more people working from home etc. and therefore reduced footfall. | Following the relaxation of Covid restrictions and the guidance for people to work from home - the visitor numbers to the hub continue to increase each quarter. This KPI will be monitored over the coming year, when consideration will be given to if a change is required. | Community and Economic Development Manager | Yes |
| | | P79 – KPI 17 – Percentage of minor applications determined within eight weeks or alternative period agreed with the applicant – Website to be updated to give an indication of current timescales for determination of applications. | The website has been updated to advise customers we are experiencing delays at this moment in time. | Head of Development Services | Yes |

Overview and Scrutiny Committee – 22 October 2019 – 7 June 2022

| COMMITTEE DATE: 7 June 2022 | | | | | |
|-----------------------------|---|---|--|-------------------------|--|
| AGENDA ITEM | TITLE | ACTION | COMMENTS | CONTACT OFFICER | ACTION COMPLETE Yes/No <small>(IF NO MUST INCLUDE TARGET DATE)</small> |
| 9. | Corporate Policies and Strategies | Terms of Reference for Overview and Scrutiny Committee reviews of the Economic Development and Tourism Strategy and the Capability Procedure be brought to the Committee for approval at its meeting on 6 September 2022. | Added to Work Programme. | Member Services Officer | Yes |
| 10. | Potential Presentations from External Organisations | Agreed to invite the following organisations to future meetings of the Committee: | | | |
| | | - Community Safety Partnership/Aston Project – to evaluate whether it is delivering against its Terms of Reference. | Added as a pending item within the O&S work programme. Agenda date to be agreed. | Member Services Officer | Yes |
| | | - Places Leisure – to understand how it is recovering from the pandemic. | See above | Member Services Officer | Yes |
| | | - Gloucestershire Rural Community Council – remit to be agreed with the Community and Economic Development Manager. | See above | Member Services Officer | Yes |

47

TEWKESBURY BOROUGH COUNCIL

| | |
|----------------------------------|---|
| Report to: | Overview and Scrutiny Committee |
| Date of Meeting: | 6 September 2022 |
| Subject: | Council Plan Performance Tracker 2022/23 (Qtr1) |
| Report of: | Head of Corporate Services |
| Head of Service/Director: | Head of Corporate Services |
| Lead Member: | Leader of the Council |
| Number of Appendices: | 4 |

Executive Summary:

The Council Plan (2020-24) was approved by Council on 28 January 2020. The approved plan included four existing priorities - finance and resources, economic growth, housing and communities and customer first - plus the approval of two new priorities - garden communities and sustainable environment. Supporting the priorities is a set of objectives and actions. Progress in delivering the objectives and actions are reported through a Council Plan Performance Tracker (Appendix 1). The tracker is a combined document which also includes a set of Key Performance Indicators. As in previous years, to ensure the plan remains a 'live' document, all actions are reviewed annually and, where appropriate, they are refreshed. The refreshed plan was approved by Council on 26 July 2022.

Given the unprecedented challenge and impact on the Council's services and its residents, communities and business by the Coronavirus pandemic a Corporate COVID-19 Recovery Plan was approved by Executive Committee on 5 August 2020. This plan was developed around the principles, framework and governance arrangements adopted in relation to the 2020 – 2024 Council Plan. Throughout 2021/22 many actions were achieved and reported through a separate COVID-19 performance tracker. Any outstanding actions from the COVID-19 Recovery Plan have now been transitioned back into the Council Plan and marked with a 'r', thereby reverting back to monitoring one strategic document. The Council Plan and its actions acknowledge the longer-term recovery challenges presented by the pandemic.

Key financial information is also reported so Members have a rounded view of overall performance information. Attached is the revenue budget summary statement (Appendix 2), capital monitoring statement (Appendix 3) and the reserves position summary (Appendix 4).

This performance information is reported to the Overview and Scrutiny Committee on a quarterly basis and the outcome is then reported to the Executive Committee by the Chair of the Overview and Scrutiny Committee.

This report introduces the performance information for the first quarter of the third year of our Council Plan.

Recommendation:

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

Financial Implications:

Though the report does not directly impact upon these implications, Finance and Resources is one of the Council's six priorities within the Council Plan. Financial performance monitoring also provides all stakeholders with a good oversight on the Council's financial position.

Legal Implications:

None directly associated with this report.

Environmental and Sustainability Implications:

Though the report does not directly impact upon these implications, Sustainable Environment is one of the Council's six priorities within the Council Plan.

Resource Implications (including impact on equalities):

None directly associated with this report.

Safeguarding Implications:

None directly associated with this report.

Impact on the Customer:

Though the report does not directly impact upon our customers, Customer First is one of the Council's six priorities within the Council Plan. Performance monitoring also provides our customers and residents with a good oversight on the progress being made in delivering the Council Plan priorities, objectives and actions.

1.0 INTRODUCTION

- 1.1 A new Council Plan (2020-24) was approved by Council on 28 January 2020. The approved plan included four existing priorities - finance and resources, economic growth, housing and communities and customer first - plus the approval of two new priorities - garden communities and sustainable environment. Supporting the priorities is a set of objectives and actions. Progress in delivering the objectives and actions are reported through a Council Plan Performance Tracker (Appendix 1). The tracker is a combined document which also includes a set of Key Performance Indicators (KPIs). As in previous years, to ensure the plan remains a 'live' document, all actions are reviewed annually and, where appropriate, they are refreshed. The refreshed plan was adopted by Council on 26 July 2022.
- 1.2 As the Council continues to recover from the pandemic, for 2022/23 the remaining actions from the COVID-19 Corporate Recovery Plan have been incorporated into the Council Plan Performance Tracker so the focus for 2022/23 falls under one key strategic document. This will mean the report only contains one performance tracker for 2022/23.
- 1.3 Key financial information is also reported so Members have a rounded view of overall performance information. Attached is the revenue budget summary statement (Appendix 2), capital monitoring statement (Appendix 3) and the reserves position summary (Appendix 4).

2.0 COUNCIL PLAN PERFORMANCE TRACKER

2.1 The Council Plan (2020-24) has six priorities which contribute to the overall Council Plan vision “*Tewkesbury Borough, a place where a good quality of life is open to all*”. The priorities are:

- Finance and resources
- Economic growth
- Housing and communities
- Customer first
- Garden communities
- Sustainable environment

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

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

😊 – action progressing well

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

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

Grey – project has not yet commenced

✓ – action complete or annual target achieved

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

↑ - PI is showing improved performance on previous year

↔ - PI is on par with previous year performance

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

2.3 This report presents the first quarter of year three of the Council Plan (2020-2024). Key successful activities to bring to Members’ attention since the last performance report include:

- An interim MTFS outlining potential funding scenarios was approved by Council in July. (Page 1)
- Tenant agreements are now in place for the vacant units within our commercial property portfolio. (Page 3)
- A trial of recycling within the trade waste service has commenced. (Page 4)
- An economic assessment is out to tender, which will form the basis of the new Economic Development and Tourism Strategy. (Page 4)
- Council adopted the Tewkesbury Borough Plan at its meeting on 8 June 2022, the plan allocates sufficient land to meet the strategic employment needs set out in the JCS. (Page 6)

- As part of the High Street Heritage Action Zone (HSHAZ) scheme, a community streets audit began in June and the final report is expected by the end of September which will provide feedback from the survey. (Page 8)
- The UK Shared Prosperity Fund Investment Plan was produced and submitted by the deadline of 1 August 2022. (Page 9)
- Providing support to Sweetspot (organisers) and Gloucestershire County Council (GCC), the women's Tour of Britain cycle event was a great success in June. (Page 10)
- A new Community Funding Officer was appointed and began their role in May, since then 26 groups have been supported. (Page 20)
- Final tweaks are being made to the planning application tracker which is on target to go live by the end of September 2022. (Page 30)
- Construction of the solar canopy was completed by the end of June in the rear car park at the Public Services Centre. (Page 39).
- The first batch of carbon literacy courses have been organised for September. (Page 39)

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

| Action | Status and reason for status |
|---|--|
| Carry out a full review of the licensing services. (Page No. 28) | ☹ The target date has been slightly amended from December 2022 to the end of January 2023 . This is to take into consideration a slight delay within the project caused by connector issues between two systems. |
| Carry out a review of our corporate website. (Page No. 29). | ☹ The Council's web and digital designer role is vacant and two attempts of advertising has failed to recruit a candidate with the required skills and experience. This has resulted in the target date being extended again from December 2022 to April 2023 to take into consideration the options around recruitment. |
| Carry out a review of our little pickers' scheme. (Page 41) | ☹ The target date has been amended from June 2022 to January 2023 this is to take into consideration the availability of the Business Transformation Team which will be paramount in supporting this project. |

| | |
|---|--|
| Establish and publish a local list of non-designated heritage assets in the borough. (Page 43) | ☹ Whilst the target date has not been met the non-designated heritage assets local list has been completed. It is now waiting for its final decision notice to be carried out in order for it to be published on the Council's website. The target dates have been amended from June 2022 to the end of September 2022 . |
|---|--|

2.5 It is inevitable that not everything can be delivered at once. Any actions which have yet to commence are 'greyed out' in the tracker with indicative dates for commencement stated.

3.0 COUNCIL PLAN KEY PERFORMANCE INDICATORS (KPIs)

3.1 The set of Key Performance Indicators (KPIs) are a combination of contextual indicators and target related indicators. The set of KPIs must remain flexible to ensure they meet our needs. The data reported is the position at end of June 2022.

3.2 Of the **22** indicators with targets, their status as at the end of quarter one for 2022/ 23 is:

| ☺ (on target) | ☹ (below target but confident annual target will be achieved) | ☹ (below target) |
|------------------|---|---------------------|
| 14 | 3 | 5 |

In terms of the direction of travel i.e. performance compared to last year, for all indicators the status is:

| ↑ (better performance than last year) | ↓ (not as good as last year) | ↔ (on par with previous year performance) |
|---------------------------------------|------------------------------|---|
| 22 | 5 | 2 |

3.3 KPIs where the direction of travel is down and/ or KPI is ☹ are highlighted below:

| KPI No. | KPI description | Reason for ☹ or ↓ |
|---------|---|--|
| 11 | Total number of homeless relief cases held at the end of the quarter. (Page 21) | ↓ The number of relief cases at the end of Q1 (39) is more when compared to Q1 in 2021/22 (20) and Qtr 4 2021/22 (31). |
| 17 | Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant. (Page No. 23) | ↓ ☹ 5 decisions out of 7 were determined within the target (71.43%) during Q1 figure. This is below both the councils target of 85% and the outturn for 2021/22 which was 75%. |

| | | |
|----|---|--|
| 18 | Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the applicant. (Page No. 24) | <p>☹️ Q1 figure is lower than last year's outturn with only 37 out of 55 (67.27%) decisions being issued within the timescale. This meant the target figure of 80% has not been met this quarter. However, the Qtr 1 outturn is a significant improvement on the 2021/22 full year outturn of 57.81%.</p> <p>Measures are being implemented to address the reduction in performance and these measures will be supplemented by improvements arising from the review of planning.</p> |
| 19 | Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant. (Page No. 24) | <p>☹️ 154 of 176 decisions were made within agreed timescales during Q1. This equates to performance of 87.50%, which is above last year's outturn of 81.53% but just below the local target of 90%.</p> |
| 22 | Investigate category C* cases within 10 working days (risk of material harm to the environment or undue harm to residential amenity). (Page No. 26) | <p>☹️ 12 cases were in in Q1 9 (75%) were investigated within the timescale, which was below the target of 80%. However performance has improved when compared to the 2021/22 outturn figure of 56.45%.</p> |
| 32 | Average number of days to process change in circumstance to housing benefit claims. (page No. 34). | <p>↓☹️ During Q1 there has been significant slippage in the performance with 14 days being the average number of days. This is higher than both the target of 4 days and last year's outturn of 3 days.</p> |

3.4 Key successful KPIs to bring to Members' attention include:

- KPI 2- The claimant unemployment rate within the borough has reduced to 1.9% from 2.2%, this is below the county rate of 2.3% and the UK rate of 3.8%. (Page 10)
- KPI 8 (NEW KPI)- 15 workshops/ events were delivered through the Tewkesbury Growth Hub discussing various subjects such as branding, applying for patent, marketing etc. (Page 13)
- KPI 18 and 19 – the direction of travel of processing minor and other planning applications is positive in comparison with the previous year's outturn. (Page 24)
- KPI 20, 21 and 23- significant improvement in investigating planning enforcement A, B and D cases with all of these categories reaching 100% performance during Q1. (Pages 25 and 26)
- KPI 31- the average number of days to process a new Housing Benefit claim was 6.6 days in Q1 this is well below the national average of 19 calendar days and last year's outturn of 17 days. (Page 33)

- KPI 36- Food established hygiene ratings this year remains good at 2.6% have a rating of 2 or below which is below the 5% target and less than last year's figure of 3.2%. (Page 35)
- KPI 40- 53.83% of waste was reused, recycled or composted this performance is above the target of 52%. (Page 44)

4.0 FINANCIAL SUMMARY - REVENUE POSITION

4.1 The financial budget summary for Q1 shows a projected surplus of £275,461 for the full year against the approved budget. The following table highlights the forecast outturn position for service provision, the net position on corporate income and expenditure and the resulting surplus.

| 4.2 | Budget | Full Year Projection | Full Year Variance |
|-------------------------------------|--------------------|----------------------|--------------------|
| <u>Services expenditure</u> | | | |
| Employees | £11,746,948 | £11,353,272 | £393,676 |
| Premises | £613,798 | £650,417 | -£36,619 |
| Transport | £61,560 | £47,788 | £13,772 |
| Supplies & Services | £2,218,531 | £2,232,910 | -£14,379 |
| Payments to Third Parties | £6,647,923 | £8,331,513 | -£1,683,590 |
| Transfer Payments - Benefits | £9,000,000 | £9,000,000 | £0 |
| Central Recharges | £29,929 | £29,929 | £0 |
| COVID-19 Costs | £0 | £5,676 | -£5,676 |
| Projects Funded Externally | £0 | -£271,972 | £271,972 |
| Income | -£17,194,670 | -£18,479,108 | £1,284,438 |
| Services Sub Total | £13,124,019 | £12,900,425 | £223,594 |
| <u>Corporate expenditure</u> | | | |
| Treasury – Interest Received | -£439,000 | -£624,000 | £185,000 |
| Treasury – Borrowing Costs | £467,000 | £449,000 | £18,000 |
| Investment Properties | -£3,230,484 | -£3,173,675 | -£56,809 |
| Corporate Savings Targets | -£100,000 | £0 | -£100,000 |
| Core Government funding | -£1,511,086 | -£1,511,086 | £0 |
| New Homes Bonus | -£1,633,094 | -£1,633,094 | £0 |
| Business Rates | -£3,066,786 | -£3,066,786 | £0 |
| Business Rates – deficit from 21/22 | £1,179,606 | £1,179,606 | £0 |
| Council Tax Surplus | -£98,009 | -£98,009 | £0 |
| Council Tax precept | £2,433,310 | £2,433,310 | £0 |
| Use of reserves & MRP | £119,430 | £113,754 | £5,676 |
| Corporate Sub Total | -£5,879,113 | -£5,930,980 | £51,867 |
| Surplus / (deficit) | | | £275,461 |

Service Expenditure

4.3 The quarter one full year projection highlights a full year cost of service provision totalling £12.9m, resulting in a surplus against the approved budget of £223,594.

4.4 The following paragraphs highlight the main reasons for this projected surplus. In addition, Appendix 2 provides detail at a service level with notes on variances over £10,000.

- 4.5** The full year projection for employees highlights a potential gross surplus of £591,914. It should, however, be noted that within the Council's corporate expenditure is a target to save £100,000 from employment costs across the Council. The net position is therefore a surplus against target of £491,914.
- 4.6** Savings are expected due to high levels of turnover and a number of vacant posts. This has affected many service areas including One Legal, Development, Democratic and Corporate Services.
- 4.7** Included within employment costs is an assumed 2% pay award for April 2022. In early June, the Unions submitted a pay claim which requested an increase of £2,000 or the current rate of RPI, whichever is the greater, for every scale point plus a number of other specific changes to terms and conditions. The employer's side responded in late July with an offer of £1,925 on every scale point plus an additional day of annual leave.
- 4.8** The size of the claim and offer is being driven by the need to increase the lowest scale point by an estimated 10.5% to meet the expected National Living Wage. The need to increase the bottom scale point by this size means that there is a significant implication for all other scale points. In addition to this, the current inflationary pressures, coupled with the cumulative impact of zero or low pay awards, are driving significantly higher pay claims than were imagined twelve months ago.
- 4.9** The Council's budget assumed a 2% pay award based on the core inflation target for the Bank of England and what was affordable given the reduction in central funding contained within the settlement for 2022/23. No central funding was made available at the time of settlement for inflationary pressures and the Government's current position remains that no further funding will be made available during the year to meet increased cost pressures.
- 4.10** The Council will therefore have to meet the cost of the pay award, once it is agreed, from its own resources. A reserve of £500,000 was established at year end to meet this requirement. An estimate of the impact of the employer's offer is a £500,000 gross cost to the Council, including the Ubico contract, of which, circa £200,000 is available in base budget.
- 4.11** Premises costs highlights a projected overspend of £36,619. It is expected that programmed maintenance costs will exceed budget by £25,000. Any overspend in the year will be funded from the asset maintenance reserve. Due to One Legal now occupying the top floor office space within the Public Service Centre, the business rates have risen as these can no longer be recharged.
- 4.12** There is a projected saving of £13,772 for Transport costs, the main reason for this being the reduction of business travel across the Council.
- 4.13** The projected outturn for Supplies & Services highlights a potential overspend of £14,379. Annual computer licences are expected to be £28k over budget due to the renewal fees being greater than budget as they tend to be based on current levels of inflation. We are expecting higher costs within postage, printing and audit fees. This overspend is reduced by a potential saving in card terminal bank charges of £26k.
- 4.14** Payments to third parties highlights a projected overspend of £1,683,590; however, it should be noted that £1.5m of this overspend is due to the M5 A46 government grant, highlighted within the income figures, being paid over to the County Council.

- 4.15** The Ubico contract is forecast to be overspent by £240k at year end driven in large part by the rising cost of fuel. This alone accounts for an estimated overspend of £141k. They have also estimated a rise in employment costs and supplies and services. This is mainly due to potentially requiring agency staff to cover absences and holiday cover but also includes the increased cost of vehicle hire.
- 4.16** At the start of this financial year, and after the budget was set, we were informed by Cheltenham Borough Council of additional running costs in relation to Swindon Road Depot. The costs, previously borne by Cheltenham, are in relation to the day-to-day running costs and maintenance requirements for the depot are estimated to be in the order of £150k per annum.
- 4.17** The Materials Recovery Facility (MRF) gate fee is expected to be £150k lower than budget which is due to a significant reduction in the gate fee per tonne being paid. The current buoyant market for recycled materials has resulted in the gate fee paid dropping from £67 per tonne at the start of the contract last year to a current price of £26 per tonne.
- 4.18** Income in many areas of Council activity is showing a positive position. In particular, Development Management is predicting a 20% increase in planning fees due to a rise in the number of planning applications. In addition, a number of other income streams are projected to deliver income in excess of budget including car parking and licensing.
- 4.19** A few areas are projecting lower income than budget. Income from Tewkesbury Leisure Centre is expected to be £66k lower than budget. Due to a vacant commercial unit in the Council Offices, income is predicted to be £50k down on budget. In addition, One Legal income is below target, although this is offset against savings within employee costs.
- 4.20** The income position is significantly boosted by the receipt of the M5 A46 government grant of £1.5m, this is to be paid over to Gloucestershire County Council which is shown within payments to third parties.

Corporate Expenditure

- 4.21** The expenditure associated with corporate activities, as well as the financing of the Council, is shown in the second section and highlights an estimated surplus of £51,867 for the financial year.
- 4.22** Treasury activities are expected to deliver savings in borrowing costs, despite the increasing rates, as the Council has been able to divest itself of some of its previous borrowing need.
- 4.23** The increased market rates are, however, good news for the Council's investment activities with significant additional income now forecast for the year. Both our day-to-day investments and our pooled funds are experiencing returns significantly in excess of the budget expectations given the step rises in the base rate.
- 4.24** The Council's commercial property portfolio is currently predicting a deficit on the year as a result of the expected temporary void at one office unit in Hertford. Whilst the unit has now been let, inducements of six months rent free will mean only limited income on this unit in the current year but will secure a tenant for the next ten years if the full course is run. Similarly, Unit 5 at Tipton has also been let but inducements will restrict income in this financial year. Unit 5 is not in this year's budget so any income received is additional to expectations. The forecast variance on the income stream will be met by the commercial property reserve.

- 4.25** The overall projected position on retained business rates is currently in line with budget expectations at £3.06m.
- 4.26** The income line 'Use of Reserves & MRP' highlights the intended level of reserves being brought into the general fund during the year less the cost of the repayment of borrowing – the Minimum Revenue Provision. Outside of the budgeted transfer from reserves, expenditure being financed by reserves is usually allocated directly to reserves and shown separately in the report. However, some expenditure is recorded in the general fund so additional funding is brought in to match off that expenditure.
- 4.27** Bringing together both the surplus on net service expenditure and that on net corporate expenditure results in an overall budget surplus projection of £275k for the year. As highlighted earlier in the report, inflationary pressures are starting to impact the financial projection and could worsen as go further through the year. In particular, the cost of the pay award could be substantial and, although in year reserve provision exists, the ongoing impact, coupled with the potential for a similar award in 2023, will have a dramatic effect on our cost base without additional Government funding being made available.

5.0 CAPITAL BUDGET POSITION

- 5.1** Appendix 3 shows the capital budget position as at Q1. This is currently showing an underspend of £525k against the profiled budget of £1,294k.
- 5.2** The capital programme estimates total expenditure for the year to be circa £5.17m. The main elements of this year's forecast include:
- Ashchurch Bridge
 - Vehicle replacement
 - Solar canopy
 - Disabled Facilities Grants (DFG)
- 5.3** As noted in previous budget reports, there are currently unavoidable delays with the delivery of the Ashchurch bridge project which accounts for the majority of the reported underspend on land and buildings. The solar canopy was close to completion in Q1 with expenditure at that point being £382k and a further £200k expected. This will be partly funded from the external capital grant the Council received last year.
- 5.4** An overspend is being reported for vehicle replacement as the new sweeper, which was expected in Q4, was delayed until the new financial year. No further vehicles are expected to be acquired this year.
- 5.5** As can be seen in Appendix 3, Disabled Facilities Grants is showing an overspend as more grants have been paid out. The overspend will be met by increased grant being released by the County Council.

6.0 RESERVES POSITION

- 6.1** Appendix 4 provides a summary of the current usage of available reserves and supporting notes are provided for reserves where expenditure is high. As at the 1st April 2022, these reserves stood at £18.13m which is an increase of £1.93m on the previous year. The increase reflects the 21/22 budget surplus which includes significant external funding for a range of projects.

- 6.2** Reserves have been set aside from previous years to fund known future costs and the strategic planning of the authority's operation. The information in the appendix does not take account of reserves which have been committed, but not yet paid.
- 6.3** As would be expected at the end of Q1, reserves expenditure is relatively modest but it is expected that further significant expenditure will be incurred against these reserves through the remainder of the year.
- 7.0 CONSULTATION**
- 7.1** None.
- 8.0 ASSOCIATED RISKS**
- 8.1** There are no associated risks in relation to the report itself. A number of actions within the Council Plan are included within the Council's Corporate Risk Register. For example, financial sustainability, climate change, delivery of the Garden Town.
- 9.0 MONITORING**
- 9.1** Progress on delivery of Council Plan actions are monitored on a quarterly basis by Overview and Scrutiny Committee.
- 10.0 RELEVANT COUNCIL PLAN PRIORITIES/COUNCIL POLICIES/STRATEGIES**
- 10.1** Council Plan 2020-24 approved by Council on 26 July 2022
COVID-19 Corporate Recovery Plan 2020 approved by Executive Committee 8 August 2020.

Background Papers: None.

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Appendices: Appendix 1 – Council Plan Performance Tracker Qtr 1 2022/23
Appendix 2 - Revenue Budget
Appendix 3 - Capital Budget
Appendix 4 - Reserves

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 Progress Report

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

59

| PRIORITY: FINANCE AND RESOURCES | | | | |
|---|----------------------------|--|------------------|--|
| Actions | Target date | Responsible Officer/Group | Progress to date | Comment |
| Objective 1. To ensure the council remains financially secure in the long term. | | | | |
| a) Deliver the council's action plan to ensure compliance with the Chartered Institute of Public Finance and Accountancy's (CIPFA) Financial Management Code. | Target date: March 2023 | Head of Finance & Asset Management Lead Member for Finance and Asset Management | 😊 | A number of actions have been taken forward in the first quarter including recommendations around the content of medium-term financial plans. Further work on the agreed actions will take place following the conclusion of the audit of accounts. A progress report is scheduled to be submitted to Audit & Governance Committee in March 2023. |
| b) Produce a Medium-Term Financial Strategy | Target date: January 2022 | Head of Finance & Asset Management | ✓ | An interim MTFS was presented to Executive Committee in June and was approved by Council in July. A member seminar has also been held. |

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 Progress Report

| | | | | |
|---|---|--|--|---|
| that recognises the impact of funding reform and, delivers a balanced approach to meeting funding gaps. | March 2022 Target date: June 2022 (target date was reported to O&S committee in June 2022) | Lead Member for Finance and Asset Management | | The interim MTFs outlines potential funding scenario's but is not based on a firm government position towards funding local authorities. Another update will be produced once the government position is known. The former Secretary of State announced at the LGA conference in July that local government would receive a two year funding deal. The consultation to the two year deal is awaited. |
|---|---|--|--|---|

PRIORITY: FINANCE AND RESOURCES

| Actions | Target date | Responsible Officer/Group | Progress to date | Comment |
|--|--|--|------------------|---|
| Objective 2. Maintain a low council tax. | | | | |
| a) Ensure our council tax remains in the lowest quartile nationally. | Target date: February 2023 | Head of Finance & Asset Management Lead Member for Finance and Asset Management | ☺ | Tewkesbury's Band D council tax for 2022/23 stands at £134.36 and is the eighth lowest District charge in England. It is also £42.12 short of the lowest quartile threshold. If council tax referendum limits remain in line with previous years, the council's council tax for 2023/24 will remain in the lowest quartile. |
| Objective 3. Maintain our assets to maximise financial returns. | | | | |
| a) Update the council's asset management plan. | Target date: March 2022, June 2022 New target date: March 2023 (New target date reported to O&S committee in June 2022) | Head of Finance & Asset Management Lead Member for Finance and Asset Management | | Not yet commenced and is due to commence in quarter three 2022/23. |

69

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 Progress Report

61

| PRIORITY: FINANCE AND RESOURCES | | | | |
|---|---|--|------------------|--|
| Actions | Target date | Responsible Officer/Group | Progress to date | Comment |
| Objective 3. Maintain our assets to maximise financial returns. | | | | |
| b) Approve a new planned maintenance programme. | June 2022 Target date: March 2023 (target date reported to O&S committee in March 2022) | Head of Finance & Asset Management Lead Member for Finance and Asset Management | | Not yet commenced. Will follow development of the asset management plan. |
| c) Ensure that voids within our commercial property portfolio are re-let at the earliest opportunity. | March 2022 New target date: End of September 2022 (New target date reported to O&S committee in September 2022) | Head of Finance & Asset Management Lead Member for Finance and Asset Management | ☺ | Agreements are now in place for the vacant units in Tipton and Hertford and are expected to complete in Q2 2022/23. |
| PRIORITY: FINANCE AND RESOURCES | | | | |
| Actions | Target date | Responsible Officer/Group | Progress to date | Comment |
| Objective 4. Deliver the council's commercial strategy. | | | | |
| a) Deliver the approved trade waste business case to make the service | April 2017 July 2017 August 2017 April 2018 April 2019 December 2019 September 2020 February 2021 | Head of Community Services | ☺ | Six monthly updates are provided to Overview and Scrutiny Committee – the last update was on 12 July 2022 and was positively received. |

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 Progress Report

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| commercially viable. | March 2021 March 2023 Target date: July 2023 (target date reported to O&S committee in June 2022). | Lead Member for Clean and Green Environment | | A trial of trade waste recycling services has started with existing businesses GL3 area and then expanded to new businesses in the same area. The administration support for the service is in the process of being moved from Ubico to the council's customer services team. This will be supported by the Business Transformation Team who will build a customer portal and automate current manual processes. |
| b) Develop an action plan to finalise the One Legal Services review. | Target date: March 2023 (stage two of the review). | Borough Solicitor Lead Member for Corporate Governance | 😊 | A project plan will be shared with JMLG on 6 Sept outlining key milestones for addressing Stage 2 of the review of One Legal. This will cover business capability, a business plan and growth plan, key performance indicators and reporting tools, an employee engagement plan, implementation of the Civica case management system, an internal communications strategy, clarity on the budget construction and governance processes |

62

| PRIORITY: ECONOMIC GROWTH | | | | |
|---|---|--|------------------|--|
| Actions | Target date | Reporting Officer/Group | Progress to date | Comment |
| Objective 1. Deliver our strategic plans and economic development plans. | | | | |
| a) To deliver an economic assessment o within Tewkesbury Borough. | June 2022 Target date: December 2022 (target date reported to O&S Committee June 2022) | Head of Development Services Lead Member for Economic Development/ Promotion | 😊 | The assessment will form part of the work to develop the new Economic Development and Tourism Strategy. The council was approached to conduct a joint commission with a neighbouring authority who had agreed to lead the tendering process, before pulling out. A brief for the work went live on the website through the tender management process on 1 August 2022, allowing tenders to express their interest. |

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 Progress Report

63

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| b) Develop and launch the new Economic Development and Tourism Strategy | Target date: January 2023 | Head of Development Services Lead Member for Economic Development/Promotion | ☺ | The economic assessment is now out to tender and will form the basis for the new strategy. The brief for the tender went live on the 1 August 2022. A Terms of Reference for Overview and Scrutiny Committee to support the development of the strategy will be presented at Overview and Scrutiny Committee on 6 September 2022. |
| c) Launch a Tewkesbury Borough Council Business Grants scheme. (r) | January 2022 March 2022 Target date: December 2022 (target date reported to O&S committee in June 2022). | Head of Development Services Lead Member for Economic Development/Promotion | | The scheme was due to be launched in the new year. However, with the array of government business grants that were launched, to avoid any confusion to the business community, the launch of the Council scheme was delayed. In addition, the economic assessment commission will also provide feedback from the business community, which may inform the development of the grant scheme. |
| PRIORITY: ECONOMIC GROWTH | | | | |
| Actions | Target date | Reporting Officer/Group | Progress to date | Comment |
| Objective 2. Deliver employment land and infrastructure to facilitate economic growth. | | | | |
| a) Deliver employment land through allocating land in the Joint Strategic Plan (JSP) and Tewkesbury Borough Plan (TBP). | <u>JSP</u> Target date: Autumn 2019 Spring 2020 Winter 2020 Summer 2021 Target date: Spring 2023 (preferred options consultation) | Head of Development Services Lead Member for the Built Environment | ☺ | 192ha of employment land has been allocated within the JCS and employment land take-up is monitored in line with Government guidance. The Tewkesbury share of this allocation is set out in the adopted Tewkesbury Borough Plan. Looking forward to future employment land needs to be set out in the review of the JCS, Executive Committee considered the project programme (known as the Local Development Scheme) on 30 March 2022, and this was formally ratified at Council on 12 April 2022. The revised |

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 Progress Report

64

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| | (resolved by Council in April 2022 but new target dates reported to O&S Committee in June 2022) | | | <p>dates of the timetable for the JCS Review (now known as the Joint Strategic Plan, or JSP,) is as follows:</p> <ul style="list-style-type: none"> • Issues and Options Consultation - Winter 2018/19 (Complete) • Preferred Options Consultation – Spring 2023 • Pre-submission Consultation – Autumn 2023 • Submission to Secretary of State – early Spring 2024 • Examination – Summer 2024 • Adoption -Winter 2024/Spring 2025 |
| | <p><u>Tewkesbury Borough Plan</u> Winter 2018 Summer 2019 Autumn 2019 December 2019 Spring 2021 Autumn 2021</p> <p>Target date: Adoption: February 2022 Spring 2022</p> <p>(revised date reported to O&S committee in January 2022)</p> | | ✓ | <p>The Plan was adopted on 8 June 2022 at Council. The plan allocates sufficient land to meet the strategic employment needs set out in the JCS.</p> |
| b) Work with partners to secure transport infrastructure improvements for the all-ways Junction 10. | Target date: September 2024 | <p>Director of Garden Communities</p> <p>Lead Member for the Built Environment</p> | ☺ | <p><u>All-ways Junction 10</u> Gloucestershire County Council (GCC) has been awarded £249m to deliver an all-ways J10. This project includes a link road to the West Cheltenham development site and a park and ride interchange.</p> <p>The statutory 10-week public consultation for the proposed M5 Junction 10 Improvements Scheme closed in February 2022. Following the consultation, further environmental</p> |

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 Progress Report

65

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| | | | <p>information was also gathered to develop a full Environmental Statement.</p> <p>A detailed statutory consultation report is available on the scheme webpages (link below) which aims to demonstrate how the consultation feedback has been used to inform and shape the final design proposals.</p> <p>Next steps involve the preparation of an application to the Planning Inspectorate at central government for a permission to build, known as a Development Consent Order (DCO), required due to the scheme's status as a Nationally Significant Infrastructure Project (NSIP).</p> <p>GCC will also continue to work closely with National Highways so that the construction of this much-needed improvement scheme works for all users. It is currently anticipated that, subject to planning consent, work on the improvements will start in 2024 and be completed in late 2025.</p> <p>All updates, including progress of the scheme, plus a copy of the Public Consultation report, are provided on the scheme webpages - M5 Junction 10 Improvements Scheme - Highways (goucestershire.gov.uk)</p> |
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Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 Progress Report

| PRIORITY: ECONOMIC GROWTH | | | | |
|---|---------------------------------------|--|------------------|---|
| Actions | Target date | Reporting Officer/Group | Progress to date | Comment |
| Objective 3. Deliver borough regeneration schemes. | | | | |
| a) Undertake a community streets audit within the Tewkesbury High Street Heritage Action Zone. | Target date: End of September 2022 | Head of Development Services Lead Member for Economic Development/Promotion | 😊 | <p>The community streets audit began in June 2022 and a draft report has been created. Talkingtewkesbury.com is the online platform open to receive pinned comments on a map for the community and visitors to make comments within the area and others can view these too. The website also holds the survey for people to complete.</p> <p>Work that has also been carried out is as follows:</p> <ul style="list-style-type: none"> • two pop-up on-street surveys were conducted in June; • two walking focus groups in July and • one workshop conducted in July. <p>Final report is due by the end of September 2022.</p> |
| b) To deliver projects as part of the Tewkesbury High Street Heritage Action Zone, including Shop Front Scheme, Upper Floors Scheme and Traditional Skills. | Target date: March 2024 | Head of Development Services Lead Member for Economic Development/Promotion | 😊 | <p>Over 30 expressions of interest received, mainly for facades and shop fronts; three for upper floor conversions;</p> <p>Two applications are now at full application stage; other applications are at various stages such as; writing works specification, getting quotes, getting consents; some applications closed as applicants have withdrawn because works not in line with scheme criteria or they feel the process is too onerous.</p> <p>Historic England are funding an additional expert support to help applicants with technical aspects e.g. specifying works, creating drawings, applying for consents.</p> <p>A relaunch of the scheme is planned for late summer/autumn, but picture somewhat of a concern given limited time remaining for full delivery of works before grants can be paid.</p> |

66

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 Progress Report

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| c) Develop a Investment Plan for the Borough through the Shared Prosperity Fund. | Target date: August 2022 | Head of Development Services Lead Member for Economic Development/ Promotion | ✓ | The Investment Plan is part of the Levelling Up agenda and focusses on Community and Place, Supporting Business and People and Skills. The UK Shared Prosperity Fund (UKSPF) Investment Plan was created and submitted by the deadline of 1 August 2022. Production of the plan incorporated a newly formed UKSPF Partnership Group. |
| d) Re-commence the regeneration of Tewkesbury Town projects | Target date: March 2023. | Head of Development Services Lead Member for Economic Development/ Promotion | 😊 | The Head of Development Services and Head of Finance and Asset Management are currently scoping out the project. It is envisioned the scope of the work will be achieved by March 2023. |
| PRIORITY: ECONOMIC GROWTH | | | | |
| Actions | Target date | Reporting Officer/Group | Progress to date | |
| Objective 4. Promote the borough as an attractive place to live and visit. | | | | |
| a) Work with Cotswold Tourism and Visit Gloucestershire to promote the borough. | Target date: March 2023 | Head of Development Services Lead Member for Economic Development/ Promotion | 😊 | <p>June saw strong traffic to Cotswolds.com: with 132k unique visitors. This was considerably up on pre-pandemic (2019) figures.</p> <p>The woman's and men's Tour of Britain races have been promoted through Cotswolds Tourism.</p> <p>Other events such as the Winchcombe walking festival, Tewkesbury Medieval Festival, Cotswold Beer Festival, Tewkesbury Festival of Lights are all promoted along with events at attractions such as Sudeley and the GWSR who all have membership with Cotswold tourism.</p> |

67

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 Progress Report

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| b) Promote support for the promotion and delivery of the Tour of Britain cycle race. | Target date: 9 September 2022 | Head of Development Services Lead Member for Economic Development/ Promotion | 😊 | <p>The woman's tour event was a great success and took place on 8 June 2022. The Men's Tour event is on Friday 9 September, starting in Tewkesbury and also travelling through Stoke Orchard, Bishop's Cleeve and Winchcombe.</p> <p>The council is working closely with Sweetspot (organisers), as well as Gloucestershire County Council who are the lead authority. This work includes promotion, logistics, on the day and community engagement.</p> |
|--|----------------------------------|--|---|--|

Key performance indicators for priority: ECONOMIC GROWTH

| KPI no. | KPI description | Outturn 2021-22 | Target 2022-23 | Outturn Q1 2022-23 | Outturn Q2 2022-23 | Outturn Q3 2022-23 | Outturn Q4 2022-23 | Direction of travel | Traffic light icon | Comment | Portfolio Lead / Head of service |
|---------|----------------------------------|-----------------|----------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|--|--|
| 1 | Employment rate 16-64 year olds. | 81.6% | | 73.6% | | | | | | 73.6% relates to 41,500 people within the borough. This is above the national rate of 74.8% (Source ONS Jan - Dec 2021 current figures) | Lead Member for Economic Development/ Promotion Head of Development Services |
| 2 | Claimant unemployment rate. | 2.2% | | 1.9% | | | | | | June 2022 figure of 1.9% relates to 1,085 people within the borough. This figure is below the county rate of 2.3% and UK rate of 3.8%. | Lead Member for Economic Development/ Promotion Head of Development Services |

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 Progress Report

| Key performance indicators for priority: ECONOMIC GROWTH | | | | | | | | | | | |
|--|---|----------------------|----------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|--|---|
| KPI no. | KPI description | Outturn 2021-22 | Target 2022-23 | Outturn Q1 2022-23 | Outturn Q2 2022-23 | Outturn Q3 2022-23 | Outturn Q4 2022-23 | Direction of travel | Traffic light icon | Comment | Portfolio Lead / Head of service |
| 3 | Number of business births. | 410 (2020 figure) | | | | | | | | These are the current ONS figures for Business Births and Death Rates. Business births have decreased with 410 new businesses in 2020. The number of business deaths have decreased on last year to 385. These figures are released annually. The next update will be in Quarter 3. | Lead Member for Economic Development/ Promotion Head of Development Services |
| 4 | Number of business deaths | 385 (2020 figure) | | | | | | | | | |
| 5 | Number of visitors to Tewkesbury Tourist Information Centre (TIC) | 15,406 | 15,000 | 5,756 | | | | ↑ | 😊 | 2022/23 target has been amended from 8,000 to 15,000. The TIC reopened after a 15-month closure in mid-April 2021. Once opened the number of visitors slowly increased as people started going out after the lockdowns. Q1 has seen an increase when compared to Q1 in 2021/22 which was 2,997. It is noted numbers are still lower than pre-covid as the number of oversea visitors have fallen since the pandemic. | Lead Member for Economic Development/ Promotion Head of Development Services |

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 Progress Report

| Key performance indicators for priority: ECONOMIC GROWTH | | | | | | | | | | | |
|--|---|-----------------|----------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|--|---|
| KPI no. | KPI description | Outturn 2021-22 | Target 2022-23 | Outturn Q1 2022-23 | Outturn Q2 2022-23 | Outturn Q3 2022-23 | Outturn Q4 2022-23 | Direction of travel | Traffic light icon | Comment | Portfolio Lead / Head of service |
| 6 | Number of visitors to Winchcombe Tourist Information Centre (TIC) | 2,908 | 11,000 | 4,815 | | | | ↑ | ☺ | A target of 11,000 has been set for 2022/23. The Winchcombe TIC reopened in October 2021 following the refurbishment of the Heritage Centre. Again the number of oversea visitors have reduced since the pandemic but British visitors are have increased. | Lead Member for Economic Development/ Promotion Head of Development Services |
| 7 | Number of visitors entering the Growth Hub | 228 | 250 | 124 | | | | ↑ | ☺ | In quarter 1 Tewkesbury Growth Hub welcomed 124 visitors. The upward trend in visitor number continues each quarter post covid/lockdown and represents the increased confidence to return to in person meetings and events. The re-opening of the Council offices and ability to operate in person workshops and events has had a positive impact. | Lead Member for Economic Development/ Promotion Head of Development Services |

70

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 Progress Report

| Key performance indicators for priority: ECONOMIC GROWTH | | | | | | | | | | | |
|--|---|-----------------|----------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|--|--|
| KPI no. | KPI description | Outturn 2021-22 | Target 2022-23 | Outturn Q1 2022-23 | Outturn Q2 2022-23 | Outturn Q3 2022-23 | Outturn Q4 2022-23 | Direction of travel | Traffic light icon | Comment | Portfolio Lead / Head of service |
| 8 | Number of workshops/ events delivered through Tewkesbury Growth Hub | 52 | 50 | 15 | | | | ↑ | 😊 | <p>This is a new KPI which replaced an action within the Council Plan.</p> <p>Six of these were online and nine of them were in person. It has been good to have the variety dependent on what suits the deliverer, but it is also great to have the majority in person so that attendees can network easier.</p> <p>The subjects of the events include how to apply for a patent, advice on branding, how to use photography & videography to promote your business, planning business growth, promoting your business on social media, developing a marketing plan, exporting and advice for charities & social enterprises.</p> | <p>Lead Member for Economic Development/ Promotion</p> <p>Head of Development Services</p> |

71

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 Progress Report

72

| PRIORITY: HOUSING AND COMMUNITIES | | | | |
|--|---|--|------------------|--|
| Actions | Target date | Reporting Officer/Group | Progress to date | Comment |
| Objective 1. Deliver the housing needs of our communities | | | | |
| a) Work with partners to undertake the required review of the JSP. | <p>Autumn 2019</p> <p>Spring 2020</p> <p>Winter 2020</p> <p>Summer 2021</p> <p>Target date: Spring 2023 (preferred options consultation)</p> <p>(resolved by Council in April 2022 but new target dates reported to O&S Committee in June 2022)</p> | <p>Head of Development Services</p> <p>Lead Member for the Built Environment</p> | <p>☺</p> | <p>The review of the JCS (now JSP) requires a number of technical studies and covers a number of complex issues e.g. location of employment and housing growth, flood risk, transport etc, that need to be agreed with all three local authorities. The Councils have jointly appointed consultants, Deloitte, to help progress the review.</p> <p>Following a review of evidence and changes in Government policy and legislation, Tewkesbury, Cheltenham and Gloucester councils have concluded that a full review of the JCS is required. In this context, Executive Committee considered the project programme (known as the Local Development Scheme) on 30 March 2022, and this was formally ratified at Council on 12 April 2022.</p> |
| b) Finalise and adopt the Tewkesbury Borough Plan. | <p>Winter 2018</p> <p>Summer 2019</p> <p>Autumn 2019</p> <p>December 2019</p> <p>Spring 2021</p> <p>Autumn 2021</p> <p>February 2022</p> <p>Target date: Adoption: Spring 2022</p> | <p>Head of Development Services</p> <p>Lead Member for the Built Environment</p> | <p>✓</p> | <p>The Plan was adopted at Council on 8 June 2022.</p> |

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 Progress Report

73

| | (revised date reported to O&S committee in January 2022) | | | |
|--|---|---|------------------|--|
| PRIORITY: HOUSING AND COMMUNITIES | | | | |
| Actions | Target date | Reporting Officer/Group | Progress to date | Comment |
| Objective 1. Deliver the housing needs of our communities | | | | |
| c) Deliver an Empty Homes Strategy | Target date: December 2022 | Head of Community Services Lead Member for Housing | ☺ | The Environmental Health Team are currently reviewing the options available to address longstanding empty properties within the borough. A final strategy will be prepared by November 2022. |
| d) Carry out housing needs assessments to deliver affordable housing in rural areas. | March 2020 February 2021 March 2022 Target date: March 2023 (overall completion) (reported to O&S committee in September 2021) | Head of Community Services Lead Member for Housing | ☺ | Gloucestershire Rural Community Council (GRCC) undertakes Housing Needs Surveys on our behalf. To capture all rural areas across the borough, surveys will be carried out in phases. The next set of surveys covering Boddington, Elmstone Hardwicke, Stoke Orchard and Uckington have been issued to residents. GRCC will compile the responses and complete reports to help identify levels of housing need. |
| e) Increase the temporary housing accommodation supply. | Target date: March 2023 | Head of Community Services Lead Member for Housing | ☺ | Options have been explored with a number of Registered Providers. These include opportunities to convert commercial space, assessing current supported accommodation for a change of use and use of current stock for temporary to permanent ('temp to perm') accommodation. Rough Sleeper Initiative funding has also been secured across the County to establish a network of Housing First/Housing Led properties that would focus on complex and chaotic cases. |

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 Progress Report

74

| PRIORITY: HOUSING AND COMMUNITIES | | | | |
|---|--|---|------------------|---|
| Actions | Target date | Reporting Officer/Group | Progress to date | Comment |
| Objective 2. Ensure development plans provide for the five-year land supply requirement. | | | | |
| a) Ensure adequate land is allocated within the JSP and Tewkesbury Borough Plan to meet housing need. | JSP Autumn 2019 Spring 2020 Winter 2020 Summer 2021 Autumn 2019 Spring 2020 Summer 2021 Target date: Spring 2023 (preferred options consultation) (resolved by Council in April 2022 but target dates reported to O&S Committee in June 2022) | Head of Development Services Lead Member for the Built Environment | ☺ | The review of the JSP requires a number of technical studies and covers a number of complex issues e.g. location of employment and housing growth, flood risk, transport etc, that need to be agreed with all three local authorities. The Councils have jointly appointed consultants, Deloitte, to help progress the review. Following a review of evidence and changes in Government policy and legislation, Tewkesbury, Cheltenham and Gloucester councils have concluded that a full review of the JCS is required. In this context, Executive Committee considered the project programme (known as the Local Development Scheme) on 30 March 2022, and this was formally ratified at Council on 12 April 2022. |
| | TBP Winter 2018 Summer 2019 Autumn 2019 December 2019 Spring 2021 Autumn 2021 February 2022 | | | ✓ |

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 Progress Report

75

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| | Target date: Adoption: Spring 2022 (revised date reported to O&S committee in January 2022) | | | |
| PRIORITY: HOUSING AND COMMUNITIES | | | | |
| Actions | Target date | Reporting Officer/Group | Progress to date | Comment |
| Objective 3. Support infrastructure and facilities delivery to enable sustainable communities. | | | | |
| a) Work with partners, infrastructure providers and developers, to progress the delivery of key sites. | Target date: March 2023 | Head of Development Services Lead Member for the Built Environment | ☺ | <u>Innsworth</u> <ul style="list-style-type: none"> • A programme of reserved matters approvals continues with approval granted for 751 dwellings to date. • A full application for 99 dwellings has been submitted (20/00679/FUL) within the strategic allocation but outside of the allowed appeal sites and is pending. No target committee date yet. • A Reserved Matters application (21/00133/APP) for phase 5 (179 dwellings) was approved on 21 April 2022. • A Reserved Matters application (21/00821/APP) for phase 6 (144 dwellings) was approved on 22 June 2022 <u>Twigworth</u> <ul style="list-style-type: none"> • A programme of reserved matters approvals continues with approval granted for 720 dwellings to date. • Reserved matters approval has also been granted for key infrastructure including the erection of a local centre. |

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 Progress Report

76

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| | | | | <ul style="list-style-type: none"> • A Reserved Matters application (22/00364/APP) for phase 3 (340 dwellings) was approved on 20th July 2022. • An appeal by means of inquiry against the non-determination of application 21/00976/OUT, an outline application for up to 160 dwellings, was closed on 9 August 2022 <p><u>South Churchdown</u></p> <ul style="list-style-type: none"> • Development is underway with reserved matters application granted for 465 dwellings as a first phase of development within this allocation. The development is progressing on site with approximately 170 occupations. <p><u>Brockworth</u></p> <ul style="list-style-type: none"> • Development is underway with reserved matters applications approved for 600 dwellings and key infrastructure. • Permission was refused for 47 dwellings at the strategic allocation but outside the 'Perrybrook' application site. Appeal received start date 11 May 2022. • Reserved Matters application is in for phases 4 & 6 of Perrybrook (22/00251/APP) Phase 4 delivering 226 dwellings and phase 6 delivering 209 dwellings (435 total). No committee target date yet. <p><u>North West Cheltenham</u></p> <p>An outline application has been submitted. Officers are continuing to work with the developers on transport issues in order to progress the planning application. The additional transport modelling has now been completed with a view to resolving the highway issues. Some additional work has also been necessary to ensure the proposals align with the J10 Development Consent Order (DCO) proposal that will be submitted imminently.</p> |
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Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 Progress Report

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| | | | | Amended details have been submitted which are being consulted upon. It is anticipated that the application will go to planning committee in December 2022. |
| PRIORITY: HOUSING AND COMMUNITIES | | | | |
| Actions | Target date | Reporting Officer/Group | Progress to date | Comment |
| Objective 3. Support infrastructure and facilities delivery to enable sustainable communities. | | | | |
| b) Adopt a revised charging schedule for the Community Infrastructure Levy (CIL) | Target date: January 2024 | Head of Development Services Lead Member for the Built Environment | 😊 | Provisional timetable for the charging schedule for CIL is as follows: <ul style="list-style-type: none"> July 2022: establish evidence base – completed with delivery of - <ul style="list-style-type: none"> Arup ‘Infrastructure Funding Gap Analysis’ and Porter Planning Economics ‘Viability Assessment’ and recommendations; July / September 2022: Develop new charging schedule – consideration of viability assessment recommendations underway by JCS task group (with presentation on 09 August 2022); September / December 2022: member approval of new draft charging schedule for consultation; January / March 2023: statutory consultation for a minimum of 6 weeks; April / June: examination in public – quotation for alternative to PINS received; September / December 2023: formal adoption of the new charging schedule; and 01 January 2024: begin applying the new charging schedule to applications granted on or after 01 January 2024 (5 years from implementation of the original charging schedule on 01 January 2019) |

77

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 Progress Report

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| <p>c) Work with the Voluntary and Community Sector (VCS) to access funding to deliver improved community facilities.</p> | <p>Target date: March 2023</p> | <p>Head of Development Services Lead Member for the Community</p> | <p style="text-align: center;">😊</p> | <p>A new Community Funding Officer was appointed and began the role in May. From May-June, 26 groups have been supported with funding. Some groups have gone on to make successful funding bids, either through the TBC Covid-19 Community grant scheme or external funders - totalling over £15,000 secured in funding. Other steps have been taken to improve funding opportunities long-term for the VCS, including networking with funders.</p> |
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| Key performance indicators for priority: HOUSING AND COMMUNITIES | | | | | | | | | | | |
|--|--|---|----------------|---|--------------------|--------------------|--------------------|---------------------|--------------------|--|---|
| KPI no. | KPI description | Outturn 2021-22 | Target 2022-23 | Outturn Q1 2022-23 | Outturn Q2 2022-23 | Outturn Q3 2022-23 | Outturn Q4 2022-23 | Direction of travel | Traffic light icon | Comment | Portfolio Lead / Head of service |
| 9 | Total number of active applications on the housing register at the end of the quarter. | 1800 1 bed single= 677 1 bed couple= 144 2 bed= 545 3 bed= 291 4 bed= 121 5 bed= 18 6 bed= 2 7 bed= 2 | | 1786 1 bed single= 674 1 bed couple= 137 2 bed= 544 3 bed= 291 4 bed= 117 5 bed= 20 6 bed= 0 7 bed= 3 | | | | | | The breakdown of bands is: Emergency – 61 Gold – 79 Silver – 628 Bronze – 1018 Total – 1786 | Lead member for Housing Head of Community Services |

78

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 Progress Report

79

| Key performance indicators for priority: HOUSING AND COMMUNITIES | | | | | | | | | | | |
|--|---|-----------------|----------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|--|--|
| KPI no. | KPI description | Outturn 2021-22 | Target 2022-23 | Outturn Q1 2022-23 | Outturn Q2 2022-23 | Outturn Q3 2022-23 | Outturn Q4 2022-23 | Direction of travel | Traffic light icon | Comment | Portfolio Lead / Head of service |
| 10 | Total number of new homeless applications opened during quarter. | 594 | | 151 | | | | ↔ | | This will include 67 Triage (advice only), 46 Prevention and 38 Relief cases newly approaching for assistance. | Lead member for Housing Head of Community Services |
| 11 | Total number of homeless relief cases held at the end of the quarter. | 122 | | 39 | | | | ↓ | | This is the total number of homeless applications held at the Relief Duty stage usually when the applicant has had to leave their previous accommodation. | Lead member for Housing Head of Community Services |
| 12 | Total number of homeless applications with main duty accepted held at end of the quarter. | 95 | | 22 | | | | ↑ | | This is the total number of cases that we have a Main Duty to following a full homelessness application process. | Lead member for Housing Head of Community Services |
| 13 | Total number of homeless prevention cases held at the end of the quarter. | 212 | | 39 | | | | ↑ | | This is the total number of homeless applications held at the Prevention Duty stage while still in the accommodation they are threatened with homelessness from. | Lead member for Housing Head of Community Services |

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 Progress Report

88

| Key performance indicators for priority: HOUSING AND COMMUNITIES | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|--|-----------------|----------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|---|---|----|----|----|----|-------------|---|--|--|--|-----------------|----|--|--|--|---------------------------|----|--|--|--|---|----|--|--|--|---|
| KPI no. | KPI description | Outturn 2021-22 | Target 2022-23 | Outturn Q1 2022-23 | Outturn Q2 2022-23 | Outturn Q3 2022-23 | Outturn Q4 2022-23 | Direction of travel | Traffic light icon | Comment | Portfolio Lead / Head of service | | | | | | | | | | | | | | | | | | | | | | | | | |
| 14 | Numbers in Temporary Accommodation at the end of the quarter. | 122 | | 31 | | | | ↑ | | Total numbers of households in temporary accommodation including hotel, B&B & our temporary houses. | Lead member for Housing Head of Community Services | | | | | | | | | | | | | | | | | | | | | | | | | |
| 15 | Total New Affordable Housing properties delivered by tenure type. | 195 | | 59 | | | | ↑ | | <p>A total of 59 properties were delivered in Q1 2022/23, the breakdown is as follows:</p> <table border="1"> <thead> <tr> <th></th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>Social rent</td> <td>1</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Affordable rent</td> <td>33</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Affordable home ownership</td> <td>25</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td>59</td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>Total for the year 2021/22: 195 Social rent: 2 Affordable rent: 108 Affordable home ownership: 85</p> | | Q1 | Q2 | Q3 | Q4 | Social rent | 1 | | | | Affordable rent | 33 | | | | Affordable home ownership | 25 | | | | Total | 59 | | | | Lead member for Housing Head of Community Services |
| | Q1 | Q2 | Q3 | Q4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Social rent | 1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Affordable rent | 33 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Affordable home ownership | 25 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total | 59 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 16 | New Affordable Housing properties delivered on JCS sites by tenure type. | 130 | | 43 | | | | ↑ | | <p>A total of 43 properties were delivered in Q1 2022/23, the breakdown is as follows:</p> <table border="1"> <thead> <tr> <th></th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>Social rent</td> <td>1</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Affordable rent</td> <td>25</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Affordable home ownership</td> <td>17</td> <td></td> <td></td> <td></td> </tr> </tbody> </table> | | Q1 | Q2 | Q3 | Q4 | Social rent | 1 | | | | Affordable rent | 25 | | | | Affordable home ownership | 17 | | | | Lead member for Housing Head of Community Services | | | | | |
| | Q1 | Q2 | Q3 | Q4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Social rent | 1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Affordable rent | 25 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Affordable home ownership | 17 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 Progress Report

| | | | | | | | | | | | | Total | 43 | | | | | | | | | Total for the year 2021/22: 130 Social rent: 0 Affordable rent: 81 Affordable home ownership: 49 |
|--|--|-------------------|----------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|--|--|-------|----|--|--|--|--|--|--|--|--|---|
| Key performance indicators for priority: HOUSING AND COMMUNITIES | | | | | | | | | | | | | | | | | | | | | | |
| KPI no. | KPI description | Outturn 2021-2022 | Target 2022-23 | Outturn Q1 2022-23 | Outturn Q2 2022-23 | Outturn Q3 2022-23 | Outturn Q4 2022-23 | Direction of travel | Traffic light icon | Comment | Portfolio Lead / Head of service | | | | | | | | | | | |
| 17 | Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant. | 75% | 85% | 71.43% | | | | ↓ | ☹️ | <p>For Q1, 71.43% of major decisions were within target timescales (5 out of 7 decisions).</p> <p>Over the last year the team have been dealing with a number of older cases to reduce the backlog of applications. The national threshold for majors is 60% - even though we have not achieved the target of 85%, the work undertaken to date is encouraging, particularly given the staff turnover within the DM services and difficulties in recruitment.</p> <p>Please note: all planning related KPIs are currently under review as part of the performance</p> | Lead Member Built Environment/ Head of Development Services | | | | | | | | | | | |

81

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 Progress Report

| | | | | | | | | | | management work stream of the planning improvement plan. The outcome of this review will be reported to Overview and Scrutiny Committee. | |
|--|---|-------------------|----------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|---|--|
| Key performance indicators for priority: HOUSING AND COMMUNITIES | | | | | | | | | | | |
| KPI no. | KPI description | Outturn 2021-2022 | Target 2022-23 | Outturn Q1 2022-23 | Outturn Q2 2022-23 | Outturn Q3 2022-23 | Outturn Q4 2022-23 | Direction of travel | Traffic light icon | Comment | Portfolio Lead / Head of service |
| 18 | Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the applicant. | 57.81% | 80% | 67.27% | | | | ↑ | ☹ | 37 of the 55 decisions issued were within time. It is accepted that the overall figure is disappointing, however the majority of the older cases (i.e. the backlog) were the minor applications this figure is to be expected. Given also the problems of recruitment and retention within the service. | Lead Member Built Environment/ Head of Development Services |
| 19 | Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant. | 81.53% | 90% | 87.50% | | | | ↑ | ☹ | For Q1, 154 out of 176 applications were determined in time. Although the figure is slightly below the target, the direction of travel is positive, and we are significantly above the national threshold of 70% for non-major applications. This is a | Lead Member Built Environment/ Head of Development Services |

82

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 Progress Report

83

| | | | | | | | | | | great achievement given the issues within the service. | |
|--|--|-------------------|----------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|---|---|
| Key performance indicators for priority: HOUSING AND COMMUNITIES | | | | | | | | | | | |
| KPI no. | KPI description | Outturn 2021-2022 | Target 2022-23 | Outturn Q1 2022-23 | Outturn Q2 2022-23 | Outturn Q3 2022-23 | Outturn Q4 2022-23 | Direction of travel | Traffic light icon | Comment | Portfolio Lead / Head of service |
| 20 | Enforcement - Investigate category A* cases within 24 hours (without prompt action, material risk of further harm which could be reduced by early intervention). | 76.92% | 90% | 100% | | | | ↑ | 😊 | There was one category A case received in Q1 that was investigated within the 24-hour target. <i>*Category A- Development causing, or likely to cause, irreparable harm or damage.</i> | Lead Member Built Environment/ Head of Development Services |
| 21 | Investigate category B* cases within five working days (development causing, or likely to cause, irreparable harm or damage). | 84.62% | 90% | 100% | | | | ↑ | 😊 | In Q1, three category B cases were received and all were investigated within the target timescale. <i>*Category B- Unless prompt action is taken, there is a material risk of further harm being caused which could be reduced or prevented by early intervention.</i> | Lead Member Built Environment/ Head of Development Services |

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 Progress Report

84

| Key performance indicators for priority: HOUSING AND COMMUNITIES | | | | | | | | | | | |
|--|--|-------------------|----------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|--|---|
| KPI no. | KPI description | Outturn 2021-2022 | Target 2022-23 | Outturn Q1 2022-23 | Outturn Q2 2022-23 | Outturn Q3 2022-23 | Outturn Q4 2022-23 | Direction of travel | Traffic light icon | Comment | Portfolio Lead / Head of service |
| 22 | Investigate category C* cases within 10 working days (risk of material harm to the environment or undue harm to residential amenity). | 56.45% | 80% | 75% | | | | ↑ | ☹️ | <p>12 cases were received in Q1, 9 were investigated within 10 working days.</p> <p>Although we are below the target, the direction of travel is positive compared to the outturn for 2021/22.</p> <p><i>*Category C- unless action is taken, there is a risk of material harm to the environment or undue harm to residential amenity.</i></p> | Lead Member Built Environment/ Head of Development Services |
| 23 | Investigate category D* cases within 15 working days (breaches causing limited material disturbance to local residents or to the environment). | 69.57% | 70% | 100% | | | | ↑ | 😊 | <p>During Q1, 33 cases were reported and all were reviewed within 15 working days.</p> <p><i>*Category D- breaches of planning control causing limited material disturbance to local residents or harm to the environment, which do not come with any of the higher categories, and where a delay would not prejudice the council's ability to resolve the matter.</i></p> | Lead Member Built Environment/ Head of Development Services |

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 Progress Report

85


| PRIORITY: CUSTOMER FIRST | | | | |
|---|---|---|------------------|--|
| Actions | Target date | Reporting Line | Progress to date | Comment |
| Objective 1. Maintain our culture of continuous service improvement. | | | | |
| a) Continue to improve the proactive homelessness prevention programme. | Target date: March 2023 | Head of Community Services Lead Member for Housing | ☺ | <p>Work between Business Transformation Team (BTT) and Housing is complete with web pages ready to transfer to new web site as part of wider project.</p> <p>A new role is currently going through evaluation. This role will focus on rough sleepers but also aim to prevent breakdown of family relationships, provide support to remain in tenancies and access and maintain supported housing options. This will be funded through the Homelessness Prevention Grant.</p> <p>In response to the impact of the crisis in Ukraine a new role has been created to coordinate the Council's efforts and also support extra housing advice/homelessness cases that will approach the service. This will be funded by the Homes for Ukraine scheme via Gloucestershire County Council.</p> |
| b) Set up a planning agents forum. | Target date: End of September 2022 | Head of Development Lead Member Built Environment | ☺ | Work is underway in relation to setting up the first meeting by the end of September. The purpose of the agents forum is to engage with agents who regularly submit planning applications to understand their issues and work better together. |
| c) Review the Environmental Health Service. (r) | December 2020. April 2024 September 2024 Target date: October 2022 | Head of Community Services Lead Member for Clean and Green Environment | ☺ | The trial of the new structure continues to work well and appears to be well received by staff. Service managers are currently discussing options to take this forward with HR and a report will be prepared for CLT by the end of September 2022. |

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 Progress Report

86

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|---|--|--|---|--|
| | (revised target date was reported to O&S committee in January 2022). | | | |
| d) Maximise the use of business intelligence within the council to ensure the accuracy of the rating list and help businesses build resilience. (r) | <p>March 2021 March 2022</p> <p>Target date: March 2023</p> <p>(target date was reported to O&S committee in June 2022)</p> | <p>Head of Corporate Services</p> <p>Lead Member for Commercial Transformation</p> | ☺ | The Business Intelligence plan has been finalised and work is continuing on working through intelligence obtained during the COVID-19 business grants process. |
| e) Continue to review the operational effectiveness of our return to the office and the opportunities provided through agile working. (r) | <p>Target date: March 2023</p> | <p>Head of Corporate Services</p> <p>Lead Member for Commercial Transformation</p> | ☺ | Hybrid working continues to work effectively and is a useful tool for recruitment and retention of staff. Work to consider how the offices may need to be adjusted to make an environment better suited to modern ways of working is continuing. |
| f) Carry out a full review of the licensing services. | <p>April 2021 Sept 2021 November 2021 May 2022</p> <p>Target date: December 2022</p> <p>New target date: End of January 2023</p> | <p>Head of Community Services</p> <p>Lead Member for Clean and Green Environment</p> | ☹ | <p>The online offering is one of four work streams to undertake and complete a full-service review. Other work streams are governance, finance and HR related.</p> <p>The online offering includes automated licence consultations which has been completed. There is also an update of licensing related pages on the website which is currently being undertaken and will be completed by December. The online forms project has been delayed due to connector issues between the two systems- Uniform and Liberty Create. Mapping and scoping is currently in place and</p> |

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 Progress Report

| | (New revised date reported to O&S committee in September 2022) | | | testing and availability to the customer has been pushed back to December for Temporary Events Notice's (TEN's), taxi and private hire and the end of January for Licensing Act 2003 forms. The target date has been amended from December 2022 to the end of January 2023, to the reflect the slight delay. |
|---|--|---|---|--|
| PRIORITY: CUSTOMER FIRST | | | | |
| Actions | Target date | Reporting Line | Progress to date | Comment |
| Objective 2. Develop online services to achieve 'digital by preference, access for all'. | | | | |
| a) Carry out a review of our corporate website. | April 2022 June 2022 December 2022 New Target date April 2023 (New revised date reported to committee in September 2022) | Head of Corporate Services Lead Member for Commercial Transformation |  | Progress has been made on the development of a new corporate website, including choosing a new platform provider and engaging with services to review and improve content. The council's web designer role is now vacant, and two attempts of advertising has failed to recruit a candidate with the required skills and experience. A recommendation will be made to Corporate Leadership Team to 'unlock' this issue. The council's current website continues to be operational and updated. The target date has been updated to reflect this. |
| b) Explore the opportunity for an online offering for our cemeteries function. | 31 March 2022 September 2022 New target date: March 2023 (New revised date reported to O&S committee in January 2022) | Head of Finance and Asset Lead Member for Finance and Asset Management | | This project has not yet commenced but process mapping of the service will begin October 2022 |

87

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 Progress Report

| | | | | |
|--|--------------------------------|--|---|---|
| c) Create a planning application tracker | Target date: September 2022 | Head of Development Lead Member Built Environment | 😊 | <p>The planning application tracker, fully funded by DLUHC will allow members of the public, applicants and agents to sign up to receive alerts whenever there is an update on an application of interest. Alerts will be sent by email and text messages, the progress of an application is shown on a progress bar in the planning application tracker. Information is given on what each stage of the process means.</p> <p>The business transformation team has worked with Planning to make sure the tracker displays the correct information and is user friendly. Work to the final changes are currently taking place with the aim to go live by the end of September 2022.</p> |
|--|--------------------------------|--|---|---|

Key performance indicators for priority: CUSTOMER FIRST

| KPI no. | KPI description | Outturn 2021-22 | Target 2022-23 | Outturn Q1 2022-23 | Outturn Q2 2022-23 | Outturn Q3 2022-23 | Outturn Q4 2022-23 | Direction of travel | Traffic light icon | Comment | Portfolio Lead / Head of service |
|---------|--|-----------------|----------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|---|---|
| 24 | Total enquiries logged by the Area Information Centre (AIC). | 158 | | 31 | | | | | | <p>The attendance at the AICs remains low, this could be as a result of contacting TBC through other means during Covid and so have carried out using those methods.</p> <p>The footfall at Winchcombe has increased, this could be due to lack of bus transport to Tewkesbury. Q1 2022/23 breakdown is: Winchcombe: 29 Bishops Cleeve: 2 Brockworth: 0 Churchdown: 0 Total: 31</p> | Lead Member Customer Focus/ Head of Corporate Services |

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 Progress Report

| Key performance indicators for priority: CUSTOMER FIRST | | | | | | | | | | | |
|---|---|-----------------|----------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|--|--|
| KPI no. | KPI description | Outturn 2021-22 | Target 2022-23 | Outturn Q1 2022-23 | Outturn Q2 2022-23 | Outturn Q3 2022-23 | Outturn Q4 2022-23 | Direction of travel | Traffic light icon | Comment | Portfolio Lead / Head of service |
| 25 | Total number of people assisted within the borough by Citizens Advice Bureau (CAB). | 1,758 | | 484 | | | | | | <p>During Q1 484 clients have raised 611 issues as follows:</p> <ul style="list-style-type: none"> • Benefits & tax credits- 23.8% (146 issues) • Universal Credit- 9.6% (59 issues) • Housing- 9.6% (59 issues) • Debt- 8% (49 issues) • Utilities- 6.3% (39 issues) • Relationships- 6.2% (38 issues) <p>Of the clients seen, the heaviest demand was in Tewkesbury South 38 (7.8%). The following five wards represents 163 (33.6%) of all clients seen</p> <ul style="list-style-type: none"> • Churchdown St Johns 35 (7.2%) • Brockworth East 35 (7.2%) • Brockworth West 34 (7%) • Innsworth 33 (6.8%) • Tewkesbury East 26 (5.3%) | Lead Member Community Development / Head of Development Services |

68

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 Progress Report

06

| Key performance indicators for priority: CUSTOMER FIRST | | | | | | | | | | | |
|---|--|-----------------|----------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|---|--|
| KPI no. | KPI description | Outturn 2021-22 | Target 2022-23 | Outturn Q1 2022-23 | Outturn Q2 2022-23 | Outturn Q3 2022-23 | Outturn Q4 2022-23 | Direction of travel | Traffic light icon | Comment | Portfolio Lead / Head of service |
| 26 | Financial gain to clients resulting from CAB advice | £1,291,722 | | £370,000 | | | | | | During the quarter clients have benefitted from £370,000 of financial gains, a significant amount of this £172,000 is in additional welfare benefits, an important factor in helping people with the cost of living crisis. | Lead Member Community Development / Head of Development Services |
| 27 | Community groups assisted with funding advice | 314 | | 26 | | | | | | A new Community Funding Officer started in May. Over the quarter 26 community groups have been assisted with funding advice | Lead Member Community Development / Head of Development Services |
| 28 | Benefits caseload: a) Housing Benefit b) Council Tax Reduction | 2,198 4,841 | | 2149 4708 | | | | | | CTR caseload continues to fall mainly due to the number of claimants returning to work following Covid. Delays in managed migration from legacy benefits means that we will continue to deal with some claim types until December 2024. The split at the end of quarter one was as follows Pension age 1,792 Working age 2,916 | Lead Member Finance and Asset Management/ Head of Corporate Services |
| Key performance indicators for priority: CUSTOMER FIRST | | | | | | | | | | | |
| KPI no. | KPI description | Outturn 2021-22 | Target 2022-23 | Outturn Q1 2022-23 | Outturn Q2 2022-23 | Outturn Q3 2022-23 | Outturn Q4 2022-23 | Direction of travel | Traffic light icon | Comment | Portfolio Lead / Head of service |

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 Progress Report

| 29 | Average number of days to process new Housing benefit claims. | 17 | 15 | 6.6 | | | | ↑ | 😊 | Performance in quarter 2022-23 is back on target and well below the national average of 19 calendar days. | Lead Member Finance and Asset Management/ Head of Corporate Services |
|--|--|-----------------|----------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|---|--|
| Key performance indicators for priority: CUSTOMER FIRST | | | | | | | | | | | |
| KPI no. | KPI description | Outturn 2021-22 | Target 2022-23 | Outturn Q1 2022-23 | Outturn Q2 2022-23 | Outturn Q3 2022-23 | Outturn Q4 2022-23 | Direction of travel | Traffic light icon | Comment | Portfolio Lead / Head of service |
| 30 | Average number of days to process change in circumstances to housing benefit claims. | 3 | 4 | 14 | | | | ↓ | ☹️ | There has been slippage in the performance on change of circumstances in Quarter 1. This is predominantly due to the Housing Benefit Award Accuracy Initiative, funded by the Department for Work and Pensions. This is an initiative to proactively identify unreported changes and make sure the right amount of housing benefit is paid to the right person at the right time. | Lead Member Finance and Asset Management/ Head of Corporate Services |
| 31 | Percentage of council tax collected | 98% | 98% | 29.9% | | | | ↔️ | 😊 | Council tax collection is very slightly below target (0.1%) for the end of June. Normal recovery processes are continuing in accordance with the annual recovery timetable. | |

91

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 Progress Report

| 32 | Percentage of NNDR collected | 99.4% | 98% | 34.8% | | | | | ↑ | 😊 | NNDR is above target for the end of June by 3.8% | Lead Member Finance and Asset Management/ Head of Corporate Services |
|--|--|-----------------|----------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|---------|---|--|
| Key performance indicators for priority: CUSTOMER FIRST | | | | | | | | | | | | |
| KPI no. | KPI description | Outturn 2021-22 | Target 2022-23 | Outturn Q1 2022-23 | Outturn Q2 2022-23 | Outturn Q3 2022-23 | Outturn Q4 2022-23 | Direction of travel | Traffic light icon | Comment | Portfolio Lead / Head of service | |
| 33 | Average number of sick days per full time equivalent | 11.51 | 8.0 | 2.75 | | | | | ↑ | 😊 | In Q1, 528 days were lost to sickness absence, in comparison with 672.8 days during Q4 2021/22. This comprised 165.2 short term days (193.5 in Q4) and 362.8 long term days (479.3 in Q4), so this represents a positive reduction over both short and long term sickness. The HR team continue to support managers to actively manage sickness and manage sickness rates down. The team have run Supporting Attendance workshops for managers in Q1 alongside the new policy. | Lead Member Organisational Development / Head of Corporate Services |

92

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 Progress Report

| 34 | Food establishment hygiene ratings. | 3.2% | 5% With a food hygiene rating Under three | 2.6% | | | | | ↑ | 😊 | There are currently 725 premises registered with the Council. 19 (2.6%) have a food hygiene rating of 2 or below and therefore this remains within the target of less than 5% for non broadly compliant premises. | Lead Member Clean and Green Environment/ Head of Community Services |
|--|---|-----------------|--|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|--|---|---|
| Key performance indicators for priority: CUSTOMER FIRST | | | | | | | | | | | | |
| KPI no. | KPI description | Outturn 2021-22 | Target 2022-23 | Outturn Q1 2022-23 | Outturn Q2 2022-23 | Outturn Q3 2022-23 | Outturn Q4 2022-23 | Direction of travel | Traffic light icon | Comment | Portfolio Lead / Head of service | |
| 35 | Percentage of Freedom of information (FOI) requests answered on time. | 89% | 80% | 89% | | | | ↑ | 😊 | 158 requests were received in Q1 – 141 were responded to within the 20 working days deadline. Total received for 2021-22= 572 | Lead Member Customer Focus/ Head of Corporate Services | |
| 36 | Percentage of formal complaints answered on time. | 74% | 90% | 68% | | | | ↓ | 😐 | 25 formal complaints were received in Q1. 17 of the 25 were answered within the 20 working days. | Lead Member Customer Focus/ Head of Corporate Services | |

93

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 Progress Report

94

| PRIORITY: GARDEN COMMUNITIES | | | | |
|---|--|--|------------------|--|
| Actions | Target date | Responsible Officer/Group | Progress to date | Comment |
| Objective 1. Delivery of Tewkesbury Garden Town | | | | |
| a) Support the garden town planning status through the JSP site assessment process. | <p>Target date: Submission for examination summer 2023.</p> <p>Summer 2024</p> <p>target date: Spring 2023 (preferred options consultation)</p> <p>(resolved by Council in April 2022 and target dates reported to O&S Committee in June 2022)</p> | <p>Director of Garden Communities</p> <p>Lead Member Built Environment</p> | <p>😊</p> | <p>The Garden Town will form part of the Joint Strategic Plan (JSP) Review.</p> <p>The revised dates of the timetable for the JSP Review is as follows:</p> <ul style="list-style-type: none"> • Issues and Options Consultation - Winter 2018/19 (Complete) • Preferred Options Consultation – Summer 2024 Spring 2023 • Pre-submission Consultation – Winter 2022 Autumn 2023 • Submission to Secretary of State – Spring 2023 early Spring 2024 • Examination – Summer 2023 Summer 2024 • Adoption – Winter 2023 Winter 2024/Spring 2025 |

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 Progress Report

95

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|---|--|---|-------------------------|---|
| | | | | See relevant updated comment about the JSP by Head of Development Services under priority 'Housing and Communities', objective 2, action a. |
| b) Prepare a design manual. | Target date: March 2023 | Director of Garden Communities Lead Member Built Environment | 😊 | LDA Design have been commission to create the design manual for the Garden Town. They are currently starting to talk to members and key stakeholders and are preparing the initial stages of the work. |
| PRIORITY: GARDEN COMMUNITIES | | | | |
| Actions | Target date | Responsible Officer/Group | Progress to date | Comment |
| Objective 1. Delivery of Tewkesbury Garden Town | | | | |
| c) Finalise the design and launch the construction phase of the Aschurch and Northway Bridge Over Rail (ANBOR). | Target date: March 2023 | Director of Garden Communities Lead Member Built Environment | 😊 | Following a detailed cost and programme review, work is now underway to prepare the final detailed design and construction contract procurement documents with the intention of launching the construction phase in the spring 2023. |
| d) Work with partners to progress the business case for the Junction 9 and A46 improvements. | Target date: March 2024 for finalisation of | Director of Garden Communities Lead Member Built Environment | 😊 | Note this project is led by Gloucestershire County Council (GCC). Work continues with our partners (GCC, Department of Transport, Homes England and National Highways), to develop the outline business case work. On completion/agreement of the outline business case |

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 Progress Report

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|----|--|----------------------------|---|---|
| | business case by <u>GCC</u> | | | <p>a consultation will take place on the preferred route options.</p> <p>Latest update in terms of the technical work ongoing is that the planned non-statutory consultation by GCC is due to commence on Tuesday 22 September and run until 6 November 2022. This initiative is a key part of the ongoing development of the business case which will lead to the identification of the preferred route option, in due course.</p> <p>Further information including FAQs available at -</p> <p>M5 Junction 9 and A46 (Ashchurch) Transport Scheme - Highways (goucestershire.gov.uk)</p> |
| 96 | e) Submit a further Garden Community Capacity Funding bud for 2022/23. (r) | Target date: December 2022 | Director of Garden Communities Lead Member Built Environment | <p>A funding bid will be submitted when the next funding round is opened. Unfortunately, due to the uncertainties within government at present, the GT team is not advised when this will be, but in past years it has been during the Autumn.</p> |
| | f) Work with partners to maximise sustainable development principles and low carbon technologies as part of the Garden Communities programme. (r) | Target date: December 2022 | Director of Garden Communities Lead Member Built Environment | <p>☺</p> <p>The Garden Town Sustainability Strategy is being finalised which will highlight the approach going forward.</p> |
| | g) Conclude the assessment of the delivery vehicle for the Garden Town and submit the business case to the Department for Levelling Up, Housing and Communities (DLUHC). | Target date: October 2022 | Director of Garden Communities Lead Member Built Environment | <p>☺</p> <p>Financial modelling consultants have been appointed to support the developing process alongside consultants ARUP who are preparing the business case with the Garden Town team. The business case is due to be submitted to government in October 2022.</p> <p>A officer working group has been set up as well as planned updates to the Garden Town Member Reference Panel and all members.</p> |

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 Progress Report

97

| PRIORITY: GARDEN COMMUNITIES | | | | |
|---|---|---|------------------|---|
| Actions | Target date | Responsible Officer/Group | Progress to date | Comment |
| Objective 2. Delivery of Golden Valley Garden village. | | | | |
| a) Work with Cheltenham Borough Council (CBC) and landowners towards the submission of a planning application in accordance with the Golden Valley Supplementary Planning Document. | Target date: March 2023 | Director of Garden Communities Lead Member Built Environment | ☺ | <p>We continue to work closely with Cheltenham Borough Council (CBC) and landowners with delivering the £1 billion first phase of The Golden Valley Development.</p> <p>Since CBC's announcement in July 21 that HBD X Factory has been selected as its preferred development partner, discussions continue on finalising the detail.</p> <p>CBC as landowner are progressing with their outline planning application in conjunction with the other developers, namely St Modwen, with the schedule to submit the application later in 2022. This will lead to the start of construction and completion of the first phases of the development, centering on the employment zone.</p> <p>More details relating to the Golden Valley Development can be found on the website - The Golden Valley Development (goldenvalleyuk.com)</p> |
| PRIORITY: SUSTAINABLE ENVIRONMENT | | | | |
| Actions | Target date | Responsible Officer/Group | Progress to date | Comment |
| Objective 1. Deliver the carbon reduction action plan | | | | |
| a) Deliver the solar car parking canopy at the Public Services Centre. | Target date: June 2022 (target date reported to O&S) | Head of Finance and Asset Management Lead Member for Clean and Green Environment | ✓ | Construction of the canopy was completed by the end of June. Awaiting connection of the system by the District Network Operator. |

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 Progress Report

88

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| | committee in January 2022) | | | |
| b) Develop a communication plan and roll out carbon literacy training to ensure stakeholders are well informed and knowledgeable of the Council's progress towards its carbon reduction objectives. | Target date: June 2023 | Head of Finance and Asset Management Lead Member for Finance and Asset Management | 😊 | Increased levels of internal communications and web pages being designed to aid communication externally. Series of carbon literacy training courses scheduled, with first to take place in September. It is anticipated that up to 60 officers and members will receive this training in the coming year. |
| c) Source and secure funding opportunities to support the delivery of our carbon reduction programme. | Target date: March 2022 March 2023 | Head of Finance and Asset Management Lead Member for Clean and Green Environment | 😊 | Ongoing annual programme of activity to secure the funding needed to support delivery of carbon neutrality by 2030. It is estimated that the aim, for Council alone, will cost in the region of £12m-£15m to fully deliver. It is hoped that there will be a further rounds of the Public Sector Decarbonisation Scheme in early Autumn where a significant bid for funding towards the heat replacement project in the council offices will be made. Smaller funding awards are currently being sought to support the delivery of electric vehicle charging points. |
| PRIORITY: SUSTAINABLE ENVIRONMENT | | | | |
| Actions | Target date | Responsible Officer/Group | Progress to date | Comment |
| Objective 2. Promote a healthy and flourishing environment in the borough. | | | | |
| a) Establish policies to ensure the delivery of healthy and sustainable communities. | Target date: March 2023 (ongoing as action is across a number of plans) | All Heads of Services Lead Member for Clean and Green Environment | 😊 | The JSP will include policies relating to this. The economic needs assessment will also inform the Economic and Tourism strategy. The recent work on the Public Space Protection Order also contributes to this action. |

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 Progress Report

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| b) Promote a healthier lifestyle through working with Active Gloucestershire through the 'we can move' programme. (r) | Target date: March 2023 | Head of Development Services Lead Member for Community | ☺ | A service level agreement is now in place to deliver 'We Can Move' in the Borough. Details of the programme can be found on their website : www.wecanmove.net |
| c) Carry out a review of our litter pickers' scheme. | September 2024 June 2022 New target date: Jan 2023 (dependant on the availability of the business transformation team) (New revised date reported to O&S committee in September 2022) | Head of Community Services Lead Member for Clean and Green Environment | ☹ | The Environmental Health Team continue to respond well to registration requests. The Environmental Health Manager will meet with the Business Transformation Team in August 2022 to finalise the new registration process. This project is reliant on the Business Transformation Team and to factor in the other projects BTT are working on the target date for delivery has been amended to January 2023. |
| PRIORITY: SUSTAINABLE ENVIRONMENT | | | | |
| Actions | Target date | Responsible Officer/Group | Progress to date | Comment |
| Objective 2. Promote a healthy and flourishing environment in the borough. | | | | |
| d) Work with the Integrated Locality Partnership (ILP) to build community resilience within the borough and reduce health inequalities. (r) | Target date: March 2023 | Head of Development Services Lead Member for Community | ☺ | The ILP has highlighted key priorities around social isolation/loneliness / physical wellbeing / mental wellbeing / employment and skills. Pilot projects are in progress in Brockworth and Tewkesbury. A recent report went to Executive Committee recommending an action and cost plan be produced, in consultation with the lead member. |

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 Progress Report

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| e) Commence planning and scoping study for implications of, and opportunities for, borough-wide decarbonisation. (r) | Target date: June 2023 | Head of Finance and Asset Management Lead Member for Finance and Asset Management | | Not yet commenced |
| f) Deploy CCTV cameras in fly-tipping hotspots. | Target date: September 2022 | Head of Community Services Lead Member for Clean and Green Environment | 😊 | Two rapid deployment camera's have been purchased. The initial location for the cameras has been decided and the cameras are on target to be installed by the suppliers at the end of August 2022. |
| g) Support community led biodiversity projects across the borough. | Target date: March 2023 | Head of Development Services Lead Member for Community | 😊 | During quarter one Tewkesbury Nature Reserve received grant funding of £1,000 from the Covid-19 recovery grant scheme. The grant was for art and storytelling workshops based on habitats and animals at the reserve. |
| PRIORITY: SUSTAINABLE ENVIRONMENT | | | | |
| Actions | Target date | Responsible Officer/Group | Progress to date | Comment |
| Objective 3. Promote responsible recycling across the borough. | | | | |
| a) Undertake proactive marketing campaign of the new bulky waste service. | Target date: March 2023 | Head of Community Services Lead Member for Clean and Green Environment | 😊 | The first phase of a social media campaign has taken place in Q1. One focus is general messaging as a survey found public awareness of the bulky waste service was low. A further focus is to push residents towards booking collections online to reduce calls to customer services. |
| b) Working with Gloucestershire Waste and Resources Partnership to improve | Target date: March 2023 | Head of Community Services | 😊 | The Gloucestershire Waste and Resource partnership ran a plastics campaign in Q1, which was well received. New county-wide campaigns planned include a focus on |

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 Progress Report

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| our recycling figures and reduce waste. | | Lead Member for Clean and Green Environment | | <p>littering, textiles, food waste and electricals through the rest of 2022/23.</p> <p>The council's communication team is and will continue to promote the 'Gloucestershire recycles' campaigns through social media channels.</p> |
| Objective 4. Preserve and enhance the natural assets and built heritage of our borough. | | | | |
| a) Establish and publish a local list of non-designated heritage assets in the borough. | <p>February 2022 Target date: June 2022 New target date: End of September 2022 (New target reported to O&S committee in September 2022)</p> | <p>Head of Development Services Lead Member for Built Environment</p> | ☹️ | <p>The non-designated heritage assets local list has been completed following nominations and a series of panel meeting discussing the assets have took place. The final element is the decision notice to be completed and the list to be published online. This action will be carried out by the end of September and will be located here: https://www.tewkesbury.gov.uk/local-heritage-list</p> |

101

| Key performance indicators for priority: SUSTAINABLE ENVIRONMENT | | | | | | | | | | | |
|--|----------------------------------|-----------------|----------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|---|--|
| KPI no. | KPI description | Outturn 2021-22 | Target 2022-23 | Outturn Q1 2022-23 | Outturn Q2 2022-23 | Outturn Q3 2022-23 | Outturn Q4 2022-23 | Direction of travel | Traffic light icon | Comment | Portfolio Lead / Head of service |
| 37 | Number of reported enviro crimes | 1,447 | 1000 | 237 | | | | ↑ | ☺️ | <p>A breakdown of the enviro-crimes for Q1 2022/23 are as follows. (Q1 2021/22 are in brackets):</p> <ul style="list-style-type: none"> Fly tips: 140 (249) Littering: 3 (3) Dog fouling: 2 (5) Abandoned vehicles: 12 (49) Noise: 65 (109) Bonfires: 15 (27) <p>Total: 237 (419)</p> | Lead Member Clean and Green Environment/Head of Community Services |

Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 Progress Report

| | | | | | | | | | | | |
|----|---|----------|-------|---------|--|--|--|---|---|---|--|
| 38 | Percentage of waste reused, recycled or composted. | 53.5% | 52% | 53.83% | | | | ↑ | 😊 | The recycling rate is on target for Q1, continuing the good performance of 2021/22. | Lead Member Clean and Green Environment/Head of Community Services |
| 39 | Residual household waste collected per property in kgs. | 401.92Kg | 430kg | 100.7Kg | | | | ↑ | 😊 | There were 100.7Kg of residual waster per household in Q1. This figure is set to achieve the target and is a slightly better performance than Q1 2021/22. | Lead Member Clean and Green Environment/Head of Community Services |

Appendix 2 - Quarter 1 budget report

Chief Executive

| | Full Year Budget £ | Projected Outturn £ | Savings / (Deficit) £ |
|---------------------------|--------------------------|---------------------------|-----------------------------|
| Employees | 275,714 | 277,482 | (1,768) |
| Premises | 0 | 0 | 0 |
| Transport | 0 | 0 | 0 |
| Supplies & Services | 8,160 | 8,160 | 0 |
| Payments to Third Parties | 0 | 0 | 0 |
| Income | 0 | 0 | 0 |
| TOTAL | 283,874 | 285,642 | (1,768) |

Community Services

| | Full Year Budget £ | Projected Outturn £ | Savings / (Deficit) £ | |
|---------------------------------|--------------------------|---------------------------|-----------------------------|---|
| Employees | 1,473,469 | 1,466,872 | 6,597 | |
| Transport | 900 | 0 | 900 | |
| Supplies & Services | 130,703 | 139,999 | (9,296) | |
| Payments to Third Parties | 5,674,721 | 5,870,225 | (195,504) | 1 |
| Ringfenced Projects and Funding | 0 | 0 | 0 | |
| Income | (2,449,356) | (2,537,609) | 88,253 | 2 |
| TOTAL | 4,830,437 | 4,939,487 | (109,050) | |

1) The adverse variance of £195k is mainly due to the following:

Due to rising costs of fuel, Ubico have predicted an overspend of £141k. In addition to this, Ubico are expecting an overspend of £50k across various service areas due to higher employment costs, supplies & services and support services.

After budget setting the council were informed of additional running costs in relation to Swindon Road Depot, this amounts to £150k.

The MRF gate fee is expected to be £150k lower than budget which is due to a significant reduction in the gate fee per tonne being paid.

The current buoyant market for recycled materials has resulted in the gate fee paid dropping from £67 per tonne at the start of the contract last year to a current price of £26 per tonne.

2) The £88k favourable variance is predominantly due to the following:

£73k of additional licensing income projected by the end of the financial year.

Income from civil penalty notice's has exceeded budget by £13k in the first quarter.

Recycling credits are expected to be £17k less than budget.

Corporate Services

| | Full Year Budget £ | Projected Outturn £ | Savings / (Deficit) £ | |
|--------------------------------------|--------------------------|---------------------------|-----------------------------|---|
| Employees | 2,470,385 | 2,442,929 | 27,456 | 3 |
| Transport | 0 | 0 | 0 | |
| Supplies & Services | 674,122 | 687,328 | (13,206) | 4 |
| Payments to Third Parties | 209,738 | 218,173 | (8,435) | |
| Transfer Payments - Benefits Service | 9,000,000 | 9,000,000 | 0 | |
| COVID-19 Costs | 0 | 5,676 | (5,676) | |
| Income | (9,488,464) | (9,540,189) | 51,725 | 5 |
| TOTAL | 2,865,781 | 2,813,917 | 51,864 | |

3) Combination of posts currently vacant across various services eg revenues & benefits, corporate, internal audit.

4) Projected overspend in relation to software and licences re: energy rebate schemes. However, this will be offset by new burdens income received (government grants). Tewkesbury Borough News also projected to be overspent eg increase cost in paper.

5) New burdens grants.

Democratic Services

| | Full Year Budget £ | Projected Outturn £ | Savings / (Deficit) £ | |
|---------------------------|--------------------------|---------------------------|-----------------------------|---|
| Employees | 303,842 | 263,083 | 40,759 | 6 |
| Premises | 0 | 280 | (280) | |
| Transport | 9,600 | 5,995 | 3,605 | |
| Supplies & Services | 507,445 | 503,190 | 4,255 | |
| Payments to Third Parties | 34,000 | 34,031 | (31) | |
| Income | (2,500) | (2,481) | (20) | |
| TOTAL | 852,387 | 804,098 | 48,289 | |

6) A full time vacant post gives a saving of £44k plus 13 hours saving in another post gives ca. £10k. This is offset against overtime to cover peaks as we near the Borough elections next year.

Development Services

| | Full Year Budget £ | Projected Outturn £ | Savings / (Deficit) £ | |
|---------------------------|--------------------------|---------------------------|-----------------------------|---|
| Employees | 2,184,521 | 2,136,742 | 47,779 | 7 |
| Premises | 53,476 | 49,433 | 4,043 | |
| Transport | 0 | 206.5 | (207) | |
| Supplies & Services | 204,699 | 227,970 | (23,271) | 8 |
| Payments to Third Parties | 327,795 | 326,020 | 1,775 | |
| COVID-19 Costs | 0 | 0 | 0 | |
| Income | (1,397,111) | (1,653,254) | 256,143 | 9 |
| TOTAL | 1,373,380 | 1,087,117 | 286,263 | |

7) Projected salary savings due to turnover in a number of positions across the group

8) Overspent mainly due to a high rise in computer annual renewal costs and subscriptions with professional planning software providers.

9) Expected additional income from planning fees and £120k contributions from JCS partnership.

Finance and Asset Management

| | Full Year Budget £ | Projected Outturn £ | Savings / (Deficit) £ | |
|---------------------------|--------------------------|---------------------------|-----------------------------|----|
| Employees | 2,323,828 | 2,342,212 | (18,384) | 10 |
| Premises | 560,322 | 600,703 | (40,381) | 11 |
| Transport | 48,060 | 40,350 | 7,710 | |
| Supplies & Services | 574,067 | 550,682 | 23,385 | 12 |
| Payments to Third Parties | 373,798 | 351,452 | 22,346 | 13 |
| Drainage Board Levy | 6,500 | 7,837 | (1,337) | |
| COVID-19 Costs | 0 | 0 | 0 | |
| Income | (1,385,652) | (1,290,626) | (95,026) | 14 |
| TOTAL | 2,500,923 | 2,602,611 | (101,688) | |

10) Projected overspend due to costs for climate change consultancy support to be met by unspent agency payments.

11) Overspend due to additional programmed maintenance costs totalling an estimated £25k plus £16k business rates for the area in which One Legal now occupy.

12) Expected savings of £26k associated with PDQ terminal charges.

13) Expected savings on Climate Change agency costs of £14k and a further £10k associated with agency costs relating to the Council Offices and Treasury Mgmt. Greater than expected costs associated with car parks reduce these savings

14) Income is reduced by a vacant unit on the top floor of the Council Offices (£50k) and reduced income from the leisure centre which is expected to be £66k down on budget. Car park income is estimated to be £20k over budget but also £10k down with regards excess charges collected.

Garden Communities

| | Full Year Budget £ | Projected Outturn £ | Savings / (Deficit) £ | |
|---------------------------|--------------------------|---------------------------|-----------------------------|----|
| Employees | 0 | 264,318 | (264,318) | 15 |
| Premises | 0 | 0 | 0 | |
| Transport | 0 | 0 | 0 | |
| Supplies & Services | 0 | 118 | (118) | |
| Payments to Third Parties | 0 | 1,507,536 | (1,507,536) | 16 |
| COVID-19 Costs | 0 | 0 | 0 | |
| Income | 0 | (1,500,000) | 1,500,000 | 17 |
| Reserve Funding | 0 | (271,972) | 271,972 | 15 |
| TOTAL | 0 | (0) | 0 | |

15) All salary costs are fully covered by contributions and reserves.

16) M5 A46 Government Grant to be paid to GCC.

17) M5 A46 Government Grant received, will be paid to GCC which has been included in payments to third parties.

Borough Solicitor

| | Full Year Budget £ | Projected Outturn £ | Savings / (Deficit) £ |
|---------------------|--------------------------|---------------------------|-----------------------------|
| Employees | 131,685 | 130,320 | 1,365 |
| Supplies & Services | 515 | - | 515 |
| Income | 0 | 0 | 0 |
| TOTAL | 132,200 | 130,320 | 1,880 |

One Legal

| | Full Year Budget £ | Projected Outturn £ | Savings / (Deficit) £ | |
|---------------------------|--------------------------|---------------------------|-----------------------------|----|
| Employees | 2,583,504 | 2,029,314 | 554,190 | 18 |
| Transport | 3,000 | 1,237 | 1,763 | |
| Supplies & Services | 118,820 | 115,464 | 3,356 | |
| Payments to Third Parties | 21,371 | 16,239 | 5,132 | |

| | | | | |
|-------------------|----------------|----------------|---------------|----|
| Central Recharges | 29,929 | 29,929 | 0 | |
| Income | (2,471,587) | (1,954,950) | (516,637) | 19 |
| TOTAL | 285,037 | 237,233 | 47,804 | |

18) The favourable variance of £554k relates to various vacant posts across One Legal, the main contributors being: 2 Principal Lawyer posts, PPD, 3 Senior Lawyer and 2 Lawyer posts. Agency staff are being utilised where possible to meet the work requirements.

19) Limited resources available to undertake additional work have had an impact on the ability to achieve the income targets and as a result, the actual income for Q1 is below the budget.

Appendix 3 - Analysis of capital budget 2022/23

| | Q1 Budget Position £ | Q1 Actual Position £ | (Over) / Under spend £ | % Slippage | Comments |
|---------------------------|----------------------------|----------------------------|------------------------------|------------|--|
| Council Land & Buildings | 1,116,616 | 383,672 | 732,944 | 66 | Delays in the Ashchurch Bridge project, Q1 expenditure relates to the solar canopy. |
| Vehicles | 0 | 163,496 | (163,496) | (100) | Vehicle purchase included in the 2021/22 capital budget has been delayed and completed in April 2022. No further expenditure expected in 2022/23 |
| Equipment | 52,116 | 30,945 | 21,171 | 41 | More expenditure expected later in the year |
| Capital Investment Fund | 0 | 0 | 0 | 0 | No budget in 2022/23 |
| Community Grants | 0 | 0 | 0 | 0 | No budget in 2022/23 |
| Housing & Business Grants | 125,000 | 190,997 | (65,997) | (53) | More Disabled Facilities Grants paid out in the first quarter than expected. |
| | 1,293,732 | 769,110 | 524,622 | 41 | |

Appendix 4 - Revenue reserves for 2022/23

| Reserve | Balance 31st March 2022 | Spent in Reserve Q1 | Reserve Remaining | Note |
|---------------------------------------|----------------------------|------------------------|----------------------|------|
| Service Reserves | | | | |
| Asset Management Reserve | 1,556,309 | | 1,556,309 | |
| Borough Growth Reserve | 628,291 | | 628,291 | |
| Borough Regeneration Reserve | 81,619 | | 81,619 | |
| Business Rates Reserve | - | | - | |
| Business Support Reserve | 253,942 | 14,340 | 239,603 | |
| Business Transformation Reserve | 1,289,412 | 46,895 | 1,242,517 | 1 |
| Climate Change Reserve | 365,333 | 11,880 | 353,454 | |
| Community Support Reserve | 892,575 | 86,116 | 806,459 | 2 |
| Council Tax Reserve | 250,792 | | 250,792 | |
| Development Management Reserve | 473,437 | 9,178 | 464,259 | |
| Development Policy Reserve | 2,019,322 | - 2,236 | 2,021,559 | |
| Elections Reserve | 190,848 | | 190,848 | |
| Flood Support and Protection Reserve | 9,509 | 7,810 | 1,699 | |
| Garden Communities Reserve | 1,284,208 | 47,050 | 1,237,158 | 3 |
| Health & Leisure development reserve | 1,889 | 2,493 | - 604 | |
| Housing & Homeless Reserve | 649,098 | 30,220 | 618,878 | 4 |
| Insurance Reserve | 60,000 | | 60,000 | |
| Investment Reserve | 450,000 | | 450,000 | |
| IT Reserve | 167,062 | 10,402 | 156,659 | |
| MTFS Equalisation Reserve | 3,103,157 | | 3,103,157 | |
| Open Space & watercourse Reserve | 637,585 | | 637,585 | |
| Organisational Development Reserve | 157,955 | 7,886 | 150,069 | |
| Risk Management Reserve | 760,000 | | 760,000 | |
| Waste & Recycling development Reserve | 2,843,606 | | 2,843,606 | |
| | 18,125,949 | 272,033 | 17,853,916 | |

107

Notes

- 1 Expenditure against a combination of specific reserves including the Digitalisation team and various temporary posts in the revenues and benefits team.
- 2 Predominantly licensing improvement costs and an environmental health officer.
- 3 Investigation into options for an appropriate Garden Town Delivery Vehicle.
- 4 Places of safety expenditure.

TEWKESBURY BOROUGH COUNCIL

| | |
|----------------------------------|---|
| Report to: | Overview and Scrutiny Committee |
| Date of Meeting: | 6 September 2022 |
| Subject: | Review of Economic Development and Tourism Strategy |
| Report of: | Community and Economic Development Manager |
| Head of Service/Director: | Head of Development Services |
| Lead Member: | Lead Member for Economic Development and Promotion |
| Number of Appendices: | One |

Executive Summary:

An annual report on policies and strategies that are due for review during 2022/23 was presented at the Overview and Scrutiny Committee on 7 June 2022. The Economic Development and Tourism Strategy was one of those identified for review and the Overview and Scrutiny Committee expressed an appetite to review the strategy prior to consideration by Executive Committee. It was agreed that Terms of Reference for the review would be drawn up and presented to the Committee for approval.

Recommendation:

To APPROVE the proposed Terms of Reference for the review of the Economic Development and Tourism Strategy.

Financial Implications:

One-off monies of £10,000 have been approved as part of the budget for 2022-23 to fund any costs associated with the strategy.

In addition, funds have also been approved for the cost of the economic assessment.

Legal Implications:

There are no legal implications at this stage. Actions arising as a result of the development and implementation of the strategy will be the subject to legal advice, where necessary.

Environmental and Sustainability Implications:

Not at this stage, although the green economy is a developing business sector for the borough.

Resource Implications (including impact on equalities):

None at this stage.

Safeguarding Implications:

Not applicable.

Impact on the Customer:

The Strategy will set out key objectives that will impact on the business community, who are a fundamental and key customer for the Council.

1.0 INTRODUCTION

1.1 An annual report on policies and strategies that are due for review during 2022/23 was presented at Overview and Scrutiny Committee on 7 June 2022. The Economic Development and Tourism Strategy was one of those identified for review and the Overview and Scrutiny Committee expressed an appetite to review the strategy prior to consideration by Executive Committee.

2.0 REVIEW OF ECONOMIC DEVELOPMENT AND TOURISM STRATEGY

2.1 The Council's current Economic Development and Tourism Strategy covered the period 2017-21. Originally the strategy was due to be replaced last year but, due to the uncertain impact of COVID-19 on the business community, it was decided to delay the development of a new strategy until now.

2.2 An Economic Development and Tourism Strategy is an essential component of the Authority's delivery, supporting local business growth and economic vitality across Tewkesbury Borough. The strategy will set the context within which the Council will deliver its Economic Development and Tourism Service as part of the growth agenda across the authority.

2.3 As an initial step in the development of the strategy, the Council is in the process of appointing a consultant to prepare an economic assessment and clear evidence base for the Tewkesbury Borough. This will inform the development of the five year Economic Development and Tourism Strategy.

2.4 The economic assessment will inform the development and future direction of the strategy and will include:

- o Local economic and sector assessment.
- o Deep dive assessment of key growth sectors.
- o Analysis of key statistical data and local economic drivers.
- o Review of relevant existing strategies and policies.
- o A business and stakeholder survey.
- o Retail centre /regeneration review
- o Skills review

2.5 The assessment will include a key recommendation report to inform the future strategy and action plan development. It will also set out how the authority can help promote a strong and diverse local economy, support business growth, promote innovation, inform spatial planning strategy, support regeneration and encourage investment and maximise visitor numbers to the area. It will identify opportunities or requirements for intervention by the authority or other partners to support economic growth. It will also need to complement the UK Shared Prosperity Investment Plan recently submitted to Government.

3.0 PROPOSED TIMESCALES AND ROLE OF OVERVIEW AND SCRUTINY COMMITTEE

3.1 Proposed Terms of Reference for the review are attached at Appendix 1. Following the completion of the economic assessment it is recommended that the Overview and Scrutiny Committee, along with the Lead Member for Economic Development and Promotion, will receive a presentation/workshop from the consultants on their findings. This presentation will include feedback from the business community as well as analysis of data.

3.2 The consultant will also be compiling recommendations as part of their report. As stated, these recommendations will form the basis of the new Economic Development and Tourism Strategy. Therefore, following the economic assessment and subsequent presentation/workshop, a draft strategy will be produced for consideration by the Overview and Scrutiny Committee. Following this, the target is for final endorsement of the strategy by Executive Committee on 1 February 2023.

3.3 The indicative timescales are as follows:

- August 2022 – Appointment of consultant to carry out economic assessment.
- September/October 2022 – Economic assessment/recommendations produced.
- November 2022 – Consultants present and deliver workshop to Overview and Scrutiny Committee.
- December 2022 – Draft strategy produced.
- 10 January 2023 – Draft strategy considered at Overview and Scrutiny Committee.
- 1 February 2023 – Draft strategy considered at Executive Committee.

4.0 CONSULTATION

4.1 The engagement with the business community is outlined within the report.

5.0 ASSOCIATED RISKS

5.1 None at this stage.

6.0 MONITORING

6.1 The final strategy will be monitored through the Council's performance tracker.

7.0 RELEVANT COUNCIL PLAN PRIORITIES/COUNCIL POLICIES/STRATEGIES

7.1 Economic development and tourism is a key objective within the Council Plan economic growth priority, specifically to:

- Deliver our strategic and economic development plans.
- Deliver employment land and infrastructure to facilitate economic growth.
- Deliver borough regeneration schemes.
- Promote the borough as an attractive place to live and visit.

Background Papers: None

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

Appendices: Appendix 1 – Proposed Terms of Reference

Review of Economic Development and Tourism Strategy – Terms of Reference

Purpose of the Strategy

The Council has a key priority of economic growth which is outlined in the Council Plan.

Underpinning this plan is the Economic Development and Tourism Strategy which outlines the Council's ambitions for economic growth across the borough. A new strategy for the next five years is now required to enable the Council to have a clear focus and direction of travel for this key area of work.

The new Economic Development and Tourism Strategy will aim to support business growth and economic vitality across the borough, setting the context within which the Council will deliver its Economic Development and Tourism service.

To assist in the development of the strategy, an economic assessment will shortly commence and will focus on:

- Local economic and sector assessment.
- Deep dive assessment of key growth sectors.
- Analysis of key statistical data and local economic drivers.
- Review of relevant existing strategies and policies.
- A business and stakeholder survey.
- Retail centre /regeneration review.
- Skills review.

Proposed Review Methodology

Through a presentation/workshop, the Overview and Scrutiny Committee, along with the Lead Member for Economic Development and Promotion, will be invited to discuss the outcomes arising from the assessment, as well as the consultant's recommendations. It is envisaged that these recommendations will form the basis for the new strategy. The presentation/workshop will consider:

1. Key findings arising from the economic assessment, including data analysis and surveys of business community and key stakeholders.
2. Recommendations arising from the economic assessment
3. Development of the strategy

Following the presentation/workshop a draft Economic Development and Tourism Strategy will be produced for consideration by the Overview and Scrutiny Committee.

Subsequently, an annual action plan will also need to be produced. Resource implications will also need to be considered.

Proposed Timescales:

- August 2022 – Appointment of consultant to carry out economic assessment.
- September/October 2022 – Economic assessment/recommendations produced.
- November 2022 – Consultants present and deliver workshop to Overview and Scrutiny Committee.
- December 2022 – Draft strategy produced.
- 10 January 2023 – Draft strategy considered at Overview and Scrutiny Committee.
- 1 February 2023 – Draft strategy considered at Executive Committee.

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