

27 February 2023

Committee	Overview and Scrutiny
Date	Tuesday, 7 March 2023
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 7 February 2023.	1 - 11
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.	12 - 20
6.	OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2022/23 To consider the forthcoming work of the Overview and Scrutiny Committee.	21 - 24
7.	COUNCIL PLAN PERFORMANCE TRACKER - QUARTER THREE 2022/23 To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.	25 - 90
8.	HOUSING AND HOMELESSNESS STRATEGY ACTION PLAN MONITORING REPORT To consider the progress made against the Housing and Homelessness Strategy Action Plan.	91 - 118
9.	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.	119 - 138
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 7 February 2023.	139 - 141

DATE OF NEXT MEETING
TUESDAY, 28 MARCH 2023

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, C Softley, 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.

of the information by the Overview and Scrutiny Committee at its meeting on 7 March. It was also noted that the Economic Development and Tourism Strategy which was due to be considered by the Executive Committee on 1 March would be deferred until after the Borough Council elections in May; the Strategy would be taken to the Overview and Scrutiny Committee prior to Executive Committee.

81.3 It was

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

OS.82 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2022/23

82.1 Attention was drawn to the Overview and Scrutiny Committee Work Programme, circulated at Pages No. 20-23. Members were asked to consider the Work Programme.

82.2 The Head of Corporate Services advised that it was intended to bring forward the Customer Care Strategy from 4 April to 7 March in order to better balance the Agenda for those meetings. With regard to the Parking Strategy Review, which was included within the pending items section of the Work Programme, a Member indicated that he had received an email from the Head of Finance and Asset Management in relation to whether there was a will amongst the Parking Strategy Review Working Group Members to revisit the parking charges - he believed there was a consensus among the Working Group Members that they were happy with the draft proposals which had been discussed previously, as such, he asked why this item had not been scheduled to appear at a forthcoming meeting of the Committee. The Head of Corporate Services confirmed that Working Group Members had agreed there would be no significant changes to the Strategy and it would be written on that basis; however, the Officer tasked with this had a number of competing priorities so it was a question of when that could be done and he undertook to update Members following the meeting as to when it would come forward. With regard to the remaining pending items, a Member queried whether the new Police Chief Inspector had been invited to attend a meeting of the Committee and the Head of Community Services undertook to make contact with him following the meeting.

82.3 It was

RESOLVED That the Overview and Scrutiny Committee Work Programme be **NOTED**.

OS.83 GLOUCESTERSHIRE RURAL COMMUNITY COUNCIL PRESENTATION

83.1 Attention was drawn to the Gloucestershire Rural Community Council (GRCC) presentation, circulated separately. The Community and Economic Development Manager advised that Tewkesbury Borough Council had a service level agreement with GRCC and the two organisations had a positive relationship. He introduced the GRCC Chief Executive and the Head of Operations and Business Development who would be giving a short presentation about the work undertaken and would be happy to answer any questions.

83.2 A Member suggested that it would be useful for Members to receive more regular information from the Community Development team in relation to work which was being undertaken with GRCC as this would give Overview and Scrutiny Committee Members a greater understanding and enable them to scrutinise the partnership more effectively. The Community and Economic Development Manager advised that, following the last meeting of the Committee when Members had received a similar presentation from Active Gloucestershire, he had circulated information about that organisation to the Committee and produced a Member Update for the wider Membership which included contact details etc. It was intended that today's

presentation would start the conversation about the services GRCC offered; if there were individual schemes in the borough which GRCC could help with, they could be passed on when appropriate. He took on board the point about greater sharing of information and advised that GRCC produced a newsletter which he would ensure Members received going forward.

83.3 The following key points were made during the presentation:

- GRCC (1) – Independent, local charity with rural specialism, established in 1932; countywide coverage with offices in Cheltenham and Gloucester; mission to build strong, healthy, sustainable communities in Gloucestershire using its knowledge, experience and networks; working with individuals, communities of interest and geography, and across themes, in partnership with the statutory, voluntary and private sector; involved in direct delivery e.g. Tewkesbury Community and Flood Resilience Scheme (2014) including 38 Flood Wardens and Employment Support Hub Outreach project.
- GRCC (2) – Infrastructure support – facilitation of training and networks to support and upskill the voluntary and community sector alongside the VCS Alliance; Independence Trust merged with GRCC in 2020 and offers individual countywide mental health support to adults via: Community Advice, Links and Mental Health Support (CALMHS); Community Autism Support and Advice (CASA); Community Wellbeing Service – Social Prescribing (CWS); and other bespoke projects.
- Our USP – Countywide, independent, neutral VCS organisation – wealth of knowledge, experience and understanding of the bigger picture and wider learning, 100 years of connecting through ‘twinning’ and peer support; part of a national network – one of 38 Rural Community Councils operating under the umbrella of Action with Communities in Rural England (ACRE) providing examples of best practice and success; translator of policy – sharing and translating policy change from central government and other agencies with communities i.e. what does this mean and how does it affect us e.g. COVID guidance, GDPR, Localism Act 2011.
- Empowering and Enabling – Helping communities to identify what is important to them; helping communities to identify projects, support start-up, establish a legal entity and fund and build a business plan – dovetails with Tewkesbury Borough Council’s Community Development team; providing communities with the right tools to succeed through templates, resources and knowledge e.g. Community Approaches to Road Safety (CARS) toolkit and emergency planning toolkit; empowering and enabling communities to take action for themselves.
- Community Consultation – Community-led planning - Parish Plans/Green Plans, Village Design Statements, emergency and resilience planning, Neighbourhood Development Plans, Parish Priorities – Section 106 and Community Infrastructure Levy (CIL), household surveys.
- Facilitation – Networks – VCS network, the ‘go-to’ network for support to the voluntary sector including ‘Know Your Patch’ cross-sector learning networks, Service Village Forum; public consultation events – identifying housing need and enabling affordable housing including community-led, bespoke events e.g. levelling-up.
- Supporting Volunteer Recruitment and Retention – Flood Wardens; trustees; village and community halls; community asset transfer projects including community shops and pubs; business planning, project planning, fundraising strategies, funding advice; project initiation and legal entity; grant programmes; development of children’s centres.

- GRCC Commissioned Activity in Tewkesbury Borough – Rotational VCS networks (quarterly); training for trustees; growth agenda including one to one support e.g. community assets; community buildings advice and support; community-led planning; community and flood resilience.
- Current and Future Plans – Enhanced Affordable Housing Officer; digital inclusion; health and wellbeing; food poverty; climate change; traffic and transport.

- 83.4 A Member noted that GRCC had merged with the Independence Trust and he raised concern that many organisations were trying to do the same things but did not link together which was made more difficult when organisations changed their identity. The GRCC Chief Executive clarified that the Independence Trust was part of GRCC but maintained its identity externally to clients. She agreed it felt there was duplication across the county, and COVID had created a lot of new things, but the sector was now being assembled in a cohesive way – partnerships were key for GRCC and there were enough people in need for the various different organisations to offer their services so it was about who was best placed to deliver the support and being brave enough to pass this on if it was not an area of expertise. The GRCC Head of Operations and Business Development explained that the commissioning process exacerbated the problem so it was about education as well. The Member agreed there was a lot of duplication in the area, and in-fighting as a result of trying to increase numbers and retain funding, which was frustrating for Councillors. The GRCC Head of Operations and Business Development advised that organisations had to navigate a number of hoops and barriers to get commissioning in the first place which automatically blocked a lot of excellent local providers who could do a job but were left out as a result of the risk-averse approach. Despite the difficulties with duplication etc. the GRCC Chief Executive advised that data from the cohort of clients GRCC worked with showed that the organisation did make a difference and that could be seen from the wider picture as well as speaking to individuals. The GRCC Head of Operations and Business Development felt that community was key as, where areas had been brave and created a framework based on individual skill sets, things were much clearer, otherwise, it could seem clunky so she accepted that a lot of honest conversations were needed.
- 83.5 A Member sought clarification on the definition of “rural” as she had assumed GRCC would not be relevant to her Ward in Bishop’s Cleeve. In response, the GRCC Chief Executive advised that GRCC had worked in Bishop’s Cleeve – rural could be defined based on size but it depended on the particular lens being looked through, for instance, Bishop’s Cleeve would be an urban settlement in planning terms but would be rural within the NHS community. GRCC was countywide and any issues would be addressed in the most appropriate manner.
- 83.6 A Member asked how people should make contact with GRCC to access services, whether that was an individual or a Parish Council, and was advised that the Community Development team had all of the relevant contact information and could pass on details. GRCC also had a website and social media accounts and any queries made via those methods could be triaged to the right person. Another Member noted that GRCC offered community buildings advice and he pointed out that buildings were fine when they were new as little maintenance was required and there was funding for upgrades through Section 106; however, buildings became costly to maintain over the longer term when that money had run out. The GRCC Head of Operations and Business Development advised the community buildings network held meetings in the borough which could be attended by those who managed community buildings. She pointed out that Tewkesbury Borough had the first carbon neutral community building in the south-west, Toddington Village Hall, and that still received support from GRCC. GRCC also offered one to one support and had an expert in specialist charity law advice. The Member understood that

Tewkesbury Borough Council had a pool of Section 106 money which had not been spent and he asked what was going to be done to ensure that was allocated to Parish Councils to ensure GRCC could use the money. In response, the GRCC Head of Operations and Business Development clarified that GRCC could not access Section 106 but could advise communities on how to prioritise needs and make decisions on how that money could be spent.

- 83.7 A Member asked for more information on the CARS toolkit and was informed that a Parish survey had been undertaken in 2021 to identify what communities wanted from GRCC post-COVID and speeding and traffic was the primary concern across the county. Community approaches had been found to be as effective as statutory elements such as Automatic Number Plate Recognition (ANPR) and the CARS toolkit had been launched in four districts starting in Tewkesbury Borough which had been attended by the County Council, Road Safety Forum and the Community Safety Partnership – the toolkit would be on GRCC’s website shortly and covered everything from using flowers on verges to distraction techniques to slow down traffic which had been shown to be effective.
- 83.8 With reference to the digital inclusion work, a Member asked what GRCC did in relation to hidden disabilities such as dyslexia and dyspraxia and was informed that a wealth of resources were available for those who were digitally excluded for those reasons as that was the purpose of the project. The GRCC Chief Executive would be happy to share the relevant information with Members and it was agreed that GRCC would provide information to the Community Development team on matters that had been discussed for circulation to the Committee.
- 83.9 The Head of Corporate Services indicated that there was a lot of important work being done but many Members did not know the role of organisations like GRCC. As such, it was proposed to arrange an external partners seminar for all Members following the elections in May where GRCC, Active Gloucestershire and any other relevant organisations, would be invited to give a short presentation and Members would have an opportunity to ask questions rather than this being done through the Overview and Scrutiny Committee.
- 83.10 It was
RESOLVED That the Gloucestershire Rural Community Council presentation be **NOTED**.

OS.84 GLOUCESTERSHIRE POLICE AND CRIME PANEL UPDATE

- 84.1 Attention was drawn to the report from the Council’s representative on the Gloucestershire Police and Crime Panel, circulated separately, which gave an update on matters considered at the meeting held on 3 February 2023.
- 84.2 The Council’s representative on the Gloucestershire Police and Crime Panel advised that his update report referenced the annual report produced by the Police and Crime Commissioner – this contained a wealth of information on all aspects of Gloucestershire Constabulary and was available on the County Council website so he would encourage all Members to read it following the meeting. The main focus of the meeting was budget setting – the Police and Crime Commissioner presented his proposals for the Police precept for 2023/24 which the Panel had the ability to approve or reject. The proposal was for an uplift of £15 in the annual precept based on a Band D property, or approximately 5.4% overall resulting in a revenue budget of £146m and a capital budget of £10.6m. Discussion had taken place as to how this figure had been derived and there was an underlying assumption of a 5% pay rise for Police Officers. Some Members of the Panel had taken the Police and Crime Commissioner to task on failing to achieve his manifesto commitment to increase the number of frontline Police Officers by 300; however, he did not think the Police and Crime Commissioner had stipulated they would all be frontline

officers. Since his election in 2021, an additional 312 fully funded full-time posts had been added to the Force with 115 of those being frontline Police Officers; 178 were additional Police staff. There had been some debate about the Police and Crime Commissioner being asked to apologise for suggesting he would add 300 frontline Police Officers but it was noted that he still had another two years in office. His response was around the fact that the Peel report, which had been carried out a few weeks after his election, had identified clear failings within the Force which had resulted in it being placed into special measures largely around the failure to record and respond to crimes appropriately – calls to 101 and 999 were taking too long and there was a very high rate of people dropping off the call and crimes not being recorded as a result. The Police and Crime Commissioner had felt it was appropriate to deal with the failures which had been highlighted in the Peel report as a priority and a lot of money had been spent on resources to fix those failings including upgrading the control room and additional Police Officers to ensure crimes were being recorded – results for December showed that things were on target so people were now able to get through quickly to both services. Other frontline officers had been added to the Force with an additional 200 Special Constables and 100 volunteer Police Community Support Officers as well as 60 external roles funded via the Office of the Police and Crime Commissioner in crime prevention and other related areas such as victim support, violence against women and gun crime which were all top priorities for the Police and Crime Commissioner.

84.3 Whilst there had been an interesting and lively debate, overall it was recognised the Police service was under-invested and the results of the Office of the Police and Crime Commissioner public survey, which had been completed by some 657 residents, showed that 72% of Tewkesbury respondents did not believe that Gloucestershire Constabulary had sufficient funds to address their concerns. There had been a lot of investment in estate with a new training centre in Berkeley – which would be needed if the amount of new Police Officers which had been promised was to be realised - but there had been a greater focus on getting out of special measures by addressing the areas identified in the Peel report. Nevertheless, Gloucestershire was outperforming against target numbers for recruitment and the Police and Crime Commissioner had indicated that he was unaware of any Force that had added staff at a faster rate proportionally over the period of office. The Panel had voted unanimously in favour of the suggested increase in the precept for 2023/24.

84.4 A Member asked how the Office of the Police and Crime Commissioner public survey had been conducted and the Council's representative on the Gloucestershire Police and Crime Panel undertook to check and report back to Members following the meeting. The Member expressed the view that 657 respondents for the whole of Gloucestershire seemed low and the Council's representative indicated that, from his statistical background, he believed 657 was quite a large number for any survey. It was his understanding that the survey had been more selective in order to try to gain a representative response rather than being open to the entire population of all of the districts within the county but he would clarify this in his response to Members. The Member indicated that she would like to understand the diversity of respondents in terms of age, background etc. She was pleased to hear that Gloucestershire Constabulary was excellent at recruitment but she was aware that retention was not so positive and she asked if that was being investigated. She understood that Police staff were unable to progress beyond Grade 4 which she believed to be a contributing factor along with staff morale. The Council's representative advised that the Police and Crime Commissioner had been challenged with regard to retention and he was aware that more experienced Police Officers were being lost and replaced with very junior Officers so he had undertaken to speak to serving Officers to find out the reasons why people were leaving. It was noted that the Police and Crime Commissioner was supportive of part-time roles as an opportunity for retired Police Officers to retain some expertise within community-

based services. This was one of his priorities so the matter was getting his full attention. The Member indicated that her experience was that, although the Police and Crime Commissioner was on board with helping staff, that did not necessarily filter down to the Police Force itself and there had been reference to a “cloak” protecting higher serving Officers. The Council’s representative confirmed that the Police and Crime Commissioner planned to engage with Officers directly, particularly in relation to the issues which had been highlighted within the Metropolitan Police Force recently. Gloucestershire Police Force had a good reputation in that respect and it was recognised that it was not just a question of dealing with complaints but ensuring there was a culture where inappropriate behaviour was not tolerated and people were held accountable – this issue was front and centre for all Police Forces currently and was partly about having greater diversity.

84.5 A Member raised concern that injured Police Officers were going into desk jobs at a higher rate of pay and she asked why they were being retained for prolonged periods on that higher rate. In response, the Council’s representative undertook to put this question to the Police and Crime Commissioner but he suspected this was down to policy and procedure which was in place to prevent discrimination but resulted in a system which was subject to abuse.

84.6 A Member noted that Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) report on the effectiveness of police engagement with women and girls had found that poor behaviour towards women was prevalent in many - if not all - Forces and, with regard to vetting, one out of 10 Police Officers should never have been recruited. Women had lost confidence in the Police and she asked what was being done to regain that. The Council’s representative indicated that a debate on the vetting process had been covered in a previous report and the Police and Crime Commissioner was looking at increased digitalisation which would enable greater sharing of information to prevent Officers who had been reported for inappropriate behaviour being able to progress within and between Forces. He indicated that he would put the question to the Police and Crime Commissioner again. He provided assurance that regular conversations took place regarding interaction with women and how to encourage them to come forward. It was important that all incidents were recorded and properly triaged – this was true of all crimes but those affecting women and girls in particular. He was able to nominate topics for discussion and undertook to suggest this as something to debate at a future meeting. The Member indicated that she struggled to believe that Gloucestershire Police Force did not have any misogynistic Police Officers. Another Member advised that she was aware of paid one day training which was available to female Police staff to improve their confidence to make complaints about inappropriate behaviour.

84.7 The Chair thanked the Council’s representative for their informative update and it was

RESOLVED That the Gloucestershire Police and Crime Panel update be **NOTED**.

OS.85 GLOUCESTERSHIRE ECONOMIC GROWTH SCRUTINY COMMITTEE UPDATE

85.1 Attention was drawn to the report from the Council’s representative on the Gloucestershire Economic Growth Scrutiny Committee, circulated at Pages No. 24-25, which gave an update on matters considered at the meeting held on 18 January 2023.

- 85.2 The Council's reserve representative on the Gloucestershire Economic Growth Scrutiny Committee advised that a report on supporting small businesses and assistance for start-ups had outlined that the one and three year business survival rate was higher in Gloucestershire than the rest of England and the south-west and unemployment was still very low. The Growth Hub and SAGE programme were credited with this good performance – this was important as consideration may need to be given to how Growth Hubs were funded in future depending on what happened with GFirst Local Enterprise Partnership (LEP) so this was something which the Committee was keeping a close eye on. The business birth rate in Gloucestershire was slightly worse than the south-west average so it was important to encourage people to the area by building sufficient houses for them to live in.
- 85.3 With regard to the unemployment rate, a Member asked whether this was due to a need to upskill and the Council's reserve representative on the Gloucestershire Economic Growth Scrutiny Committee advised that was part of the issue but there was a lack of people in general so it was about encouraging people to live in the county. Automation and robots may help to address this to some extent but ultimately there were not enough people to fill the jobs. Another Member questioned how many people lived in the county but worked elsewhere, for instance, in Bristol or Birmingham, and if they would work in the county if they could earn more money. The Council's reserve representative undertook to find out if that information was available and report back after the meeting. The financial aspect had been discussed in terms of offering more money but employers needed to earn more to be able to pay their employees more. Some businesses started-up and then stagnated due to lack of investment so it was necessary to think about how they could be supported to expand. Again, automation may be one way of increasing outputs with less people which would allow employers to increase wages. Another factor was that Gloucestershire did not offer what people wanted in terms of work and that was more difficult to address. There were certain areas where early retirement was causing an issue as some people stopped working at 55. The Member noted that the Cotswolds was a commuter belt with people working in London during the week and returning at the weekend. The Council's reserve representative pointed out that Gloucestershire did not fare badly in a lot of the statistics compared to others, particularly with regard to the cyber sector, and the employment rate was very good but engaging young people to return to the area after attending university in big cities was a challenge.
- 85.4 The Chair thanked the Council's reserve representative for attending the meeting in his absence and it was

RESOLVED That the Gloucestershire Economic Growth Scrutiny Committee Update be **NOTED**.

OS.86 COMMUNITY SERVICES IMPROVEMENT PLAN

- 86.1 The report of the Head of Community Services, circulated at Pages No. 26-28, provided an update on the progress made in relation to the Community Services Improvement Plan. Members were asked to consider the update and to agree that no further reports to the Overview and Scrutiny Committee were required.
- 86.2 The Head of Community Services advised that a review of Community Services had been undertaken in 2018 covering all services except waste. At its meeting in July 2018, the Executive Committee had agreed an improvement plan focusing on Environmental Health, Housing, Community Safety and Licensing, attached at Appendix 1 to the report. The Environmental Health service covered a range of activities including food hygiene, air quality, health and safety, noise and pollution. One of the improvements was to undertake a trial of a new way of working by moving the staff into geographical teams where Officers would be responsible for all aspects of the Environmental Health service within their geographical area. This

had been trialled for a period of six months but feedback from Officers was that they lacked the in-depth knowledge of other disciplines outside of their specialist areas, as such, the team had moved back to the previous method of working within their specialisms. It was noted that there had been no permanent Environmental Health Manager in post at the time of the review and the subsequent Manager had left after 18 months, just prior to the COVID pandemic, so it had taken some time to fill vacancies within the team; however, he was pleased to confirm that all vacant posts had now been recruited to, including the Environmental Health Manager role, so the service was able to progress. In terms of housing, the Homelessness Reduction Act 2018 required the Council's Housing department to undertake a more preventative approach to those threatened with homelessness. It was fortunate that the Housing team already worked in a preventative way and new Officers had been employed in order to comply with the duties under the Act so the team was now working well.

- 86.3 The Head of Community Services advised that one of his first tasks when he had joined the authority was to re-establish the Community Safety Partnership (CSP) which had been suspended at the time. This had been done and an action plan was in the process of being finalised when the pandemic had hit. The only outstanding action in the Community Services Improvement Plan was around delivering a meaningful Community Safety Plan and he provided assurance that would be in place by April 2023. He went on to explain that the Council had previously had no resources to tackle anti-social behaviour and community safety requests but he was pleased to report there were now two Officers who dealt with antisocial behaviour, supported by a Community Safety Coordinator, and the reviews of community safety within the borough over the last few years demonstrated that the team was working well. In terms of Licensing, it was noted that the actions within the Community Services Improvement Plan had been superseded by the Licensing Service Review which Members would be familiar with.
- 86.4 A Member indicated that he had sat on the previous CSP which was essentially a talking shop for various issues which were raised and dealt with by the relevant people around the table; however, a lot of Members had started to feel disengaged and he hoped that would be addressed through the new Partnership. The Head of Community Services recognised these concerns and advised that the Lead Member for Community would sit on the CSP and he would ensure that regular updates were provided to the wider Membership. Furthermore, it was intended that the Community Safety Plan would be brought to the Overview and Scrutiny Committee on an annual basis so there would be an opportunity to scrutinise the activities of the CSP going forward.
- 86.5 A Member drew attention to Page No. 29 of the action plan and sought clarification with regard to EH-6 which stated that commenting on planning applications had been brought back in-house and he asked if comments were made in a timely fashion. The Head of Community Services confirmed that this had previously been outsourced to Worcester Regulatory Services but this created problems as those commenting were not familiar with Tewkesbury Borough; things had improved since bringing this back in-house. Another Member asked who the customer was in this scenario and was informed that Environmental Health was a statutory consultee for planning so there was a requirement to consult with the department on certain aspects of a planning application depending on the concern - e.g. contaminated land, air quality, noise and the action required would vary accordingly. The Member asked if site visits were undertaken and was advised that it was complex but the onus was generally on developers to provide Environmental Health with relevant reports.

- 86.6 With regard to EH7, the Member noted that a suite of KPIs were reported to the Overview and Scrutiny Committee as part of the performance tracker and asked whether there had been any changes and if there was now continuous improvement. The Head of Community Services advised that certain areas were improving, for instance, food hygiene inspections, but he would need to refer to the performance tracker for specific details and report back following the meeting. The Member expressed the view that it would have been helpful to have more information within the report before Members. In terms of H2, which was an action about working better with the private rental sector to deliver a sustainable supply of temporary and emergency accommodation, he asked whether that accommodation had actually been delivered. In response, the Head of Community Services indicated that there would never be enough of these types of accommodation, particularly at certain times of the year such as Cheltenham Race Week or times of adverse weather when there was a shortage of hotel accommodation. Officers were doing their best across the county and a lot of work had been done with private sector landlords prior to the pandemic in terms of offering incentives to accept people on low income; however, there was very little take-up as private landlords were able to find their own tenants easily.
- 86.7 A Member supported the recommendation that no further reports be provided to the Overview and Scrutiny Committee and he noted that the Housing and Homelessness Strategy Action Plan was due to be considered at the next meeting of the Committee but he asked whether the Council still worked with P3 Housing as he could not find any reference to this on the website. The Head of Community Services confirmed that references would be to Street Link which was delivered by P3 Housing. The Member indicated that he was particularly concerned about the lack of rural social housing and was interested to know how the Council's relationship with Bromford, in particular, worked given that the Council's housing stock had been transferred a long time ago.
- 86.8 A Member asked for clarification as to what had happened to the Environmental Health team and whether this would be reviewed again and was advised that Environmental Health had evolved over the years – 40 years ago it was commonplace for Officers to work in a particular patch on all of the various disciplines but within the last 20 years this had changed as Officers began to focus on specialisms. The Head of Community Services explained that Tewkesbury Borough Council had a very small team of specialist Officers so it would be difficult to expect them to become experts in all areas and that was not the way the profession was trained anymore. Nevertheless, it had worked in other places and the idea was that it could work in Tewkesbury Borough so it had been trialled but was not logical for a small team which could not maintain the expertise required. The team had spoken to him and explained the reasons why it was not working and he had been in complete agreement to revert back.
- 86.9 A Member indicated that he would have liked to have known what had actually been done with regard to each action rather than just a tick in a box on the action plan to say it had been implemented and he would like Officers to take this on board for future reports. The Head of Community Services noted the comment and it was

RESOLVED

That the update on progress of the Community Services Improvement Plan be **NOTED** and it be **AGREED** that no further reports be brought to the Overview and Scrutiny Committee.

OS.87 SEPARATE BUSINESS

87.1 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.88 SEPARATE MINUTES

88.1 The separate Minutes of the meeting held on 17 January 2023, copies of which had been circulated, were approved as a correct record and signed by the Chair.

OS.89 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))

89.1 Members considered an update on the trade waste project and noted that a report would be taken to the Executive Committee before the end of the Council term.

The meeting closed at 6:45 pm

EXECUTIVE COMMITTEE FORWARD PLAN 2023/24

REGULAR ITEM:

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

Additions to 1 March 2023

- Council Tax Support Fund Policy.
- Confidential Item: Tewkesbury Leisure Centre Contract Sum.
- Confidential Item: Trade Waste Project Report.

Committee Date: 7 June 2023

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
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.	Head of Community Services.	No.
Data Protection Policy.	To approve the Data Protection Policy following consideration by Audit & Governance Committee in March 2023.	Head of Corporate Services.	Yes – deferred from January 2023.
Risk Management Strategy.	To approve the Risk Management Strategy following consideration by Audit & Governance Committee in March 2023.	Head of Corporate Services.	Yes – deferred from January 2023.
Health, Safety and Welfare Policy.	To approve amendments to the Health, Safety and Welfare Policy.	Head of Community Services.	No.

12

Agenda Item 5

Committee Date: 5 July 2023			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Financial Outturn Report (including Capital Financing and Earmarked Reserves) (Annual).	To consider the Council's financial outturn.	Head of Finance and Asset Management.	No.
Council Plan Performance Tracker – Quarter Four 2022/23.	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter four performance management information.	Head of Corporate Services.	No.

Committee Date: 6 September 2023			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Financial Update – Quarter One 2023/24.	To consider the quarterly budget position.	Head of Finance and Asset Management.	No.
Pavement Licensing Policy.	To consider the Pavement Licensing Policy.	Licensing Operations and Development Team Leader.	No.
First Floor Refurbishment Project.	To approve the project.	Asset Manager.	Removed from January 2023 until further information is known.
Economic Development and Tourism Strategy.	To approve the Economic Development and Tourism Strategy.	Community and Economic Development Manager.	Yes - moved from 1 March 2023.
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: 18 October 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 One	To receive and respond to the findings of the Overview and Scrutiny Committee's	Head of Corporate Services.	

Committee Date: 18 October 2023

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
2023/24.	review of the quarter one performance management information.		

Committee Date: 29 November 2023

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Financial Update – Quarter Two 2023/24.	To consider the quarterly budget position.	Head of Finance and Asset Management.	No.
Taxi and Private Hire Licensing Policy.	To consider the Taxi and Private Hire Licensing Policy.	Licensing Operations and Development Team Leader.	No.
Street Trading Licensing Policy.	To consider the Street Trading Licensing Policy.	Licensing Operations and Development Team Leader.	No.
Planned Maintenance Programme.	To approve the Planned Maintenance Programme.	Asset 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: 10 January 2024

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.
ICT Strategy.	To approve the ICT Strategy.	ICT Operations Manager.	Removed from January 2023 to go into January 2024.
Asset Management Strategy.	To approve the Asset Management Strategy.	Head of Finance and Asset Management.	Yes – from 1 February 2023.

Committee Date: 7 February 2024			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Budget 2024/25 (Annual).	To recommend a budget for 2024/25 to the Council.	Head of Finance and Asset Management.	No.
Financial Update - Quarter Three 2023/24.	To consider the quarterly budget position.	Head of Finance and Asset Management.	No.
Council Plan Performance Tracker – Quarter Two 2023/24.	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter two performance management information.	Head of Corporate Services.	No.
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: 20 March 2024

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 2023/24.	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter three performance management information.	Head of Corporate Services.	No.
Council Plan 2020/24 Refresh (Annual).	To consider the Council Plan and make a recommendation to Council.	Head of Corporate Services.	No.

ITEMS FOR 2024/25

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

PENDING ITEMS

Agenda Item	Overview of Agenda Item	Lead Officer	Date Item Added to Pending
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.	Head of Development Services.	January 2022. JSP partners to undertake the review at the same time.
Capital Funding for Additional Waste Vehicle.	To receive a report following exploration of the mechanism for	Head of Community Services.	Request by Overview and Scrutiny Committee April 2022.

	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.		
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
Licensing Services Review and Restructure.	To approve the new licensing service structure and associated use of funds.	Head of Community Services.	Removed from 5 October 2002 and added to pending on 7 September 2022.
Equalities and Diversity Policy.	To approve the Equalities and Diversity Policy.	Head of Corporate Services.	Removed from 5 October 2022 and added to pending on 21 September 2022.
Car Parking Strategy.	To approve the Car Parking Strategy.	Head of Development Services.	Added to pending on 11 October. Deferred from 16 November until consideration by the O&S Committee and the Car Parking Working Group.
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.	Removed from 1 February 2023 until the policy has been considered by Management Team.
Economic Development and Tourism Strategy.	To approve the Economic Development and Tourism Strategy.	Community and Economic Development Manager.	Removed from 1 March 2023 until the new Council is in place.
Council Plan 2020/24 Refresh.	To consider the Council Plan and make a recommendation to Council.	Head of Corporate Services.	Removed from 1 March 2023 until the new Council is in place.

Volunteering Policy.

To approve the Volunteering Policy.

Head of Corporate Services.

Removed from 1 March 2023 until the new Council is in place.

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 7 March 2023</u></p> <ul style="list-style-type: none"> • Customer Care Strategy – brought forward from 28 March 2023. <p><u>Deletions from 7 March 2023</u></p> <ul style="list-style-type: none"> • Overview and Scrutiny Committee Action List Update – moved to 28 March 2023.

Committee Date: 28 March 2023			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
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.	Head of Community Services	No.
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.	Corporate Services Manager	No. Moved to 7 March 2023.

Committee Date: 28 March 2023			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
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.	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.
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 Health Overview and Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (14 March 2023).	N/A	No.
Gloucestershire Police and Crime Panel Update	To receive an update from the Council's representative on matters considered at the last meeting (24 March 2023).	N/A	No.

Committee Date: 28 March 2023

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Gloucestershire Economic Growth Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (30 March 2023).	N/A	No. – Update to be circulated via email as the meeting will not have taken place prior to the Overview and Scrutiny Committee which has moved from 4 April to 28 March 2023.

PENDING ITEMS			
Agenda Item	Overview of Agenda Item	Lead Officer	Date Item Added to Pending
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.	Head of Community Services	7 June 2022 – Moved to 2023/24 Work Programme
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	Head of Community Services	7 June 2022
Parking Strategy	To endorse the findings of the Parking Strategy Review and approve the draft strategy for public consultation / To consider the consultation responses and to recommend to the Executive Committee that the strategy be approved.	Head of Finance and Asset Management	Delayed from 7 June 2022 due to Officer resources (added to pending October 2022).
Police and Crime Commissioner Presentation	To receive a presentation from the Police and Crime Commissioner.	Head of Community Services	22 November 2022

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	7 March 2023
Subject:	Council Plan Performance Tracker - Quarter Three 2022/23
Report of:	Head of Corporate Services
Head of Service/Director:	Head of Corporate Services
Lead Member:	Leader of the Council
Number of Appendices:	5

Executive Summary:

The Council Plan (2020-24) was approved by Council on 28 January 2020. The approved plan included four existing priorities i.e. finance and resources, economic growth, housing and communities and customer first, plus the approval of two new priorities i.e. garden communities and sustainable environment. Supporting the priorities is a set of objectives and actions. Progress in delivering the objectives and actions is 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 approved by Council on 26 July 2022.

Any outstanding actions from the COVID-19 Recovery Plan have 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), the reserves position summary (Appendix 4) and Finance Key Performance Indicators (Appendix 5).

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 – on this occasion, as the Executive Committee is not due to meeting again until June 2023, a briefing note will be circulated to the Executive Committee following consideration of the information by the Overview and Scrutiny Committee.

This report introduces the performance information for the third 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 is 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 we continue to recover from the pandemic, for 2022/23 we have incorporated the remaining actions from our COVID-19 Corporate Recovery Plan so that our 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), the reserves position summary (Appendix 4) and Finance Key Performance Indicators (Appendix 5).

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 third quarter of year three of the Council Plan (2020-24). Key successful activities to bring to Members' attention since the last performance report include:

- A full Medium Term Financial Strategy was approved by Council in January 2023. (Page 2)
- The budget proposal was recommended approve to Council by Executive Committee on 1 February. Whilst there is a recommendation to increase Council Tax by £5, the Council will remain in the lowest quartile nationally against other Councils. (Page 2)
- There are 45 live premises applications received, with three façade grants being approved as part of the High Street Heritage Action Zone (HSHAZ). (Page 7-8)
- [Juliet Bidgood Urban Architect](#) has been appointed help create a masterplan brief as part of the Public Realm stream of the HSHAZ. This is also part of the re-commencing of the regeneration of Tewkesbury Town projects. (Page 8)

- An Empty Property Strategy 2023-25 was approved by the Executive Committee in November 2022. This is one of the key objectives set out within the Housing and Homelessness Strategy 2022-26. (Page 14)
- Our new Web Developer started their role and work has recommenced on reviewing the corporate website. (Page 29)
- The Business Transformation Teams were finalists in Netcalls' App of the year Award for the planning application tracker. This is set to go live to the public at the end of February, enabling customers to track the progress of planning applications. (Page 30)
- A further round of the Public Sector Decarbonisation Scheme opened on 12 October - the Council has applied for the replacement of its heating system. (Page 40)
- An Electric Vehicle Charging Strategy was approved at Executive Committee in November. (Page 41)

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
Develop and launch the new Economic Development and Tourism Strategy. (Page 4)	😞 The target date has been amended from January 2023 to September 2023 . This is to allow consideration of the potentially new Council following the elections.
<u>Joint Strategic Plan actions</u> <ul style="list-style-type: none"> • Deliver employment land through allocating land in the Joint Strategic Plan (JSP) and Tewkesbury Borough Plan (TBP). • Work with partners to undertake the required review of the JSP. • Ensure adequate land is allocated within the JSP and Tewkesbury Borough Plan to meet housing need • Support the garden town planning status through the JSP site assessment process. (Page No. 5, 13, 15, 36 of the Council Plan performance tracker).	😊 The timetable is currently under a further review and could be subject to change, this in turn could result in the target dates being amended. Amendments to the timetable will go to Executive Committee and Council for approval.

<p>To deliver projects as part of the Tewkesbury High Street Heritage Action Zone, including Shop Front Scheme, Upper Floors Scheme and Traditional Skills.</p> <p>(Pages 7-8)</p>	<p>☹️ There are some concerns about being able to use the available funds in the current year, given difficulties in getting contractors to quote etc. The team is working with Historic England to reallocate funding this year and cover grant funding in year 4 of the project.</p>
<p>Adopt a revised charging schedule for the Community Infrastructure Levy (CIL).</p> <p>(Pages 18-19)</p>	<p>☹️ The overall target date has been amended from January 2024 to January 2025. This is to begin applying the new charging schedule to applications granted on, or after, 1 January 2025. This has been delayed from 1 January 2024 while work is undertaken on preparing a new charging schedule based on recommendations made in the evidence gathering stage.</p>
<p>Carry out a full review of the Licensing service.</p> <p>(Pages 28-29)</p>	<p>☹️ The target date has been amended from January 2023 to June 2023. This is to allow for the Licensing team restructure element of the project to be reported to Council and if approved, be implemented.</p>
<p>Carry out a review of our corporate website. (Page No. 29).</p>	<p>☹️ With the new Web Developer being appointed, a revised timetable has been established which has resulted in the target date to be slightly amended from April 2023 to July 2023.</p>
<p>Prepare a Strategic Framework Plan (SFP) (previously named Design Manual) (Page No. 37)</p>	<p>☹️ The target date has been amended from March 2023 to Summer 2023. The final draft will form part of a Regulation 18 consultation process for the Joint Strategic Plan (JSP) which is currently scheduled for the summer.</p>
<p>Finalise the design and launch the construction phase of the Ashchurch and Northway Bridge Over Rail (ANBOR). (Page No. 37)</p>	<p>☹️ Following the Judicial Review, the judge quashed the planning application. On this basis the construction of the bridge cannot take place.</p>
<p>Work with partners to maximise sustainable development principles and low carbon technologies as part of the Garden Communities programme. (r)</p> <p>(Page No. 38)</p>	<p>☹️ The Garden Town Sustainability Strategy is being finalised and will be taken forward through the Design Manual (now called Strategic Framework Plan (SFP)), in the first instance. However, due to the delay of the SFP the target date of this action has been amended from March 2023 to May 2023.</p>

<p>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). (Page No. 39)</p>	<p>☹️ The Department for Levelling Up, Housing and Communities (DLUHC) requested the business case is submitted to government in April 2023. The target date has been amended from January 2023 to April 2023 to reflect this.</p>
<p>Carry out a review of our little pickers' scheme. (Page 41)</p>	<p>☹️ A review to cleanse the schemes registration data will be carried out. The target date for this is August 2023. Following this a database system can be created by the Business Transformation Team but will be dependent on the team's workplan.</p>

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 December 2022.

3.2 In this quarter, two new KPI's have been added (KPI-19 and KPI-20) and KPI-17 and KPI-18 have been amended. These four KPI's relate to the recent 'review of Planning Key Performance Indicators' report which seen Members of Overview and Scrutiny Committee agree to the amendments to the indicators in November 2022. This quarter reflects those changes.

3.3 Of the **24** indicators with targets, their status as at the end of quarter three for 2022/23 is:

<p>☺️ (on target)</p>	<p>☹️ (below target but confident annual target will be achieved)</p>	<p>☹️ (below target)</p>
<p>16</p>	<p>2</p>	<p>6</p>

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

<p>↑ (better performance than last year)</p>	<p>↓ (not as good as last year)</p>	<p>↔️ (on par with previous year performance)</p>
<p>19</p>	<p>3</p>	<p>6</p>

3.4

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 No. 20)	↓ The number of relief cases held at the end of Q3 (103) has increased when compared to Q3 2021/22. If this rate continues it will be more than the outturn for 2021/22 (122).
17	Percentage of 'major' applications determined within 13 weeks, or 16 weeks where an EIA is required, or alternative period agreed with the applicant. (Page No. 23)	↓ ☹️ Three decisions out of six were determined within the target (50%) during Q3. Cumulatively for the year so far, 54.55% were answered within the time period. This is below both the Council's target of 80% and the outturn for 2021/22 which was 75%. However, over a two-year rolling period (the national reporting period), the Council is currently achieving 70% which is above the 60% threshold.
19	Percentage of 'major' planning applications overturned at appeal. (Page No. 24)	☹️ This is a new KPI. The national threshold is 10% measured over a two-year period. The current assessment period available is to the end of September 2021 where the Council is at 7.8%. This is based on five out of 64 major decisions being overturned at appeal equating to approx. 1.5%. Cumulatively for the year so far, two appeals out of 22 major decisions have been overturned. This could mean that the 7.8% is likely to be higher at potentially 10.8%. Resulting in the percentage of overturns being higher than the national threshold.
31	Average number of days to process change in circumstances to housing benefit claims. (Page No. 33).	↓ ☹️ Q3 has seen an improvement in performance but, when comparing the cumulative figure of 13.1 days against last year's outturn figure (three days), this is an increase. It also does not meet the four day target set for 2022/23.
34	Average number of sick days per full time equivalent. (Page No. 34)	☹️ Whilst the Q3 figure of 1.96 days is low, the cumulative figure of 7.5 days will mean it is very unlikely the eight day target will be met this year when taking into account the final quarter. However, there has been a significant improvement so far compared to last year's outturn of 11.51 days.
35	Average voluntary staff turnover. (Page No. 35)	☹️ Whilst there has been a reduction in the turnover rate in Q3, the cumulative rate (14.5%) is above the target of 13.4%.

38	Percentage of formal complaints answered on time. (Page No. 36).	☹️ The Q3 figure has improved significantly with 25 out of 28 complaints answered within the timescale (89%). However, the cumulative figure for the year so far is 74% which is below the target of 90% but it is hoped to improve in Q4.
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3.5 Key successful KPIs to bring to Members' attention include:

- KPI 2- The claimant unemployment rate within the borough has reduced to 1.8% from 2.2% (outturn of 2021/22), this is below the county rate of 2.2% and the UK rate of 3.7%. (Page No. 10)
- KPI-5 – the number of visitors to Tewkesbury Tourist Information Centre has increased with a total 16,387 since April compared to 13,269 this time last year. (Page No. 11)
- KPI 7- The number of visitors to the Growth Hub increased, with 258 in Q3, resulting in the target for the year (250) being achieved with 628 for the year so far. (Page No.12)
- KPI 21, 22, 23 and 24- improvement in investigating planning enforcement A, B, C and D cases with the majority of categories reaching 100% performance during Q3 and a significant improvement to KPI 23 with 90.91% reported compared to the outturn of 56.45% last year. (Pages 25 and 26)
- KPI 36- Food established hygiene ratings this year remains good - 2% have a rating of 2 or below which is beneath the 5% target and less than last year's figure of 3.2%. (Page No. 35)
- KPI 37- Percentage of Freedom of Information requests answered on time has improved with 90% being achieved. This is above both the outturn last year (89%) and this year's target of 80%. (Page No. 35)
- KPI 40- 52.6% of waste this year so far, was reused, recycled or composted - performance is above the target of 52%. (Page No. 45)

4.0 FINANCIAL SUMMARY - REVENUE POSITION

4.1 The financial budget summary for Q3 shows a projected surplus of £1,182,959 for the full year against the approved budget and is an increase of £1.05m against the projection made at Q2 of £138,305.

This significant increase in surplus projection is due to:

- the costs of both the Pay Line Review Phase 1 and the excess cost of the national pay award have now been taken to the reserves which were set aside to fund these costs. The total cost of these is £353k;
- increased Business Rates retention of £249k ;
- increase in planning fees - quarter 2 income was greater than expected by £90k and a further £200k is projected due to one large application;
- the receipt of the UK Shared Prosperity Fund (UKSPF) grant of £128k which is not expected to be spent by year-end;
- investment interest received is £100k more than expected;
- the Materials Recovery Facility (MRF) gate fee has reduced by a further £35k;
- Ubico's forecast deficit has reduced since Q2 by £100k, mainly within diesel and employment costs.

- 4.2 The following table highlights the forecast outturn position for service provision, the net position on corporate income and expenditure and the resulting surplus.

	Budget	Full Year Projection	Full Year Variance
<u>Services expenditure</u>			
Employees	£11,747,740	£11,106,910	£640,830
Premises	£613,798	£612,696	£1,102
Transport	£61,560	£41,656	£19,904
Supplies & Services	£2,218,461	£2,085,043	£133,418
Payments to Third Parties	£6,526,985	£6,714,979	-£187,994
Transfer Payments - Benefits	£9,000,000	£9,131,880	-£131,880
Central Recharges	£29,929	£29,929	£0
COMF Funding	£0	£1,753	-£1,753
COVID-19 Costs	£0	-£10,714	£10,714
COVID-19 Recovery	£0	£83	-£83
Projects Funded Externally	£60,000	£46,865	£13,135
Income	-£17,134,454	-£17,297,277	£162,823
Services Sub Total	£13,124,019	£12,463,803	£660,216
<u>Corporate expenditure</u>			
Treasury – Interest Received	-£439,000	-£952,000	£513,000
Treasury – Borrowing Costs	£467,000	£449,812	£17,188
Investment Properties	-£3,230,484	-£3,060,651	-£169,833
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	-£1,887,180	-£2,286,421	£399,241
Council Tax Surplus	-£98,009	-£98,009	£0
Parish precept	£2,433,310	£2,433,310	£0
Use of reserves & MRP	£119,430	£130,062	-£10,632
Corporate Sub Total	-£5,879,113	-£6,528,077	£648,964
Transfer to reserves (externally ringfenced funding)			-£126,220
Surplus / (deficit)			£1,182,959

Service Expenditure

- 4.3 The quarter three full year projection highlights a full year cost of service provision totalling £12.46m, resulting in a surplus against the approved budget of £660,216.
- 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 £640,830. 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 £540,830.

- 4.6** There are employee savings being accrued across most service areas but the majority of the overall surplus is being accrued by One Legal. It should be remembered that these savings will be shared by all of the partners in One Legal.
- 4.7** The national pay award was agreed in November and resulted in an uplift of £1,925 on every scale point. The Council budgeted for a 2% increase in salaries and as a result the excess cost, calculated at £215,111, has now been charged to the pay award revenue reserve.
- 4.8** Similarly, the first phase of the local pay line review has now been calculated at a cost of £138,503 and this has been charged against the MTFs reserve as set out in the Council paper.
- 4.9** There is a projected saving of £19,904 for transport costs. The main reason for this saving is the reduction of business travel across the Council and only using four pool cars when five were budgeted.
- 4.10** The projected outturn for Supplies & Services highlights a potential underspend of £133,418. Computer annual renewals is expected to be £34k below budget across many service areas, this is due to a large majority of licences remaining within current contracts or being renegotiated at current levels. It is anticipated that bank charges will deliver a saving of £29k. IT equipment will be £52k under budget, as some equipment has been purchased at a lower cost than expected and some will not be purchased until next financial year.
- 4.11** Payments to third parties highlights a projected overspend of £187,994. The Ubico contract is forecast to be overspent by £300k at year end which is a reduction of £100k on the Q2 estimate. The overspend is mainly driven by the annual pay award, which equals £152k. Due to the increased cost of fuel, Ubico estimate an overspend of £99.5k on diesel. Other areas of additional spend within the contract include vehicle hire, which has been partially funded from reserves, for the additional food round.
- 4.12** At the start of this financial year, and after the budget was set, the Council was informed by Cheltenham Borough Council of additional running costs in relation to Swindon Road Depot. The costs, previously borne by Cheltenham Borough Council, are in relation to the day-to-day running costs and maintenance requirements for the depot, estimated to be in the order of £150k per annum.
- 4.13** The MRF gate fee is expected to be £244k 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 £38 per tonne.
- 4.14** Income in many areas of Council activity is showing a positive position. Several income streams are projected to deliver income more than budget including planning fees and licensing.
- 4.15** However, a few areas are projecting lower income than budget. Income from Tewkesbury Leisure Centre will be £65k lower than budget as a reduced management fee has been agreed. Due to a vacant commercial unit in the Council Offices, rental income is predicted to be £60k down on budget. In addition, One Legal income is below target, although this is offset against savings within employee costs and is again shared with One Legal partners.
- 4.16** The income position is boosted by the receipt of external ringfenced funding for the UK Shared Prosperity Fund of £128k. This is to be carried over at year-end into reserves, as expenditure is not anticipated until next financial year.

Corporate Expenditure

- 4.17** 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 £648,964 for the financial year.
- 4.18** Treasury activities are expected to deliver some small savings in borrowing costs, despite the increasing rates, as the Council has been able to divest itself of some of its previous borrowing need.
- 4.19** The increased market rates are, however, good news for the Council's investment activities with significant additional income now forecast for the year. Both day-to-day investments and pooled funds are experiencing returns significantly in excess of the budget expectations given the steep rises in the base rate and a surplus of £513,000 is projected.
- 4.20** The commercial property portfolio is currently predicting a deficit in 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 can be met by the commercial property reserve.
- 4.21** The overall projected position on retained business rates is currently exceeding budget expectations, generating additional income of £399k. This is due to awarding more reliefs than anticipated, resulting in more s31 grants income which is greater than budget.
- 4.22** The Q3 report has now separately identified the external grant funding that is unlikely to be spent by year end and must be ringfenced to a particular project or service. This is estimated at £126k and, whilst it will increase our year end reserves, we do not have discretion as to where it can be spent. It is therefore excluded from our reported position.
- 4.23** Bringing together both the surplus on net service expenditure and surplus on net corporate expenditure results in an overall budget surplus projection of £1,183k for the year.

5.0 CAPITAL BUDGET POSITION

- 5.1** Appendix 3 shows the capital budget position as at Q3. This is currently showing an underspend of £2.4m against the profiled budget of £4.1m.
- 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
 - 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.

5.4 The solar canopy project was completed in Q2 with a final cost of £599k. This project was approved and delivered following the disappointment of not being able to proceed with the replacement heating system at the Council Offices due to tendered costs. The grant funding awarded for the heat replacement system has been used to partly fund the solar canopy. A new grant application has been made in October for funding towards the heat replacement project.

5.5 An overspend is being reported for vehicle replacement as the new sweeper, which was expected in Q4 of 2021/22, was delayed until the new financial year. No further vehicles are expected to be acquired this year.

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 1 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, Council priorities and the strategic planning of the authority's operation. The information in the appendix reflects only expenditure incurred to date and does not take account of reserves which have been committed but not yet paid or are awaiting capital financing at year end. Such expenditure will include:

- the funding of the Garden Town operation during 2022/23 currently estimated at £419k
- the partial funding of land acquisition to support the Garden Town which will utilise the full balance in the Investment Reserve of £450,000
- temporary staff support for Development Services
- funding the forecast income deficit on the commercial property reserve.

6.3 Significant actual expenditure has now been made against reserves and totals £1.49m. This now includes the cost of the Local Pay Line Review Phase 1 and the excess cost of the national pay award as referred to in Paragraph 4.4. Full details of all reserves' expenditure is provided in appendix 4.

7.0 FINANCE KEY PERFORMANCE INDICATORS.

7.1 As part of the financial management code, approved by the Audit and Governance Committee, this report now includes a number of KPI's. The reason for their inclusion is to ensure frequent and meaningful data is reported regularly and therefore allows for further scrutiny of our financial performance. This is part of a range of actions to comply with the CIPFA Financial Management Code which is designed to support good practice in financial management and to assist local authorities in demonstrating their financial sustainability.

7.2 An area that monitored closely is the Council's aged sundry debt. Service areas receive monthly reports to make them aware of aged debt and focus their attention on collecting those debts where possible. Each service area is responsible for creating their own bad debt policy and updating Finance quarterly with a progress update. Finance review and analyse aged debt annually for the year-end financial statements which allows the team to determine specific and general bad debt provisions.

- 7.3** The table in Appendix 5 shows the level of bad debt for each service area and the percentage that is greater than one year.
- 7.4** Appendix 5 also includes statistics on the Council's treasury management position. Total Investments at Q3 is £42.6m. The return on this is averaging at 2.88% and a total return of £952k is forecast by year-end. Total borrowing at Q3 is £30.6m. The estimated cost of borrowing at year-end is £450k.
- 7.5** The final KPI shows the number of vacancies in each service area. This is also being reported to Management Team on a monthly basis. Although vacant posts result in a saving against budget, they can, in some circumstances, have a negative impact on service delivery. The total number of vacant full-time equivalents at Q3 is 35.9 out of a total workforce of 216.5. There are various reasons for these vacancies and Management Team will be working with HR and Operational Managers to either help with recruitment or ensure there is minimal impact on services.

8.0 CONSULTATION

8.1 Council Plan - None.

Finance report - Budget holders have been consulted about the budget outturn for their service areas. The feedback has been incorporated in the report to explain differences between budgets and actual income and expenditure.

9.0 ASSOCIATED RISKS

- 9.1** 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.

10.0 MONITORING

- 10.1** Progress on delivery of Council Plan actions are monitored on a quarterly basis by Overview and Scrutiny Committee. Budget monitoring occurs on a monthly basis and is formally reported quarterly.

11.0 RELEVANT COUNCIL PLAN PRIORITIES/COUNCIL POLICIES/STRATEGIES

11.1 Council Plan 2020-2024 approved by Council on 26 July 2022

COVID-19 Corporate Recovery Plan 2020 approved by Executive Committee 8 August 2020.

Budget monitoring is on the approved annual revenue and capital budget for 2022/23 which has been prepared in line with the Medium Term Financial Strategy

Background Papers: None.

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Appendices: Appendix 1 - Council Plan Performance Tracker Qtr 3 2022/23
Appendix 2 - Revenue Budget
Appendix 3 - Capital Budget
Appendix 4 - Reserves
Appendix 5 - Finance KPIs.

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		

39

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		Delivery of a number of action points have taken place in recent months. Other points are planned for delivery during 2023 and will be dealt with as business as usual. A progress report is scheduled to be submitted to Audit & Governance Committee in March 2023.

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

b) Produce a Medium-Term Financial Strategy that recognises the impact of funding reform and, delivers a balanced approach to meeting funding gaps.	January 2022 March 2022 Target date: June 2022 (target date was reported to O&S committee in June 2022)	Head of Finance & Asset Management Lead Member for Finance and Asset Management		An interim MTFS was presented to Executive Committee in June and was approved by Council in July 2022. A full MTFS was presented to and approved by Council on 24 January 2023.
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		Budget proposal was recommended approve to council by Executive Committee on 1 February. With the recommendation of a £5 increase in council tax. Approved by Council on 24 February, this keeps the Council 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 March 2023 . New target date: January 2024 (New target date reported to O&S committee in March 2023)	Head of Finance & Asset Management Lead Member for Finance and Asset Management		This project has now been postponed until Autumn 2023 as a result of the temporary absence of a key member of staff. Work will commence in the Autumn with a proposal scheduled to come to members in January 2024.

40

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

41

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 March 2023 New target date: November 2023 (New target date reported to O&S committee in March 2023)	Head of Finance & Asset Management Lead Member for Finance and Asset Management		As above, this project has been postponed with a new completion date of November 2023.
c) Ensure that voids within our commercial property portfolio are re-let at the earliest opportunity.	March 2022 Target date: End of September 2022 (target date reported to O&S committee in September 2022)	Head of Finance & Asset Management Lead Member for Finance and Asset Management		All units within our commercial property portfolio are now let and occupied.
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 March 2021 March 2023	Head of Community Services		A report on a proposed review of the Trade Waste service is being taken to the March 2023 Executive committee.

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

commercially viable.	Target date: July 2023 (target date reported to O&S committee in June 2022).	Lead Member for Clean and Green Environment		
b) Develop an action plan to finalise the One Legal Services review.	Target date: March 2023 (stage two of the review).	Director of One Legal Lead Member for Corporate Governance		An action plan has been developed and presented to Joint Management Liaison Group (JMLG) – the governance body for One Legal. Work streams include marketing, recruitment & retention, finance and implementation of the new case management system.

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 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		Economic assessment was produced, and the findings have been used to develop the draft Economic Development and Tourism Strategy. The findings were presented at a seminar with Overview and Scrutiny Committee in November 2022.
b) Develop and launch the new Economic Development and Tourism Strategy	January 2023 New target date: September 2023 (New revised date reported to O&S committee in March 2023).	Head of Development Services Lead Member for Economic Development/ Promotion		The strategy will be considered following the new Council in May.

42

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

c) Launch a Tewkesbury Borough Council Business Grants scheme. (r)	<p>January 2022, March 2022 December 2022</p> <p>New target date: July 2023</p> <p>(New target date reported to O&S committee in March 2023).</p>	<p>Head of Development Services</p> <p>Lead Member for Economic Development/ Promotion</p>		<p>The scheme was due to be launched to coincide with the new launch of the Economic Development and Tourism Strategy and to tie in with the key themes. With the slight delay of the Strategy, it is likely the scheme will be launched separately.</p>
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).	<p><u>JSP</u></p> <p>Target date: Autumn 2019, Spring 2020, Winter 2020, Summer 2024</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>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.</p> <p>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 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>The timetable is still under a further review and would be subject to change. The amendments to the timetable will go to Executive Committee and Council for approval.</p>

43

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

	<p><u>Tewkesbury Borough Plan</u> Winter 2018 Summer 2019 Autumn 2019 December 2019 Spring 2021 Autumn 2021 February 2022</p> <p>Target date: Adoption: Spring 2022 (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>
<p>b) Work with partners to secure transport infrastructure improvements for the all-ways Junction 10.</p>	<p>Target date: September 2024</p>	<p>Director of Garden Communities 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>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 (gloucestershire.gov.uk)</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>

44

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		Report completed and was presented to HSHAZ Programme Board on 19 October 2022. Options paper for delivering recommendations from report drafted for presentation at same meeting. This could support action (d) below.
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>There are some concerns about being able to use the available funds in the current financial year, given difficulties getting contractors to quote etc. Working with Historic England to reallocate funding this year and cover grant funding in year 4 of the project.</p> <p>Despite this the streams of the HSHAZ is progressing well with the following:</p> <p><u>Shop front and upper floor grant schemes:</u></p> <ul style="list-style-type: none"> • There are currently 45 live premises applications. Three facade grants were approved but work is yet to commence. • Four further applications have been received and being validated and one upper floor is waiting planning permission. • Concerns remain with difficulties in getting contractors to quote and whether we will be able to make grants within the stipulated timeframe. The Programme Officer is supporting applicants with the process. <p style="text-align: right;">Comment continues...</p>

45

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

46

				<p><u>Traditional Skills:</u></p> <ul style="list-style-type: none"> Several events are in the plan to take place within the next few months- an example is going to a primary school and teaching traditional building techniques and the history of Healing Mill, a photo exhibition will also take place as part of the Big Weekend. <p><u>Public Realm Strategy/ Masterplan:</u></p> <ul style="list-style-type: none"> This stream is to help develop Tewkesbury's strategic approach to development and the public realm in the historic town centre. This will formulate long-term vision for the town centre, updating and pulling together existing studies such as the town regeneration SPD and the riverside public realm strategy. Then developing a new adopted SPD for the town. Juliet Bidgood Urban Architect has been appointed to help with creating a masterplan brief, with the first project group meeting taking place in January 2023.
c) Develop an 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		Work has begun to deliver a masterplan and public realm strategy which will inform longer-term town centre regeneration. In addition, the HSHAZ is working up plans for short-medium term projects to support town centre regeneration.

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	
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		Work includes: <ul style="list-style-type: none"> holding speed dating events as part of new <u>Local Connections</u> project. The project aims to create new business relationships between accommodation businesses and small, local businesses, makers and producers Cotswold Tourism attended several key travel trade events. These include Showcase Britain with VisitBritain, ETOA Best of Britain and Ireland and a Nordic trade mission. Specific campaigns focussing on Easter, romance and gardens
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		The women's tour event was a great success and took place on 8 June 2022. The Men's Tour was cancelled following the death of Her Majesty the Queen.

47

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

48

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%	1.8%	1.9%				Dec 2022 figure of 1.9% relates to 1,105 people within the borough. This figure is below the county rate of 2.3% and UK rate of 3.7%.	Lead Member for Economic Development/ Promotion Head of Development Services
3	Number of business births.	410 (2020 figure)				415				These are the current ONS figures for Business Births and Death Rates.	Lead Member for Economic Development/ Promotion
4	Number of business deaths	385 (2020 figure)				395				Business births have increased with 415 new businesses in 2021. The number of business deaths have increased on last year to 395. These figures are released annually.	Head of Development Services

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

49

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
5	Number of visitors to Tewkesbury Tourist Information Centre (TIC)	15,406	15,000	5,756	7,174 (Q1 & Q2= 12,930)	3,456 (Q1 to Q3= 16,387)		↑	😊	This year's figure is an increase compared to the same time last year (13,269 visitors). All but 2 months have seen a rise in visitors to the TIC, with a slight reduction in August but mostly a dip in September around Her Majesty the Queen's death and funeral. It is also noted numbers are still lower than pre-covid as the number of overseas visitors have fallen since the pandemic.	Lead Member for Economic Development/ Promotion Head of Development Services
6	Number of visitors to Winchcombe Tourist Information Centre (TIC)	2,908	11,000	4,815	4,534 (Q1 & Q2= 9,349)	2,015 (Q1 to Q3= 11,364)		↑	😊	Figure to date has surpassed the 11,000 visitor target for the year. Again, the number of overseas visitors is still below pre pandemic numbers, but British visitors have increased.	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
7	Number of visitors entering the Growth Hub	228	250	124	246 (Q1 & Q2= 370)	258 (Q1 to Q3= 628)		↑		The upward trend in visitor number continues each quarter post covid/lockdown.	Lead Member for Economic Development/ Promotion Head of Development Services
8	Number of workshops/ events delivered through Tewkesbury Growth Hub	52	50	15	13 (Q1 & Q2= 28)	13 (Q1 to Q3=41)		↑		<p>This is a new KPI which replaced an action within the Council Plan.</p> <p>13 events were delivered in Quarter 3. The majority of which were in person.</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.</p>	Lead Member for Economic Development/ Promotion Head of Development Services

50

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

51

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 Spring 2020 Winter 2020 Summer 2021</p> <p>Target date: Spring 2023 (preferred options consultation) (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>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, the partner 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> <p>The timetable is still under a further review and would be subject to change. The amendments to the timetable will go to Executive Committee and Council for approval.</p>
b) Finalise and adopt the Tewkesbury Borough Plan.	<p>Winter 2018, Summer 2019, Autumn 2019, December 2019, Spring 2021, Autumn 2021, February 2022</p> <p>Target date: Adoption: Spring 2022 (revised date reported to O&S committee in January 2022)</p>	<p>Head of Development Services</p> <p>Lead Member for the Built Environment</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

52

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		A draft Empty Property Strategy 2023-2025 was approved at Executive Committee in November 2022. The strategy is supported with an action plan and is based on three phases, these are: <ul style="list-style-type: none"> • phase one- planning, identification and prioritisation • phase two- engagement with property owners and community • phase three- property solutions.
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 reports for surveys covering Boddington, Elmstone Hardwicke, Stoke Orchard and Uckington have been completed and identified a need of 15 affordable homes across the four areas. GRCC are preparing the next set of surveys for Hawling, Southam, Sudeley, Winchcombe and Woodmancote.
e) Increase the temporary housing accommodation (TA) supply.	Target date: March 2023	Head of Community Services Lead Member for Housing		Rough Sleeper Initiative funding has been secured across the County to establish a network of Housing First/ Housing Led properties, three for Tewkesbury, that would focus on complex and chaotic cases. Cases have been identified and passed to the provider to assess and begin to source accommodation. The first properties will be sourced in Q4. The Housing Advice Team have begun a pilot scheme with Home Group (Stonham) to use their units with lower levels of support as temporary placements. This will provide better quality accommodation and remove the responsibility of rent payment from the department.

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

53

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.	<p><u>JSP</u> Autumn 2019, Spring 2020, Winter 2020, Summer 2021, Autumn 2019, Spring 2020, Summer 2021</p> <p>Target date: Spring 2023 (preferred options consultation)</p> <p>(resolved by Council in April 2022 but 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>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.</p> <p>Following a review of evidence and changes in Government policy and legislation, the partner 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> <p>The timetable is still under a further review and would be subject to change. The amendments to the timetable will go to Executive Committee and Council for approval.</p>
	<p><u>TBP</u> Winter 2018, Summer 2019, Autumn 2019, December 2019, Spring 2021, Autumn 2021, February 2022</p> <p>Target date: Adoption: Spring 2022</p> <p>(revised date reported to O&S committee in January 2022)</p>			

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

54

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		<p><u>Innsworth</u></p> <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. <p><u>Twigworth</u></p> <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. • An appeal by means of inquiry against the non-determination of application 21/00976/OUT, an outline application for up to 160 dwellings. Notice received 25 January 2023 that the appeal has been allowed and planning permission granted. • Pre-app revised on the first reserved matters for the above scheme. It is anticipated a planning will be submitted in May 2023. <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 over 170 occupations. • An application for the second phase of the South Churchdown Strategic Allocation for 145 dwellings has been received (application no.22/00667/FUL) and is being assessed by officers. <p style="text-align: right;">Comment continues...</p>

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

55

			<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). This is scheduled to go to Planning Committee on 21 February 2023- with the officer's recommendation to approve. <p><u>North West Cheltenham</u></p> <p>An outline application has been submitted. Officers continue 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> <p>Amended details have been submitted which are being consulted upon. It is anticipated that the application will go to planning committee in Summer 2023.</p> <p><u>West Cheltenham</u></p> <p>22/01107/OUT – West Cheltenham Strategic Allocation. Outline planning application validated for land within the northwest part of the allocation in November 2022 for residential development of up to 1,100 dwelling comprising a mixture of market and affordable housing (Use Class C3), which could include retirement/extra care accommodation (Use Class C2/C3), a flexible mixed use area</p> <p>Comment continues....</p>
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Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2022-23 Progress Report

				with a community hub (including potentially use Classes E, F1 and F2), a primary school and children’s nursery to include use of sports pitches. Timescales for determination are currently being agreed with the applicant.
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)	January 2024 New target date: January 2025 (new revised date reported to O&S committee in March 2023)	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 (PPE) ‘Viability Assessment’ and recommendations; Additional work undertaken by PPE comparing the potential income of alternative charging schedules was completed in December and a presentation by PPE to the JCS task group on findings and recommendations has been arranged for the first week in February 2023; As a result of the additional work being undertaken and the pre-election period ahead of May 2023: member approval of a new draft charging schedule for statutory consultation will be delayed until after the May 2023 elections; Member approval of a new draft charging schedule for consultation will take place between September / December 2023 and will be co-ordinated across the three JCS authorities: <p style="text-align: right;">Comment continues....</p>

56

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

57

				<ul style="list-style-type: none"> • Consultation will then take place for 6 weeks at the beginning of 2024, allowing time for consideration of responses and the examination in public later that year before formal adoption of the new charging schedule. • 01 January 2025: begin applying the new charging schedule to applications granted on or after 01 January 2025. This has been delayed from 1 January 2024 while work is undertaken on preparing a new charging schedule base on recommendation made in the evidence gathering stage.
c) Work with the Voluntary and Community Sector (VCS) to access funding to deliver improved community facilities.	Target date: March 2023	Head of Development Services Lead Member for the Community		<p>In quarter 3, 57 VCS groups were supported with funding advice with 118 groups supported since April. The VCS has been encouraged to support their own communities with the cost of living and awards of over £15,000 have been made from the council Warm Spaces Community Fund. The Covid-19 Recovery Fund continues to be used and in total up to £10,000 was awarded this quarter.</p> <p>The Council has also been successful in a bid for £25,000 to create a Changing Place toilet, to support residents and visitors with disabilities.</p> <p>In addition, support for improved community facilities within the Borough is included within the UK Shared Prosperity and Rural Prosperity plans.</p>

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

58

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	1767 1 bed single= 672 1 bed couple= 134 2 bed= 517 3 bed= 304 4 bed= 117 5 bed= 21 6 bed= 0 7 bed= 2	1719 1 bed single= 669 1 bed couple= 135 2 bed= 488 3 bed= 301 4 bed= 102 5 bed= 21 6 bed= 2 7 bed= 1				The breakdown of bands is: Emergency – 54 Gold – 102 Silver – 577 Bronze – 986 Total – 1719	Lead member for Housing Head of Community Services
10	Total number of new homeless applications opened during quarter.	594		151	166 (Q1 & Q2= 317)	136 (Q1 to Q3= 453)		↔		This will include 81 Triage (advice only), 24 Prevention and 31 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	38 (Q1 & Q2= 77)	26 (Q1 to Q3= 103)		↓		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

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

59

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																				
12	Total number of homeless applications with main duty accepted held at end of the quarter.	95		22	20 (Q1 & Q2= 42)	27 (Q1 to Q3= 69)		↔		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	44 (Q1 & Q2= 83)	38 (Q1 to Q3= 121)		↑		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																				
14	Numbers in Temporary Accommodation at the end of the quarter.	122		31	22 (Q1 & Q2= 53)	19 (Q1 to Q3= 72)		↑		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	39 (Q1 & Q2= 98) Await further data from RPs	57 (Q1 to Q3= 155) Await further data from RPs		↑		<p>A total of 57 properties were delivered in Q3 2022/23, the breakdown is as follows:</p> <table border="1"> <thead> <tr> <th></th> <th>Q1</th> <th>Q2</th> <th>Q3</th> </tr> </thead> <tbody> <tr> <td>Social rent</td> <td>1</td> <td>0</td> <td>0</td> </tr> <tr> <td>Affordable rent</td> <td>33</td> <td>24</td> <td>39</td> </tr> <tr> <td>Affordable home ownership</td> <td>25</td> <td>15</td> <td>18</td> </tr> <tr> <td>Total</td> <td>59</td> <td>39</td> <td>57</td> </tr> </tbody> </table> <p>Comment continues..</p>		Q1	Q2	Q3	Social rent	1	0	0	Affordable rent	33	24	39	Affordable home ownership	25	15	18	Total	59	39	57	Lead member for Housing Head of Community Services
	Q1	Q2	Q3																												
Social rent	1	0	0																												
Affordable rent	33	24	39																												
Affordable home ownership	25	15	18																												
Total	59	39	57																												

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

										Total for the year 2021/22: 195 Social rent: 2 Affordable rent: 108 Affordable home ownership: 85																					
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																				
16	New Affordable Housing properties delivered on JCS sites by tenure type.	130		43	32 (Q1 & Q2= 75) Await further data from RPs	29 (Q1 to Q3= 104) Await further data from RPs		↑		<p>A total of 29 properties were delivered in Q3 2022/23, the breakdown is as follows:</p> <table border="1"> <thead> <tr> <th></th> <th>Q1</th> <th>Q2</th> <th>Q3</th> </tr> </thead> <tbody> <tr> <td>Social rent</td> <td>1</td> <td>0</td> <td>0</td> </tr> <tr> <td>Affordable rent</td> <td>25</td> <td>24</td> <td>23</td> </tr> <tr> <td>Affordable home ownership</td> <td>17</td> <td>8</td> <td>6</td> </tr> <tr> <td>Total</td> <td>43</td> <td>32</td> <td>29</td> </tr> </tbody> </table> <p>Total for the year 2021/22: 130 Social rent: 0 Affordable rent: 81 Affordable home ownership: 49</p>		Q1	Q2	Q3	Social rent	1	0	0	Affordable rent	25	24	23	Affordable home ownership	17	8	6	Total	43	32	29	Lead member for Housing Head of Community Services
	Q1	Q2	Q3																												
Social rent	1	0	0																												
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Affordable home ownership	17	8	6																												
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69

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

61

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 16 weeks where an EIA is required, or alternative period agreed with the applicant.	75%	80%	85.71%	33.33% (Q1 & Q2 = 56.25%)	50% (Q1 to Q3 = 54.55%)		↓		<p>The national threshold for this KPI is 60% measured over a two-year rolling period, we are currently achieving 70%.</p> <p>For Q3, 3 out of 6 decisions were issued within target timescales.</p> <p>Cumulatively for the year so far; 12 out of 22 decisions were determined within target timescales.</p> <p>Outturn reflects a combination of older cases where extension of times could not be agreed and transition of staff.</p>	Lead Member Built Environment/ Head of Development Services
18	Percentage of 'non-major' applications determined within 8 weeks or alternative period agreed with the applicant.	New KPI	80%	81.91%	70.19% (Q1 & Q2 = 77.89%)	79.65% (Q1 to Q3 = 78.53%)		New KPI		<p>The national threshold for this KPI is 70% measured over a two-year rolling period, we are currently achieving 76%.</p> <p>For Q3, 137 out of 172 decisions were issued within target timescales.</p> <p>Cumulatively for the year so far; 373 out of 475 decisions were determined within target timescales.</p> <p>Despite the issues with the transition of staff, the performance is just below the stretched target of 80%.</p>	Lead Member Built Environment/ Head of Development Services

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

62

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
19	Percentage of 'major' planning applications overturned at appeal.	New KPI	10%	7 Major Decisions issued 1 Appeal allowed	9 Major Decisions issued 0 Appeals allowed	6 Major Decisions issued 1 Appeal allowed		New KPI		<p>The national threshold for this KPI is 10% measured over a two-year period.</p> <p>The current assessment period available is to the end of September 2021 where we are at 7.8% based on 64 major decisions and 5 overturns at appeal. Each overturn contributing approx 1.5% to the outturn figure.</p> <p>For Q3, 6 major decisions were made and one appeal decision allowed during this period.</p> <p>Cumulatively for the year so far; 22 major decisions were determined and two appeals have been allowed.</p>	Lead Member Built Environment/ Head of Development Services
20	Percentage of 'non-major' planning overturned at appeal.	New KPI	10%	199 Non major decisions issued 0 Appeals allowed	104 Non major decisions issued 6 Appeals allowed	172 Non major decisions issued 1 Appeal allowed		New KPI		<p>The national threshold for this KPI is 10% measured over a two-year period. The current assessment period available is to the end of September 2021 where we are at 0.7% based on 1426 decisions and 10 overturns at appeal.</p> <p>For Q3 2022/23, 172 non-major decisions were issued and 1 appeal was allowed. Cumulatively for the year so far; 475 non-major decisions were issued and 7 appeals were allowed.</p>	Lead Member Built Environment/ Head of Development Services

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

63

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
21	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%	100% (Q1 & Q2= 100%)	100% (Q1 to Q3= 100%)		↑	😊	There were two category A cases received in Q3. Both were 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
22	Investigate category B* cases within five working days (development causing, or likely to cause, irreparable harm or damage).	84.62%	90%	100%	100% (Q1 & Q2= 100%)	100% (Q1 to Q3= 100%)		↑	😊	In Q3, three category B cases were received. 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
23	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%	91.67% (Q1 & Q2= 83%)	100% (Q1 to Q3= 90.91%)		↑	😊	20 cases received in Q3, were investigated within 10 working days. <i>*Category C- unless action is taken, there is a risk of material harm to the environment or undue harm to residential amenity.</i>	Lead Member Built Environment/ Head of Development Services

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

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 202-23	Outturn Q4 2022-23	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
24	Investigate category D* cases within 15 working days (breaches causing limited material disturbance to local residents or to the environment).	69.57%	70%	100%	100% (Q1 & Q2= 100%)	100% (Q1 to Q3= 100%)		↑		17 cases were reported, and all were reviewed within 15 working days. <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>	Lead Member Built Environment/ Head of Development Services

64

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		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. A new 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. This post has now been filled and delivering positive outcomes for the Housing Advice Team. Comment continues...

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

				<p>The Homes for Ukraine role (funded by the Homes for Ukraine scheme via Gloucestershire County Council) has provided support across the organisation. This role has been very successful and enabled the council to take a lead in aspects of the county partnership and consider incentives to help households move on from the scheme.</p> <p>Work in response to the increased cost of living has also begun. Registered Providers (housing associations) have been asked to make early referrals to the Housing Advice Team if necessary and a coordinated response has been started through the Financial Inclusion Partnership. Homelessness Prevention Grant funding will be made available to support households with rent arrears.</p>
PRIORITY: CUSTOMER FIRST				
Actions	Target date	Reporting Line	Progress to date	Comment
Objective 1. Maintain our culture of continuous service improvement.				
b) Set up a planning agents forum.	Target date: End of September 2022	Head of Development Lead Member Built Environment		Planning agents/ developer's forum took place on 5 October 2022. The forum was well attended and appreciated by the developer community. Meetings will take place every six months with the next one due to take place in April 2023.
c) Review the Environmental Health Service. (r)	December 2020. April 2024 September 2024 Target date: October 2022 (revised target date was reported to O&S committee in January 2022).	Head of Community Services Lead Member for Clean and Green Environment		A full service review was carried out in 2018 with a suggested new structure and new ways of working. This would have resulted in EHO's and support staff working as generalist carrying out all EH work (food safety, pollution, housing etc) in a set geographical area. This was trialled and found not to work in this borough. The reason for this is due to the small size of the team and the specialist knowledge required for each work element. Therefore, the team has retained elements of the service review but returned to working in specialisms rather than geographic areas. A close out report on this was presented at Overview and Scrutiny Committee on 7 February 2023.

65

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

PRIORITY: CUSTOMER FIRST				
Actions	Target date	Reporting Line	Progress to date	Comment
Objective 1. Maintain our culture of continuous service improvement.				
d) Maximise the use of business intelligence within the council to ensure the accuracy of the rating list and help businesses build resilience. (r)	March 2021 March 2022 Target date: March 2023 (target date was reported to O&S committee in June 2022)	Head of Corporate Services Lead Member for Commercial Transformation		This was carried forward from the corporate Covid-19 recovery plan to tie up business related queries and processes resulting from the administration of business grants.
e) Continue to review the operational effectiveness of our return to the office and the opportunities provided through agile working. (r)	Target date: March 2023	Head of Corporate Services Lead Member for Commercial Transformation		Hybrid working continues to work effectively and whilst ensuring face to face service delivery is maintained. Work to consider how the offices may need to be adjusted to make an environment better suited to modern ways of working is continuing. Overall, the 'return to the office' has been successful.
f) Carry out a full review of the licensing services.	April 2021, Sept 2021, Nov 2021 May 2022, Dec 2022, Jan 2023 New target date: End of June 2023 (new revised date reported to O&S committee in March 2023)	Head of Community Services Lead Member for Clean and Green Environment		The review has four work streams: governance, finance, HR and digital transformation. The online offering includes automated licence consultations which has been completed. There is also an update of licensing related pages on the website which has been completed. The online forms project has been delayed due to connector issues between the two systems- Uniform and Liberty Create. Mapping and scoping took place, and testing and availability to the customer has been pushed back to the end of March 2023 for all forms. Comment continues....

66

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

				<p>Licensing Act 2003 and Gambling Act 2005 policies have been adopted and published and have been delivered on track.</p> <p>2023/24 fees and charges have been reviewed and statutory consultation for taxi/private hire fees has taken place.</p> <p>Licensing team restructure has been agreed by the Corporate Leadership Team and will be reported to Council in February with the implementation to be completed by June 2023.</p>
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.	<p>April 2022, June 2022, December 2022, April 2023</p> <p>New target date: July 2023 (New revised date reported to committee in March 2023)</p>	<p>Head of Corporate Services</p> <p>Lead Member for Commercial Transformation</p>		<p>Our new web developer has started in the role and is progressing the work to review our corporate website. The project meetings have been set up and the developer is currently scoping design ideas to ensure the new site supports our digital ambitions.</p> <p>While the project was previously delayed due to not being able to recruit to the role, the new target date reflects the original six-months that were set out as being required to build a new site.</p>
b) Explore the opportunity for an online offering for our cemeteries function.	<p>31 March 2022, Sept 2022, March 2023. New target date: March 2024</p> <p>(New revised date reported to O&S committee in March 2022)</p>	<p>Head of Finance and Asset</p> <p>Lead Member for Finance and Asset Management</p>		<p>The project is on hold as the work of the Business Transformation has been prioritised to service such as Planning and Licensing. Given these priorities it is unlikely that this project will happen during the current calendar year.</p>

67

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

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'.				
c) Create a planning application tracker	Target date: September 2022	Head of Development Lead Member Built Environment		<p>The DLUHC-funded planning application tracker has now been built, and the response from DLUHC and other councils has been positive.</p> <p>Demos have been delivered to Transform Working Group as well as at the Agents and Developers' Forum. Feedback was positive - with ideas proposed for continual improvement, including agents and developers being able to sign up to receive more detailed information.</p> <p>In line with the Business Transformation Team's interactive approach, the tracker will continue to evolve and improve following feedback. The tracker will be launched to the public at the end of February.</p>

68

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 enquiries logged by the Area Information Centre (AIC).	158		31	39 (Q1 & Q2= 70)	14 (Q1 to Q3= 84)				<p>The attendance at the AICs remains low, this could be as a result of contacting the TBC through other means during Covid and so have carried on using those methods. Brockworth PC have successfully taken on the A&I role at Brockworth, currently engaging with the clerks at Churchdown to look into the possibility of taking over the A & I role due to the lack of footfall</p> <table border="1"> <thead> <tr> <th></th> <th>Q1</th> <th>Q2</th> <th>Q3</th> </tr> </thead> <tbody> <tr> <td>Winchcombe</td> <td>29</td> <td>38</td> <td>13</td> </tr> <tr> <td>Bishops Cleeve</td> <td>2</td> <td>1</td> <td>1</td> </tr> <tr> <td>Churchdown</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Total</td> <td>31</td> <td>39</td> <td>14</td> </tr> </tbody> </table>		Q1	Q2	Q3	Winchcombe	29	38	13	Bishops Cleeve	2	1	1	Churchdown	0	0	0	Total	31	39	14	Lead Member Customer Focus/ Head of Corporate Services
	Q1	Q2	Q3																												
Winchcombe	29	38	13																												
Bishops Cleeve	2	1	1																												
Churchdown	0	0	0																												
Total	31	39	14																												
26	Total number of people assisted within the borough by Citizens Advice Bureau (CAB).	1,758		484	436 (Q1 & Q2= 920)	408 (Q1 to Q3= 1,328)				<p>During the 9 months, 1,328 clients have raised 3,663 issues. These related to the following:</p> <ul style="list-style-type: none"> • Benefits and tax credits- 922 issues (25%) • Utilities- 458 issues (12.5%) • Travel- 329 issues (9%) • Debt- 290 issues (8%) • Universal credits- 253 issues (7%) • Housing- 215 issues (6%) <p>Comment continues...</p>	Lead Member Community Development / Head of Development Services																				

69

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

70

									<ul style="list-style-type: none"> • Employment- 175 issues (5%) • Foodbank- 164 issues (4.5%) <p>Of the clients seen, the heaviest demand was in was in Churchdown St Johns at 391 (10.6%). The following five wards represents 1,425 (38.9%) of all clients seen</p> <ul style="list-style-type: none"> • Brockworth East- 388 clients (10.5%) • Cleeve St Michael's- 318 (8.6%) • Tewkesbury South- 251 (6.8%) • Innsworth- 237 (6.4%) • Brocckworth West- 231 (6.3%) 	
27	Financial gain to clients resulting from CAB advice	£1,291,722		£370,023	£349,088 (Q1 to Q2= £719,111)	£384,197 (Q1 to Q3= £1,103,308)			During the quarter clients have benefitted from £384,197 of financial gains. With over £1.1m secured over the year.	Lead Member Community Development / Head of Development Services
28	Community groups assisted with funding advice	314		26	35 (Q1 & Q2= 61)	57 (Q1 to Q3=118)			A new Community Funding Officer started in May. Since then,118 community groups have been assisted with funding advice and support.	Lead Member Community Development / Head of Development 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
29	Benefits caseload: a) Housing Benefit b) Council Tax Reduction	2,198 4,841		2149 4708	2097 4753	2054 4824				HB Claims have reduced as expected this quarter. CTR Caseload for working age claimants has increased this quarter, new applications are being received regularly and there is a small number of CTR claims still to be assessed. The split at the end of quarter three is as follows Pension age 1797 Working age 3027	Lead Member Finance and Asset Management/ Head of Corporate Services
30	Average number of days to process new Housing benefit claims.	17	15	6.6	7.3 (Q1 & Q2 = 6.9 days)	6.8 (Q1 to Q3 = 6.9 days)		↑	😊	Performance in quarter 3 has reduced to 6.8 days The national average is 19 calendar days and we are well within local target timescales.	Lead Member Finance and Asset Management/ Head of Corporate Services
31	Average number of days to process change in circumstances to housing benefit claims.	3	4	14	16 (Q1 & Q2 = 15 days)	9.5 (Q1 to Q3 = 13.1 days)		↓	😞	The average days to process change in circumstances (CIC) has reduced in Q3, still above our target. We are currently working within the team to train 3.5 new members of staff – due to changes in staff, we have experienced a drop in processing the CIC this year.	Lead Member Finance and Asset Management/ Head of Corporate Services

71

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

72

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
32	Percentage of council tax collected	98%	98%	29.9%	28.3% (Q1 & Q2 = 58.2%)	38.4% (Q1 to Q3= 96.6%)		↔	😊	Council tax collection is on target to achieve our annual target of 98%	Lead Member Finance and Asset Management/ Head of Corporate Services
33	Percentage of NNDR collected	99.4%	98%	34.8%	30.2% (Q1 & Q2 = 65%)	32.6% (Q1 to Q3= 97.6%)		↔	😊	NNDR is on target to achieve our collection figures this year	Lead Member Finance and Asset Management/ Head of Corporate Services
34	Average number of sick days per full time equivalent	11.51	8.0	2.75	2.78 (Q1 & Q2= 5.53)	1.96 (Q1 to Q3= 7.5)		↑	😞	<p>In Q3, 379.6 days were lost to sickness absence, in comparison with 528.8 days during Q2 2022/23.</p> <p>This comprised 142.1 short term days (173.7 in Q2) and 237.5 long term days (355.1 in Q2), which represents an improved position with a slight decrease in COVID cases (31 days Q3, which is around 20% of all short-term sickness recorded as COVID absence). Whilst we anticipate that the target for the year will be exceeded, we also anticipate that the year outturn will be an improvement on last year.</p> <p>The HR team continue to support managers to actively manage sickness and manage sickness rates down.</p>	Lead Member Organisational Development/ Head of Corporate Services

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

73

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	Average voluntary staff turnover.	14.5%	13.4%	-	6%	2.3% (Q1 to Q3= 14.5%)		↑		<p>This is a new KPI measure. The target outturn is based on the latest median figure identified by the LGA for the Local Government workforce.</p> <p>For 2021-22 the voluntary turnover rate for the council was 14.5%.</p> <p>Whilst we have seen a reduction in the voluntary turnover rate this quarter, it has already exceeded the target. This is in line with a significant rise in voluntary resignations seen across industries between 2020-22. It is anticipated that the Retention and Recruitment Phase 1 which was applied in Q3 will help to support a reduction in voluntary turnover going forward.</p>	Lead Member Organisational Development/ Head of Corporate Services
36	Food establishment hygiene ratings.	3.2%	5% With a food hygiene rating Under three	2.6%	2.1%	2%		↑		There are currently 742 businesses within the borough that have a food hygiene rating. 15 (2%) of premises have a rating of 2 or below.	Lead Member Clean and Green Environment/ Head of Community Services
37	Percentage of Freedom of information (FOI) requests answered on time.	89%	80%	87%	89% (Q1 & Q2= 88%)	96% (Q1-Q3= 90%)		↑		<p>97 requests were received in Q3 – 93 were responded to within the 20 working days deadline.</p> <p>Total received for 2022/23 to date= 358 of these 323 (90%) were responded to within the timescale.</p> <p>Total received in 2021-22 was 572 requests.</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
38	Percentage of formal complaints answered on time.	74%	90%	60%	64% (Q1 & Q2= 62%)	89% (Q1 to Q3= 74%)		↔		31 formal complaints were received in Q3. Three complaints were withdrawn, out of the remaining 28 complaints, 25 of these (89%) were answered within the 20 working days. Total received for 2022/23 to date= 82 of these 6 were withdrawn and 56 (74%) were responded to within the timescale.	Lead Member Customer Focus/ Head of Corporate Services

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.	Submission for examination summer 2023- Summer 2024 Target date: Spring 2023 (preferred options consultation) (resolved by Council in April 2022 and target dates reported to O&S Committee in June 2022)	Director of Garden Communities Lead Member Built Environment		The Garden Town will form part of the Joint Strategic Plan (JSP) Review. The dates of the timetable for the JSP Review is as follows: <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 style="text-align: right;">Comment continues...</p>

74

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

				The timetable is still under a further review and would be subject to change. The amendments to the timetable will go to Executive Committee and Council for approval. See relevant updated comment about the JSP by Head of Development Services under priority 'Housing and Communities', objective 2, action a.
PRIORITY: GARDEN COMMUNITIES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 1. Delivery of Tewkesbury Garden Town				
b) Prepare a Strategic Framework Plan (SFP) (previously named Design Manual)	March 2023 New target date: Summer 2023 (New revised date reported to O&S in March 2023)	Director of Garden Communities Lead Member Built Environment		LDA Design have been working on the Strategic Framework Plan (previously named Design Manual) (SFP) and are starting to hold workshops with different stakeholder, such as landowners and Parishes, along with updates to MRP. The final draft will form part of a Regulation 18 consultation process for the JSP, which is currently scheduled for the summer.
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 the Judicial Review appeal judgement, the planning application has been quashed. On this basis the project currently cannot progress and discussions continue with the Homes England HIF team on the next steps.
d) Work with partners to progress the business case for the Junction 9 and A46 improvements.	Target date: March 2024 for finalisation of business case <u>by GCC</u>	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 a consultation will take place on the preferred route options.
				Comment continues....

75

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

76

				<p>Gloucestershire County Council (GCC) was planning to undertake a non-statutory public consultation for the M5 Junction 9 and A46 (Ashchurch) Transport Scheme this autumn.</p> <p>As part of good practice in scheme development external advice was sought, which highlighted that further work should be undertaken before going out to public consultation. Following this external advice, GCC have now decided to undertake this additional work, to further review and shortlist scheme options. This work will be carried out with National Highways' support. The non-statutory public consultation will now take place once the additional analysis has been completed, which could take 9 months, with public consultation taking place in late 2023 at the earliest (dates to be confirmed).</p> <p>This exercise 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 - M5 Junction 9 and A46 (Ashchurch) Transport Scheme - Highways (goucestershire.gov.uk)</p>
e) Submit a further Garden Community Capacity Funding bid for 2022/23. (r)	Target date: December 2022 Unknown	Director of Garden Communities Lead Member Built Environment		A funding bid will be submitted when the next funding round is opened. The TGT Team are working with Homes England, who will make the team aware if any funding awards become available to bid.
f) Work with partners to maximise sustainable development principles and low carbon technologies as part of the Garden Communities programme. (r)	December 2022 March 2023 New target date: May 2023 (New revised date reported to committee in March 2023)	Director of Garden Communities Lead Member Built Environment		The Garden Town Sustainability Strategy is being finalised and will be taken forward through the Design Manual now called Strategic Framework Plan (SFP), in the first instance. Work continues but no further update since Q2. The target date has been amended to reflect the date change for the SFP action above.

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

PRIORITY: GARDEN COMMUNITIES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 1. Delivery of Tewkesbury Garden Town				
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).	<p>October 2022 January 2023</p> <p>New revised target date: April 2023</p> <p>(New revised date reported to committee in March 2023)</p>	<p>Director of Garden Communities</p> <p>Lead Member Built Environment</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 planned date to submit the business case to government has been extended to April 2023 at the request of the Department for Levelling Up, Housing and Communities (DLUHC). The target date has been amended to reflect this.
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	<p>Director of Garden Communities</p> <p>Lead Member Built Environment</p>		<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>The first outline planning application has been submitted for the West of Cheltenham (planning reference 22/01107/OUT). This has been submitted by ST Modwen's who are bringing forward the STW land within the allocation.</p> <p>An application within the land owned by CBC, has not yet been submitted but they progressing with their outline planning application.</p> <p>More details relating to the Golden Valley Development can be found on the website - The Golden Valley Development (goldenvalleyuk.com)</p>

77

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

78

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 committee in January 2022)	Head of Finance and Asset Management Lead Member for Clean and Green Environment		Complete.
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		Nearly 60 members of staff have now received carbon literacy training with a further course scheduled for Q4. As a result, a number of staff have volunteered to be 'Green Champions' and have attended the first Green Champions Network meeting. Additional information and pages added to both the website and the staff intranet. Solar Canopy case study being prepared for submission to relevant awards in 2023.
c) Source and secure funding opportunities to support the delivery of our carbon reduction programme.	Target date: March 2023	Head of Finance and Asset Management Lead Member for Clean and Green Environment		A further round of the Public Sector Decarbonisation Scheme opened on the 12 October with the Council submitting an application for the replacement of its heating system. Still awaiting outcome of that submission. Application for grant funding towards the delivery of electric vehicle charging points in the Borough to be submitted before the end of March. The successful UKSPF application contained £146k of grant funding towards carbon reduction activities over the next three years.

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

79

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		Draft Electric Vehicle Charging Point strategy was approved at Executive Committee in November. A Warm Spaces and Community Food Fund have been launched to support communities around Cost of Living and healthy lifestyles. With funds provided via the NHS, the council will also shortly launch small Health and Wellbeing grants.
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		Active Gloucestershire have recently presented to the council's Overview and Scrutiny Committee on their vision and work within the Borough. All Members have received information via the Member Update on the support Active Glos provide. 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 Jan 2023 Target date: To complete cleanse of the data August 2023 dependant on the review of the business transformation team)	Head of Community Services Lead Member for Clean and Green Environment		The Environmental Health and the Programme Officer from the Business Transformation Team (BTT) have met to agree a way forward for this project. It was agreed there are two elements to the review: <ul style="list-style-type: none"> • Review and cleanse the schemes registration data. <ul style="list-style-type: none"> ○ This includes looking at the councils privacy notice and data sharing consent statements. It is aimed this will be completed by April 2023 and the EH Team will commit to undertake a complete cleansing of the scheme registrations by August 2023. <p style="text-align: right;">Comment continues....</p>

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

	(date update reported to O&S committee in March 2023)			<ul style="list-style-type: none"> • Create a new database system <ul style="list-style-type: none"> ○ Once the registration data cleansing has been completed then EH will work with the BTT to produce a new database system. This element of the project is dependant on the BTT workplan.
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		<p>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 and another will be instigated in the East area of the Borough.</p> <p>The ILP are now taking a leading role regarding partners discussing Cost of Living, and jointly working to come to solutions to benefit residents that will also have health benefits.</p> <p>A number of projects have now been agreed and are being funded through NHS funding awarded to the council.</p>
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		The two cameras have now been installed successfully and staff have received training in their use. An update report has been scheduled within the O&S work programme.

80

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

g) Support community led biodiversity projects across the borough.	Target date: March 2023	Head of Development Services Lead Member for Community		The council continue to offer the Covid Recovery Community Small Fund, which is open to biodiversity projects. A new Health and Wellbeing small grants scheme will shortly be launched, within which biodiversity projects are eligible. New interpretation signage is currently being quoted for at the Grangefield, to be installed in the Spring.
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		Social media messages have been released throughout the year promoting the bulky waste service. In the Winter edition of the Tewkesbury Borough News a half a page advert was added promoting the service too. Between January 2022 to December 2022, it was recorded 3372 customers had used the service. This is a 13% increase in the number of customers using the service when compared to January 2021 to December 2021, which was 2938. It was found 60% of bookings in 2022 were made online.
b) Working with Gloucestershire Waste and Resources Partnership to improve our recycling figures and reduce waste.	Target date: March 2023	Head of Community Services Lead Member for Clean and Green Environment		The Gloucestershire Waste and Resource partnership ran a door knocking campaign in Q3 across Gloucestershire focusing on food waste. There was also a promotional push of the 'waste wizard' service. The council's communication team is and will continue to promote the 'Gloucestershire recycles' campaigns through social media channels and Tewkesbury Borough News.

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

PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
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</p> <p>Target date: June 2022.</p> <p>Target date:-End of September 2022</p> <p>(target reported to O&S committee in September 2022)</p>	<p>Head of Development Services</p> <p>Lead Member for Built Environment</p>		<p>The non-designated heritage assets local list has been signed off and published online-</p> <p>www.tewkesbury.gov.uk/local-heritage-list</p>

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																																
39	Number of reported enviro crimes	1,447	1000	237	328 (Q1 & Q2= 565)	197 (Q1 to Q3= 762)		↑		<p>A breakdown for Q2 2022/23 is</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th>Q1</th> <th>Q2</th> <th>Q3</th> </tr> </thead> <tbody> <tr> <td>Fly tipping</td> <td>140</td> <td>184</td> <td>120</td> </tr> <tr> <td>Littering</td> <td>3</td> <td>0</td> <td>1</td> </tr> <tr> <td>Dog fouling</td> <td>2</td> <td>0</td> <td>2</td> </tr> <tr> <td>Abandoned vehicles</td> <td>12</td> <td>21</td> <td>19</td> </tr> <tr> <td>Noise</td> <td>65</td> <td>105</td> <td>44</td> </tr> <tr> <td>Bonfire</td> <td>15</td> <td>18</td> <td>11</td> </tr> <tr> <td>Total</td> <td>237</td> <td>328</td> <td>197</td> </tr> </tbody> </table> <p>as follows:</p> <p>When comparing performance against Q3 2021/22 the overall total of enviro crimes has improved with a rolling total of 762 compared to 1157 in 2021/22.</p>		Q1	Q2	Q3	Fly tipping	140	184	120	Littering	3	0	1	Dog fouling	2	0	2	Abandoned vehicles	12	21	19	Noise	65	105	44	Bonfire	15	18	11	Total	237	328	197	Lead Member Clean and Green Environment/Head of Community Services
	Q1	Q2	Q3																																								
Fly tipping	140	184	120																																								
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82

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

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
40	Percentage of waste reused, recycled or composted.	53.5%	52%	54.97%	52.3% (Q1 & Q2= 53.82%)	51.1% (Q1 to Q3= 52.6%)		↔	😊	The recycling rate is on target for the full year, continuing the good performance of 2021/22.	Lead Member Clean and Green Environment/Head of Community Services
41	Residual household waste collected per property in kgs.	401.92Kg	430kg	99.3Kg	99.2Kg (Q1 & Q2= 198.5Kg)	102Kg (Q1 to Q3= 299Kg)		↑	😊	There have been 299Kg of residual waste collected per household YTD. This figure is on course to achieve the target and is slightly better performance than the same point in 2021/22.	Lead Member Clean and Green Environment/Head of Community Services

83

Appendix 2 - Quarter 3 budget report

Chief Executive

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £
Employees	275,714	275,596	118
Premises	0	0	0
Transport	0	0	0
Supplies & Services	8,160	5,511	2,649
Payments to Third Parties	0	133	(133)
Income	0	0	0
TOTAL	283,874	281,240	2,634

Community Services

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	1,473,469	1,523,686	(50,217)	1
Transport	900	397.11	503	
Supplies & Services	130,703	130,990	(287)	
Payments to Third Parties	5,674,721	5,962,603	(287,882)	2
COMF Funding	0	1,753	(1,753)	
COVID-19 Recovery	0	(4,917)	4,917	
Ringfenced Projects and Funding	0	(13,135)	13,135	3
Income	(2,449,356)	(2,658,722)	209,366	4
TOTAL	4,830,437	4,942,654	(112,217)	

1) Adverse variance is mainly due to the following:

- £69k for extending the contract of licensing officers, who were previously funded from reserves. This expenditure will be funded from the projected increase of licensing income.
- £29k saving due to the licensing & systems officer working reduced hours.
- £32k favourable variance due to 2 employees currently on maternity leave, this saving has been offset from using agency contractors to cover these posts temporarily.

2) Adverse variance is largely due to the following:

- Ubico are projecting a £99.5k overspend within diesel costs. They are also estimating an increase within employment costs of £177k, £152k was due to the annual pay award.
- It was brought to light last year that Cheltenham Borough Council have significantly undercharged us for our share of the Swindon Road Depot, they have estimated annual running costs to be around £150k per annum which we are liable for with immediate effect.
- £37k of repairs to the bulking shed floor at Swindon Road Depot.
- It is anticipated that our emergency accommodation costs will be £44k over budget by the end of this financial year, approximately 85% of these costs will be recovered, this is shown within income.
- £21k projected for an external contractor to carry out food inspections whilst employee is on maternity leave.
- There is a favourable variance of £244k within the MRF gate fee, this 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 £38 per tonne this quarter.

3) Homes for Ukraine, Asylum Seekers Scheme for small boat migrants and Homelessness prevention grant.

4) Increase in income is due the following:

- Projected licensing income is £141k above budget.
- Due to the increase in emergency accommodation costs the amount to be recovered also increases, this is anticipated to be £40k greater than budget.
- Additional garden waste income of £14k
- Recycling credits is expected to be £12k under budget based on year to date actuals.
- A large civil penalty notice was issued this year resulting in additional income of £13k.
- Some grounds maintenance equipment was disposed, sale proceeds were below the capital receipt de minimis therefore we were able to recognise the £14k income.

Corporate Services

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	2,531,323	2,460,431	70,892	5
Transport	0	17	(17)	
Supplies & Services	674,122	591,804	82,318	6
Payments to Third Parties	148,800	74,224	74,576	7
Transfer Payments - Benefits Service	9,000,000	9,131,880	(131,880)	8
COVID-19 Costs	0	(5,714)	5,714	
Income	(9,488,464)	(9,556,860)	68,396	9
TOTAL	2,865,781	2,695,782	169,999	

5) Revenues & Benefit have a total projected saving of £23k on salaries. There have been a number of vacant posts throughout the financial year. Some of this has been offset with agency staff. However, some vacant posts are not being appointed to until the completion of a service review.

There are currently two vacant apprentice posts in establishment. HR are in touch with services areas in order to fill these vacancies. IT have savings on two posts. Firstly, the Lead Cyber Security and Network post could not be appointed to until October 2022, giving a saving of £22k. There will be a £12k saving of the vacant helpdesk operator post which will be used to support the funding of a proposed growth item i.e. cyber trainee.

6) ICT are expected to make considerable savings in equipment and licensing, £52k and £16.5k respectively. Some equipment has been purchased at a lower cost than expected and some purchasing of equipment has been transferred to the next financial year. Many of the licences are in current contracts, this has resulted in prices being stable with minimal inflationary increases, as budgeted for.

7) £50k of this saving relates to an awarded growth bid for Business Transformation and Programme Board. It is hoped that this can be carried forward to the 2023/24 financial year. Projects approved by programme board have not required additional resource to support their delivery.

There will be a saving of over £10k for court costs relating to Council Tax summons. These costs are lower than they have been historically and more is being recovered. This has been reflected in the budget setting for 2023/24.

8) Awarded housing benefit is higher than expected. The grant received from Central Government will also increase, but not in line with expenditure. We budgeted for a net cost of £90k but based on the mid-year estimate our net cost will be £221k.

9) Revenues and Benefits have received a significant amount of New burdens to help fund the costs of changes in legislation and additional services. For example, we've had £16k for welfare and support changes and £14k for IT costs relating to data sharing.

Democratic Services

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	303,842	269,167	34,675	10
Premises	0	280	(280)	
Transport	9,600	5,543	4,057	
Supplies & Services	507,445	488,143	19,302	11
Payments to Third Parties	34,000	11,545	22,455	12
Income	(2,500)	(1,141)	(1,359)	
TOTAL	852,387	773,537	78,850	

10) A full time vacant post gives a saving of £44k plus 13 hours saving in another post gives ca. £10k. This is offset by some overtime needed to deal with the boundary review changes and canvassers costs.

11) Savings on Civic Functions, Democratic costs and various materials and provisions budgets

12) Canvassers budget in here but costs (£10k) in Employees

Development Services

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	2,124,375	2,081,790	42,585	13
Premises	53,476	43,147	10,330	14
Transport	0	826	(826)	
Supplies & Services	204,629	234,393	(29,764)	15
Payments to Third Parties	267,795	271,240	(3,445)	
COVID-19 Costs	0	0	0	
Ringfenced Projects and Funding	60,000	60,000	0	
Income	(1,336,895)	(1,845,124)	508,229	16
TOTAL	1,373,380	846,272	527,108	

13) Positive variance is due to;

- £36k for the position of Community Grants Officer, which is fully funded by an external grant
- £6k projected savings on salaries and overtime budgeted for the Tourism Information Centres

14) Savings on rent; £4k Winchcombe Tourist Centre and £6k on Cotswold Market Ltd

15) Adverse variance is largely due to the following:

- £13k increase of cost for software annual renewals
- £13k overspend on advertising of vacant positions within Planning and Planning Policy
- £10k computer equipment purchased for the Oracle launch
- £3.5k savings on books and publications

16) Favourable variance is due to the following:

- £25k projected CIL administrative income
- £30k Land Registry funding for Migration Project
- £12k Neighbourhood Plan Funding surplus
- £315k planning income, £200k of this is estimated income for one large application.
- £57k PPA Fees
- £5k additional income for Street Naming and Numbering
- £128k Expected receipt of Shared Prosperity Funding
- Projected income deficit of £20k for both Tourism information Centres, £40k for Pre-planning applications and £6k Market Car Park

Finance and Asset Management

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	2,323,828	2,319,344	4,484	
Premises	560,322	569,269	(8,947)	
Transport	48,060	33,453	14,607	17
Supplies & Services	574,067	550,308	23,759	18
Payments to Third Parties	373,798	375,987	(2,189)	
Drainage Board Levy	6,500	7,837	(1,337)	
COVID-19 Costs	0	0	0	
Income	(1,385,652)	(1,342,655)	(42,997)	19
TOTAL	2,500,923	2,513,544	(12,621)	

17) Savings due to use of four pool cars when budgeted for five.

18) Savings of £29k on PDQ charges and £7.8k on Treasury Mgmt fees, £4k Annual Computer Renewals

Additional costs are estimated in the following areas:

£5k Audit Fees, £10.5k Office Equipment (new chairs), £3.7k Car Park PDQ charges

19) Favourable variances: Car Park Income £13.5k, Cemeteries £17.8k, Energy FIT £7k,

Adverse Variances: Rents £80k (Depot £9.3k, Golf Club £4.3k, Homeless Properties £8.8k, Council Offices £60k)

Garden Communities

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	0	0	0	
Premises	0	0	0	
Transport	0	0	0	
Supplies & Services	0	0	0	
Payments to Third Parties	0	0	0	
COVID-19 Costs	0	0	0	
Ringfenced Projects and Funding	0	418,955	(418,955)	
Income	0	0	0	
Reserve Funding	0	(418,955)	418,955	
TOTAL	0	0	0	

Corporate Director

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	131,685	130,826	859	

Supplies & Services	515	99	416
Income	0	0	0
	132,200	130,924	1,276

One Legal	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	2,583,504	2,046,070	537,434	20
Transport	3,000	1,420	1,580	
Supplies & Services	118,820	83,796	35,024	21
Payments to Third Parties	21,371	11,410	9,961	
Central Recharges	29,929	29,929	0	
Income	(2,471,587)	(1,892,776)	(578,811)	22
TOTAL	285,037	279,850	5,187	

20) The favourable variance of £537k relates to 14.65 FTE vacant posts across One Legal:

Principal Lawyer (Grade K),
 PPDM (Grade I),
 3 Senior Lawyers (Grade I)
 4 Lawyer posts (Grade H),
 2 Paralegals (Grade D) ,
 2 Senior Legal Assistants (Grade G),
 Admin Assistant (Grade C),
 Trainee Solicitor (Grade C),
 System Support Officer (Grade E)

Agency staff are being utilised where possible to meet the work requirements, estimated cost at year end is £230k. One Legal Manpower structure has been reviewed to address the recruitment issues and to retain staff, coming into effect on the 1st April 2023. This is all still within the budget envelope.

21) Savings:

- £27k on Computer annual renewals due to charge deferral from Civica as a goodwill gesture for issues with the implementation of the system.

- £4k on printing costs

- £4k on books and publications

22) Difficulties recruiting staff have had an impact on the ability to achieve the income targets as has increase in s101 work absorbing capacity. As a result, the actual income for 2022-23 is predicted to be below the budget.

Appendix 3 - Analysis of capital budget 2022/23

	Q3 Budget Position £	Q3 Actual Position £	(Over) / Under spend £	% Slippage	Comments
Council Land & Buildings	3,350,000	699,742	2,650,258	79	Delay in the Ashchurch Bridge project. The solar canopy has been completed and the budget was spent in full.
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 & Furniture	156,348	197,243	(40,895)	(26)	Electric vehicle charging points scheduled to be delivered in Q4 and Q1 of 23/24. Expenditure includes waste bins, which are funded from s106 contributions, and the IT replacement programme
Community Grants	0	43,556	(43,556)	(100)	Expenditure includes old community grants and the delivery of parking spaces in Priors park.
Housing & Business Grants	608,617	608,617	0	0	Expenditure in line with reprofiled budget expectation
	4,114,965	1,712,654	2,402,311	58	

Appendix 4 - Revenue reserves for 2022/23

Reserve	Balance 31st March 2022	Spent in Reserve Q3	Reserve Remaining	Note
Service Reserves				
Asset Management Reserve	1,556,309	1,379	1,554,929	
Borough Growth Reserve	628,291	31,406	596,885	
Borough Regeneration Reserve	81,619		81,619	
Business Rates Reserve	-		-	
Business Support Reserve	253,942	25,224	228,718	
Business Transformation Reserve	1,289,412	253,519	1,035,893	1
Climate Change Reserve	365,333	26,707	338,626	
Community Support Reserve	892,575	321,380	571,195	2
Council Tax Reserve	250,792		250,792	
Development Management Reserve	473,437	107,054	366,383	3
Development Policy Reserve	2,019,322	21,143	1,998,179	
Elections Reserve	190,848	-	231,848	4
Flood Support and Protection Reserve	9,509	6,182	3,327	
Garden Communities Reserve	1,284,208	205,646	1,078,563	5
Health & Leisure development reserve	1,889	2,493	-	604
Housing & Homeless Reserve	649,098	55,802	593,296	6
Insurance Reserve	60,000		60,000	
Investment Reserve	450,000		450,000	
IT Reserve	167,062	3,505	163,557	
MTFS Equalisation Reserve	3,103,157	138,506	2,964,651	7
Open Space & watercourse Reserve	637,585		637,585	
Organisational Development Reserve	157,955	64,046	93,909	8
Risk Management Reserve	760,000	215,111	544,889	9
Waste & Recycling development Reserve	2,843,606	52,291	2,791,315	10
	18,125,949	1,490,393	16,635,556	

68

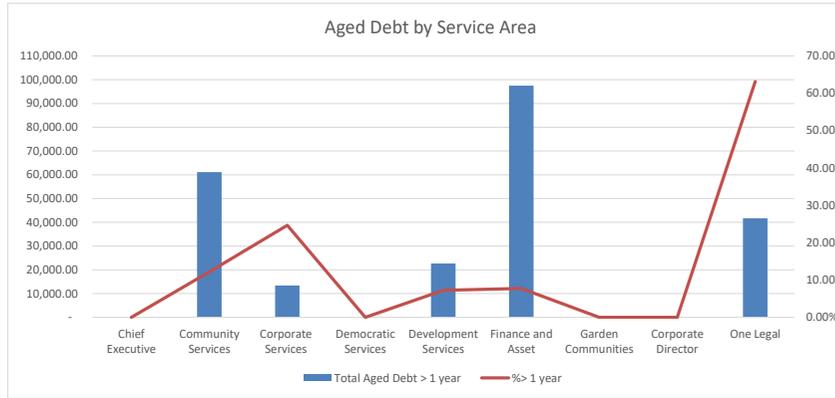
Notes

- 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 Interim planning and management posts
- 4 Contribution to elections and Members IT sinking fund for 21-22
- 5 Investigation into options for an appropriate Garden Town Delivery Vehicle.
- 6 Places of safety expenditure.
- 7 Retention and Recruitment phase 1
- 8 Internal audit and central training
- 9 Excess cost of annual pay award
- 10 Vehicle hire for extra food waste round.

Appendix 5 - Key Performance Indicators 2022/23

Aged Debt

	Total Aged Debt	Total Aged Debt > 1 year	%> 1 year
Chief Executive	-	-	0.00%
Community Services	502,057.94	61,144.83	12.18%
Corporate Services	54,315.73	13,396.23	24.66%
Democratic Services	1,022.84	-	0.00%
Development Services	312,560.19	22,639.50	7.24%
Finance and Asset	1,262,235.96	97,477.68	7.72%
Garden Communities	-	-	0.00%
Corporate Director	-	-	0.00%
One Legal	66,018.19	41,689.73	63.15%



Treasury

Investments as at 31.12.22

Internal Investments	£34.0m
Strategic Pooled Funds	£8.6m
Total Investments	£42.6m

Borrowing as at 31.12.22

Short Term Borrowing	£10.0m
Long Term Borrowing	£20.6m
Total Borrowing	£30.6m

Security

Average Credit Rating	A+	Budgeted Cost 2022/23	£467,000
Bail In Proportion	15%	Cost as at 31.12.22	£337,359
		Estimated Cost at Year End	£449,812

Liquidity

Proportion available 7 days	12%
Proportion available 100 days	49%

Yield

Internal Investments	2.56%
Strategic Funds (income)	4.14%
Total Income Return	2.88%

Budgeted Yield 2022/23	£439,000
Yield earned as at 31.12.22	£633,348
Estimated Yield at Year End	£952,000

Vacancies

	FTE Vacant
Chief Executive	-
Community Services	1.60
Corporate Services	8.80
Democratic Services	1.40
Development Services	9.50
Finance and Asset	-
Garden Communities	-
Corporate Director	-
One Legal	14.60
Total	35.90

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	7 March 2023
Subject:	Housing and Homelessness Strategy Action Plan Monitoring Report
Report of:	Housing Services Manager
Head of Service/Director:	Head of Community Services
Lead Member:	Lead Member for Housing
Number of Appendices:	2

<p>Executive Summary:</p> <p>This report presents a monitoring plan to track delivery of objectives set out in the Housing and Homelessness Strategy 2022-26.</p>
<p>Recommendation:</p> <p>To CONSIDER the progress made against the Housing and Homelessness Strategy Action Plan.</p>

<p>Financial Implications:</p> <p>There are no direct financial implications arising from the strategy.</p>
<p>Legal Implications:</p> <p>There are no direct legal implications arising from this report.</p>
<p>Environmental and Sustainability Implications:</p> <p>Objectives included in the Housing Strategy include implications for climate change, decarbonisation and energy usage. Actions to improve these areas will be aimed at both strategic and operational/customer level.</p>
<p>Resource Implications (including impact on equalities):</p> <p>There are no direct resource implications. An Equality Impact Assessment has been completed with no further assessment or actions required as a result.</p>
<p>Safeguarding Implications:</p> <p>There are no direct implications in relation to the welfare and protection from harm of children and vulnerable adults.</p>
<p>Impact on the Customer:</p> <p>Outcomes planned through the Housing Strategy will benefit customers in many ways. The action plan will help ensure these benefits are delivered.</p>

1.0 INTRODUCTION

1.1 The Housing Strategy was approved by Council in April 2022. Production of the strategy was led by an evidence-based approach. Key to this was the Local Housing Needs Assessment (2020) which identifies the Council's requirements for affordable housing and highlights the need for social rent tenure properties. Four workshops were held with many key stakeholders, including a session attended by Members, and provided information on challenges and objectives. This stage was important to ensure our partners were fully included in the production process.

1.2 The strategy contains three key priorities:

- Increasing the supply of new homes, including affordable homes.
- Regenerating and making best use of existing housing
- Meeting the housing needs of homeless households and others with specific needs.

1.3 The objectives detailed in the strategy have been presented in an action plan to monitor progress. The plan will be monitored by Overview & Scrutiny Committee through bi-annual reports.

2.0 HOUSING AND HOMELESSNESS STRATEGY ACTION PLAN

2.1 The action plan provides a framework to give direction to services contributing to the objectives in the strategy and enable monitoring of the progress. The actions under the three priorities have been taken directly from the strategy document that was approved by Council previously.

2.2 **Priority 1: Increase the supply of new homes, including affordable homes (For full details see action plan)**

2.2.1 The first year of the strategy has seen further increases in Social Rented properties being secured both through developers and Registered Providers. This include 30 Social Rented units (out of 47 total units) which are being supported by commuted sums. This work supports the objective, '*Prioritise the delivery of social rented properties to reflect the local evidence of housing need*'.

2.2.2 A particular focus for Year 1 will be around assisting customers with the impact of inflation including energy use. The schemes mentioned above will deliver 47 new units that will have high energy efficiency standards to help, '*Prioritise reducing fuel poverty through good design and encouraging a 'fabric first' approach*'.

2.3 **Priority 2: Regenerating and making best use of existing housing**

2.3.1 The condition of housing stock in the borough and bringing empty homes back into use will be two areas with actions under this priority with plans to, '*Analyse the findings of the Gloucestershire County Stock Condition Survey and put in place an action plan to address the findings for Tewkesbury Borough*' and '*Develop a complimentary strategy to reduce the number of empty homes, making use of legal powers available*'. The condition survey has not been completed as, although work has commenced across the county, Tewkesbury Borough will be the fourth or fifth district for the survey to cover. The Empty Homes Strategy was approved by Executive Committee in November.

2.3.2 Another focus has been on social housing stock and we will work with our Registered Provider partners and support them to deliver improvements to their current accommodation. Discussions have taken place with Registered Provider partners about the condition of their stock. They have provided reassurance about proactive improvement works and processes for dealing with cases that are brought to their attention.

2.4 Priority 3: Meeting the housing needs of homeless households and others with specific needs

2.4.1 Actions to, *'Engage with key partners in exploring new ways of helping rough sleepers and other individuals with complex and multiple needs'* and *'Engage with people with 'lived experience' of homelessness and other disadvantage in developing plans for the delivery of housing services'* will help give an understanding of difficulties faced by households experiencing homelessness and inform changes to the service. Linked to the item below, Care Leaver Ambassadors will be invited to support training on the new Care Leavers Protocol. Housing Services has recently worked with SSAFA, the Armed Forces Charity, to ensure the housing aspects of the Armed Forces Covenant are being implemented and provide a single point of contact for cases to contact.

2.4.2 The Housing Services department is proud to be leading the work on a new Care Leavers protocol on behalf of the district Housing Teams across the County. Former Care Leavers have been part of the production of the protocol which centres on the support that young people require as the transition from care to live independently.

2.5 The activities of the services within the Council that will contribute to the Housing Strategy can vary greatly due to new pressures and can be subject to change. Any changes to the action plan will be made by Head of Community Services in consultation with Lead Member for Housing.

3.0 CONSULTATION

3.1 None

4.0 ASSOCIATED RISKS

4.1 None

5.0 MONITORING

5.1 The action plan will continue to be monitored by Overview and Scrutiny Committee.

6.0 RELEVANT COUNCIL PLAN PRIORITIES/COUNCIL POLICIES/STRATEGIES

6.1 The Housing Strategy is closely linked to the Council Plan and reflects the Council's commitment to:

- Put the needs of our customers at the heart of what we do and listen to what they say, whilst treating people fairly and without bias.
- Work positively with others - recognising we cannot achieve our objectives by working alone.

The strategy will help support each of the six priorities in the Council Plan.

Background Papers: None

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Appendices: Appendix 1 - Housing and Homelessness Strategy 2022-26
Appendix 2 - Action Plan with updates Year 1 March 2023



Tewkesbury Borough Housing and Homelessness Strategy

2022-26



Contents

Page 1
Foreword

Page 2
Introduction

Page 3
About Tewkesbury Borough

Page 4
More about housing in Tewkesbury
Borough

Page 5
A vision for housing in Tewkesbury
Borough

Page 6
What we have achieved so far
What are the challenges?

Page 7
Key themes

Page 13
Glossary

Page 15
Data sources



Councillor Gill Blackwell,
Lead Member for Housing



“Tewkesbury
Borough, a place
where a **good
quality of life** is
open to all”

Foreword

Housing and Communities is one of the key priorities of our Council Plan. The Housing and Homelessness Strategy provides more detail on how we will address this priority. It not only sets out our ambitions for new homes, but also describes how we will seek to improve housing conditions and standards across all tenures. It emphasises the importance and value we place on partnership working.

The vision for the strategy very much reflects that, although high quality housing that people can afford is fundamental to the wellbeing of our residents, we believe that the communities in which the homes are situated are also extremely important. We seek to support our local communities, whether they are new or existing, to thrive and to enable them to be as resilient and diverse as possible. This commitment is illustrated through the objectives and actions in this Strategy.

We have identified three key themes for the Strategy: increasing housing supply, regenerating and making best use of existing stock and meeting the needs of homeless households and those with specific housing needs.

As part of developing the Strategy we have reflected on a wide evidence base which has helped us to understand both housing needs and the changes in our population, thus enabling us to plan effectively for the future.

In drawing up the strategy we have consulted as widely as possible, including an open public consultation. Our intention is that the strategy should be a live document which reflects our shared priorities over the next four years and beyond.

Thanks must go to our partners, who provide housing and related support services, our stakeholders, parish councils and the public as well as our staff and councillors for their responses. Their ideas have played an important part in formulating this Strategy. We cannot deliver the priorities and actions alone and therefore the continued collaboration and support of our partners to deliver the vision and desired outcomes from the Strategy is essential. We look forward to working to make this possible.





Introduction

Housing is about more than having a roof over your head: the quality of homes and the communities in which people live are widely accepted as being extremely important to their health and wellbeing.

The external environment has undergone considerable changes since the last housing strategy was developed in 2017. There are now many new Government policies and priorities relating to housing and planning which the Strategy needs to consider. The COVID-19 pandemic has also underlined the importance of good quality housing and the positive impact this has on people's lives.

A key priority is addressing the challenges of climate change and this is a cross cutting theme that runs throughout the Strategy. The objectives and actions within the Strategy aim to enable and support policies that improve energy efficiency and reduce the reliance on fossil fuels for both new and existing homes.

Preventing and resolving homelessness and the threat of homelessness continues to be a priority. Although the most obvious form of homelessness, those sleeping rough on the streets, is not common in Tewkesbury, the wider problems experienced by those who need to leave their homes due to abuse or violence, live in unsafe or insecure accommodation or whose home is not suitable to meet their specific housing needs are key issues for this strategy to address.

This Housing and Homelessness Strategy sets out the strategic housing priorities for Tewkesbury Borough and outlines a range of actions to support residents to access good quality housing, while preventing homelessness and rough sleeping.



The strategy has been developed in partnership with many of the main organisations involved in housing locally and reflects the councils commitment to:

- Put the needs of our customers at the heart of what we do and listen to what they say, whilst treating people fairly and without bias.
- Work positively with others - recognising we cannot achieve our objectives by working alone.

The strategy covers both the private and affordable housing sectors:

- It specifically focuses on homelessness and measures to prevent homelessness;
- It encompasses housing in its broadest sense, including the needs of those with specific housing needs;
- It reflects the ambitions of the Tewkesbury Borough Council Local Plan and the Joint Core Strategy; and
- It recognises the joint housing initiatives with Gloucestershire County Council and the other district councils within Gloucestershire.

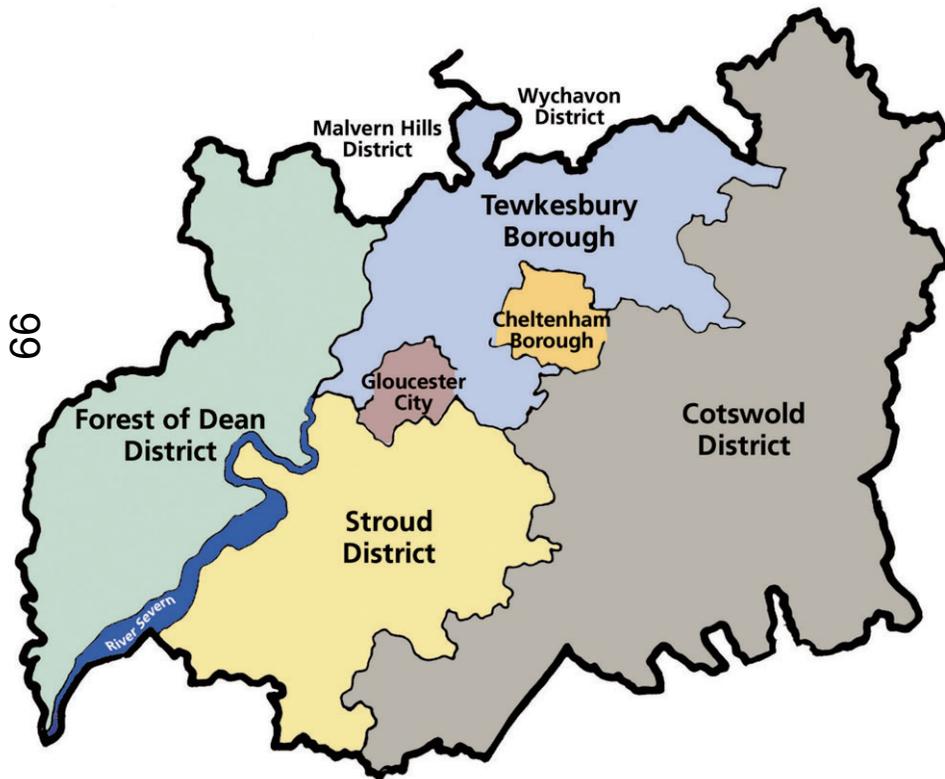
It is intended that the strategy will be sufficiently flexible to accommodate and respond to changes in the external environment during its lifetime.

The actions in the strategy are high level actions. Detailed action plans will be developed in collaboration with our partners to support and deliver the strategic objectives.

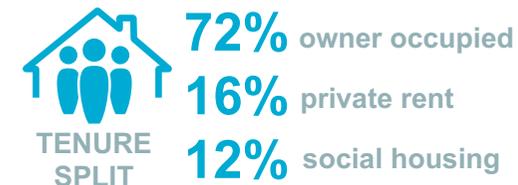
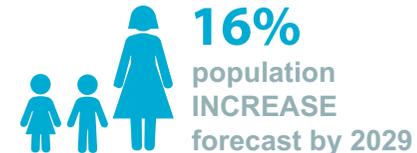
We recognise that during the four year life span of this Strategy we will need to prioritise certain objectives and actions. This document will provide a basis for the direction of travel and will guide us in our current and future activities.

About Tewkesbury Borough

Tewkesbury Borough is one of six districts in the county of Gloucestershire, it covers an area of 160 square miles. The borough has a mainly rural character, with the population predominantly living in rural settlements and large market towns.



Tewkesbury Borough and adjacent districts



More about housing in Tewkesbury Borough



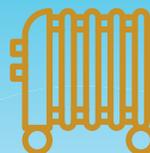
3700 HOUSEHOLDS where long-term illness or DISABILITY affects housing need in 2021. Increasing to 6900 by 2041



22% of CHILDREN live in households with an INCOME less than 60% of the median national average



11,700 NEW HOMES required in the period 2021 to 2041



9% of households are considered to be in FUEL POVERTY



24.9% of households are OLDER PERSON ONLY this is one of the highest in the county. Compared to 21.3% nationally



6900 new AFFORDABLE HOMES required 2021-2041



£172 average RENT per week for a TWO bedroom private sector property



1 rough SLEEPER identified through a rough sleeping snapshot exercise Autumn 2021



14% INCREASE in private rent (2015/16-2018/19)



510 EMPTY HOMES (October 2021)



MAIN HOMELESSNESS reason 2020/21 FAMILY no longer willing or able to accommodate



A vision for housing in Tewkesbury Borough

Our borough was recognised as the fastest growing district outside of London (ONS 2019) and without doubt, our ambition for growth is unprecedented for a borough of our size. We are committed to punching above our weight and creating a 'sustainable place' to meet the needs of our growing population.

To enable our residents to thrive we not only need to ensure that homes in Tewkesbury Borough are of the best quality possible, but that the communities in which they are located are resilient, inclusive and sustainable. We recognise how important it is for residents to feel part of their communities.

The vision for our new Strategy is:

“Meeting the **housing needs** of our **communities**; supporting them to be resilient and **to thrive** sustainably, **now and into the future.**”



Key themes

The following key themes for the Strategy have been shaped through consultation with our partners and stakeholders:

- **Increasing the supply of new homes – with particular focus on increasing the number of affordable homes.**
- **Regenerating and making best use of existing stock.**
- **Meeting the needs of homeless households and others with specific housing and support needs.**



“We recognise how important it is for residents to **feel part of their communities**”

What have we achieved so far?



1205 Affordable homes delivered (from 2015/16 to 2019/20) of these 660 were for rent.



Maintained low numbers of rough sleepers recording between 0-2 at official counts for last five years.



Supported the development of neighbourhood plans eight currently active.



26 rural housing needs surveys undertaken since 2015.



Caring for communities and people contract in place – supporting 400 people each year.



Prevented 206 households becoming homeless in 2020/21.

What are the challenges?

- Mitigating the impacts of climate change such as flooding and overheating.
- Achieving high environmental and quality standards in both new and existing homes;
- Tackling affordability – the gap between incomes and housing costs is increasing, making it more difficult for people to afford to live in their local communities;
- Ensuring new homes and communities are sustainable in terms of transport, local facilities and employment;
- Meeting affordable housing need in rural areas;
- Addressing the number of empty homes;
- Tackling major regeneration opportunities in Tewkesbury;
- Converting heritage and redundant buildings into residential use;
- Tackling disrepair and poor standards of accommodation in the private sector;
- Preventing homelessness and resolving the support needs of those unable to sustain a tenancy;
- Enabling the development of additional housing with support for older people, people with learning disabilities and those with mental health needs identified in the Gloucestershire Housing with Care Strategy, 2020;
- Ensuring sufficient, suitable emergency and move on accommodation is available for survivors of domestic abuse;
- Meeting the housing needs of young people, especially care leavers and those from rural areas;
- Understanding and responding to the needs of the gypsy, roma and traveller community;
- Ensuring new homes are accessible and adaptable to meet the needs of residents;
- Ensuring supported housing is fit for purpose.

Increasing the supply of new homes, including affordable homes

Our objectives

1. Ensure adequate land is allocated through planning policy to meet housing need
2. Support the development of high quality and sustainable homes
3. Seek to reduce the impact of new homes on the environment whilst increasing their resilience to climate change
4. Support rural communities to grow organically
5. Promote and support the development of new garden communities
6. Maximise the supply of appropriate affordable housing
7. Support the development of resilient and vibrant communities:

Actions

Objective 1 - Ensure adequate land is allocated through planning policy to meet housing need.

- Adopt the Tewkesbury Borough Local Plan and put in place relevant policies to support housing delivery;
- Support the review of the Joint Core Strategy and the delivery of its objectives;
- Maintain the five year land supply to manage growth effectively;
- Continue to work with Gloucester City Council and Cheltenham Borough Council to bring forward strategic development sites;
- Utilise land in Tewkesbury Borough Council's ownership to support the delivery of affordable housing and encourage other public bodies to do likewise.

Objective 2 - Support the development of high quality and sustainable homes

- Maximise and explore the use of additional public sector funding streams to support the development of new homes.
- Adopt the National Described Space Standards for new homes;
- Ensure that a proportion of new homes are built to meet the needs of residents who require accessible or adaptable accommodation;
- Work with partners to increase and scale up the use of modern methods of construction;
- Prioritise reducing fuel poverty through good design and encouraging a "fabric first" approach;



“Prioritise reducing fuel poverty through good design...”



Objective 3 - Seek to reduce the impact of new homes on the environment whilst increasing their resilience to climate change

- Support Registered Providers and other developers in accessing funding opportunities to enable carbon reduction measures to be installed when homes are built, thus reducing the need for future retro-fitting;
- Collaborate with Gloucester City Council and Cheltenham Borough Council to develop a strategic policy, as part of the Joint Core Strategy review, to address carbon reduction and climate change impacts for strategic development sites;
- Provide consistent guidance for all developers on expectations in relation to carbon reduction policies for new homes.
- Explore opportunities to support developers and Registered Providers to upskill local people in creating energy efficient homes, including the installation and use of green technology.

Objective 4 - Support rural communities to grow organically

- Support the development of new homes in rural areas, through appropriate planning policy, to assist with economic viability and sustainability of those communities;
- Support and enable the development of Neighbourhood Plans;
- Carry out Housing Needs Surveys in rural areas to identify what additional housing is needed;
- Work proactively and in partnership with parish councils to find ways to meet local housing need;
- Encourage partners to engage local people in rural communities, particularly those in housing need in developing community-led housing solutions.

Objective 5 - Promote and support the development of new garden communities

- Enable land release through the development of key infrastructure e.g. roads and services;
- Develop policy through the Joint Core Strategy Review that supports the development of the Garden Town;
- Progress plans for developing Phase 1 of the Garden Town (around 850 homes).

Objective 6 - Maximise the supply of appropriate affordable housing giving priority to social rented homes

- Work with partners to establish opportunities through new developments to provide larger family homes;
- Continue to build strong and effective partnership with Registered Provider partners;
- Support Registered Providers to access public funding, to increase the percentage of affordable homes within new developments.
- Prioritise the delivery of social rented properties to reflect the local evidence of housing need.

Objective 7 - Support the development of resilient and vibrant communities

- Promote and support the design of high quality, mixed tenure neighbourhoods with appropriate services;
- Place community development, wellbeing and sustainability at the heart of new developments;
- Put policies in place to ensure that the right infrastructure (transport, services, community space etc.) is developed at the right time within new communities;
- Work with private developers and Registered Providers to ensure that new homes and communities are managed effectively.
- Support a diverse range of different forms of housing for example self build and co housing schemes.



Regenerating and making best use of existing housing

Our objectives

1. Make better use of under-utilised land and existing homes
2. Improve conditions and standards in existing housing
3. Respond to climate change and fuel poverty
4. Support housing-led regeneration



Actions

Objective 1 - Make better use of under-utilised land and existing homes

- Develop a complementary strategy to reduce the number of empty homes, making use of the legal powers available;
- Work with partners to establish arrangements for management of empty homes that are brought into use through management orders;
- Establish and promote policies to support social housing tenants to downsize, releasing family sized homes;
- Explore opportunities to work with partners to bring under-utilised buildings into use as housing, such as high street shops, redundant offices and industrial units;
- Review the options for dealing with social rented homes that are unpopular and difficult to let.



Objective 2 - Improve conditions and standards in existing housing

- Analyse the findings of the Gloucestershire County Stock Condition Survey and put in place an action plan to address the findings for Tewkesbury Borough;
- Improve communication and raise resident awareness in the private sector about how to access financial help and obtain advice to make improvements to their properties;
- Work with Registered Providers and other partners to collect data and identify properties that would benefit from energy efficiencies and other improvement measures;
- Establish a local private landlord forum to share good practice;
- Adopt a flexible and proactive approach to the use of Better Care Fund resources to improve accessibility of communal spaces and community buildings as well as individual homes;
- Develop plans to ensure accessible homes are available to people who need them;
- Effectively target Disabled Facilities Grants to ensure they benefit those who need them.



“Identify properties
most at risk from
climate change
impacts...”

Objective 3 - Respond to climate change and fuel poverty

- Work jointly with Registered Providers and other partners to support carbon reduction demonstration projects and procure funding to assist with carbon reduction measures;
- Promote opportunities and provide advice to residents to enable them to improve environmental standards in their homes to assist in meeting national energy efficiency standards.
- Support partners to target advice at households most at risk of fuel poverty;
- Identify properties most at risk from climate change impacts, including flooding, and work with owners/landlords to implement mitigation measures.

Objective 4 - Support housing-led regeneration

- Support the housing-led regeneration of allocated brownfield sites in Tewkesbury town centre;
- Continue the Heritage Action Zone work, unlocking upper floors for residential use;
- Work with Registered Providers and other landowners to establish opportunities for land assembly, enabling more effective regeneration of existing homes and estates;
- Support opportunities to make use of redundant land for temporary and social housing, promoting the use of modular construction methods.
- Make available funds from commuted sums received from developers to maximise affordable housing provision in regeneration schemes.





“Engage key partners in exploring new ways of helping rough sleepers”

Meeting the housing needs of homeless households and others with specific housing needs

Our objectives

1. Seek to prevent homelessness occurring and when it does arise, ensure an appropriate response is in place.
2. Address the need for specialist, supported accommodation for older people, people with learning disabilities and those with mental health needs.
3. Ensure the right accommodation and support is available for survivors of domestic abuse.
4. Identify and respond to the housing needs of young people, particularly care leavers and those from rural areas.
5. Ensure the accommodation needs of the Gypsy, Roma and Traveller community are understood and resolved.
6. Improve and increase our understanding of customer experience.

Actions

Objective 1 – Seek to prevent homelessness occurring and when it does arise, ensure an appropriate response is in place

- Work together to develop a proactive, multi-agency approach to ensuring homeless households are referred for appropriate support;
- Continue to provide support for people to sustain their tenancies, including money advice;
- Engage key partners in exploring new ways of helping rough sleepers and other individuals with complex and multiple needs;
- Promote the Homeseeker Plus service and provide support for people to use it;
- Develop new temporary accommodation solutions to meet local needs in a dispersed way across Tewkesbury, including piloting a ‘Temporary to Permanent’ model utilising a small number of social rented units and making greater use of private lettings.

Objective 2 – Address the need for specialist, supported accommodation for older people, people with learning disabilities and those with mental health needs

- Conclude the plans for the development of extra care housing at Perrybrook, Brockworth;
- Review the need for, location and design of additional extra care housing and other specialist, supported accommodation outlined in the Gloucestershire Housing with Care Strategy, 2020, through engagement with potential occupiers;
- Review the appropriateness of existing supported accommodation and take action to improve standards or reconsider its future use.



Objective 3 – Ensure the right accommodation and support is available for survivors of domestic abuse

- Raise awareness of domestic abuse, and the services available, amongst staff in all relevant agencies to ensure an appropriate response at the first opportunity;
- Identify suitable, dispersed units of accommodation to meet the emergency refuge and move-on needs of survivors of domestic abuse.
- Support the aims and objectives of the Gloucestershire Domestic Abuse Strategy (2021 – 2024) to achieve a whole housing approach.



Objective 4 – Identify and respond to the housing needs of vulnerable young people, particularly care leavers and those from rural areas

- Fully implement the countywide Care Leavers Covenant locally, including developing a local 'offer' to redress the disadvantage that care leavers may have experienced through childhood;
- Ensure services work effectively together with care leavers and other vulnerable young people to prevent future homelessness;
- Ensure the future needs of children and young people are considered in rural housing needs assessments.



Objective 5 – Ensure the accommodation needs of the Gypsy, Traveller and Travelling Showpeople are understood and resolved

- Conclude the Gypsy, Traveller and Travelling Showpeople Accommodation Needs Assessment; and

- Engage with the local communities to understand their requirements and to develop a plan for resolving needs.

Objective 6 – Improve and increase our understanding of customer experience

- Engage with people with 'lived experience' of homelessness and other disadvantage in developing plans for the delivery of housing services;
- Ensure that services, including Homeseeker Plus and community-based support services are well promoted and accessible to those who need them.



Glossary

Affordable housing	Housing for sale or rent, for those whose needs are not met by the market (including housing that provides a subsidised route to home ownership and/or is for essential local workers) - National Planning Policy Guidance 2021, Annex 2 contains a full definition. National Planning Policy Framework (publishing.service.gov.uk)
Care Leavers Covenant	This is an agreement between the Tewkesbury BC and the 5 other district authorities in Gloucestershire, along with Gloucestershire County Council to provide an enhanced package of support to care leavers in the area.
Disabled Facilities Grant	The statutory Disabled Facilities Grant regime provides the framework that enables the council to administer grants for aids and adaptations to help residents remain independent in their own home for longer
Extra care housing	The term 'extra care' housing is used to describe developments that comprise self-contained homes with design features and support services available to enable self-care and independent living.
Fabric first approach	A 'fabric first' approach to building design involves maximising the performance of the components and materials that make up the building fabric itself, before considering the use of mechanical or electrical systems. This can improve energy efficiency and have a positive impact on reducing carbon emissions.
Heritage Action Zone	The High Streets Heritage Action Zones scheme, backed by government funding, aims to help with the recovery of local high streets from regenerating historic buildings to helping to engage local communities through art and cultural projects. Tewkesbury High Street Heritage Action Zone – Tewkesbury Borough Council
Homeseecker Plus	Homeseecker Plus is a choice based lettings (CBL) scheme run by the seven local authorities in partnership with the majority of Social Housing Landlords operating within Gloucestershire and West Oxfordshire. The online application scheme manages the allocation of rented affordable housing in the partnership area. Homeseecker Plus private lettings scheme – Tewkesbury Borough Council
Gloucestershire Housing with Care Strategy	This strategy sets out the key priorities for housing with care in Gloucestershire for all adults with a care need that would be best met through housing with flexible onsite care. housing-with-care-report_17feb_21.pdf (gloucestershire.gov.uk)
Garden Communities	Tewkesbury Garden Town - Is based upon a potential development of 10,195 homes and approximately 100 hectares of employment land, the programme was awarded Garden Town status. This development opportunity will be supported by infrastructure including roads, schools and green space to meet the community needs. More information can be found here: Tewkesbury Garden Town

Glossary

West Cheltenham Cyber Central garden community

Cheltenham and Tewkesbury councils are working together to drive a world-class development at West Cheltenham known as “Cyber Central garden community”. The vision is to create a vibrant pioneering community integrating hi-tech business, residential and leisure uses. It will require the highest standards of environmental sustainability integrating exemplar homes as part of a thriving campus and garden community.

Gloucestershire Housing Condition Survey

A survey of a proportion of all housing in the county to identify the condition and any hazards, including excess cold and risk of falls, carried out on a regular basis and used to identify where the council and it's partners need to focus interventions.

Joint Core Strategy

The Joint Core Strategy (JCS) is a partnership between Gloucester City Council, Cheltenham Borough Council and Tewkesbury Borough Council, which sets out a strategic planning framework for the three areas. The JCS was adopted by all three councils in December 2017 and is now undergoing a review. More information can be found here: [Joint Core Strategy](#)

Modern Methods of Construction

‘Modern Methods of Construction’ (MMC) is a wide term, embracing a range of offsite manufacturing and onsite techniques that provide alternatives to traditional house building.

National Described Space Standards

This is a government standard that sets out requirements for the internal floor area of new dwellings at a defined level of occupancy as well as floor areas and dimensions for key parts of the home, notably bedrooms, storage and floor to ceiling height. More information can be found here: [Technical housing standards – nationally described space standard - GOV.UK \(www.gov.uk\)](#)

Older person’s household

A household where all members are over 65

Registered Provider

The term registered provider is defined in the Housing and Regeneration Act 2008 as a provider of social housing.

Social housing

Social housing is housing that is more affordable than homes generally available in the open market. It can be rented from a registered provider or councils (where the council still owns council housing) at reduced rents or purchased on a part rent, part buy basis known as “shared ownership”. It exists to help people who can’t afford to rent or buy a home on the open market.

Tewkesbury Borough Local Plan

The plan that sets out detailed policies and specific proposals for the development and use of land in Tewkesbury Borough. It guides most planning decisions. More about Tewkesbury Borough planning policies can be found here: [Planning policy – Tewkesbury Borough Council](#)

Data Sources

Affordable housing supply	Gloucestershire Local Housing Needs Assessment 2020 Local Housing Needs Assessment
Empty homes	Tewkesbury Borough Council
Ethnicity	Office for National Statistics census 2011
Homelessness data	TBC homelessness records
House price data	Office for National Statistics
Household projections	Gloucestershire Local Housing Needs Assessment 2020
Households where a limiting long-term illness or disability affects housing need.	Gloucestershire Local Housing Needs Assessment 2020
Local child poverty rates, After Housing Costs	The DWP/HMRC data provide the number and percentage of children aged 0-15 years who are living in households with below 60% median income before housing costs. Child-Poverty-AHC-estimates-2015-2020_final.xlsx (live.com)
New supply	Gloucestershire Local Housing Needs Assessment 2020
Number of households in fuel poverty	Sub-regional fuel poverty in England, 2021 (2019 data) (publishing.service.gov.uk)
Population forecast	Office for National Statistics Subnational population projections for England: 2018
Private sector rents	Gloucestershire Local Housing Needs Assessment 2020
Tenure split	Office for National Statistics - Subnational estimates of dwellings by tenure, England



Tewkesbury Borough Council
Public Services Centre
Gloucester Road
Tewkesbury
GL20 5TT

Phone 01684 295010
email: housing@teiwkesbury.gov.uk
Produced: January 2022

Appendix 2 - Housing Strategy Action Plan

Housing and Homelessness Strategy 2022-2026 Action Plan

😊	Action progressing well /on or above target
😐	Action has some issues / delay but not significant
😞	Significant risk to not achieving the action or there has been significant slippage in the timetable, or performance is below target
	Project has not yet commenced/ date not available or required to report
✓	Action complete or annual target achieved

→

YEAR ONE – PRIORITY 1: INCREASE THE SUPPLY OF NEW HOMES, INCLUDING AFFORDABLE HOMES

Actions	Target date	Responsible Officer/Group	Progress to date	Activity
a) Adopt the Tewkesbury Borough Local Plan and put in place relevant policies to support housing delivery	Sep 2022	Planning Policy Manager	✓	COMPLETE - The Tewkesbury Borough Plan 2011-2031 was adopted on 8 June 2022.
b) Support the review of the Joint Core Strategy and the delivery of its objectives	March 2023	Planning Policy Manager	😐	The review has not reached a stage for involvement from our service. Strategic housing officers will support and advise planning colleagues on updating housing needs and affordability evidence and formulating draft policies as necessary.

Appendix 2 - Housing Strategy Action Plan

YEAR ONE – PRIORITY 1: INCREASE THE SUPPLY OF NEW HOMES, INCLUDING AFFORDABLE HOMES

Actions	Target date	Responsible Officer/Group	Progress to date	Activity
c) Prioritise the delivery of social rented properties to reflect the local evidence of housing need	March 2023	Strategic Housing & Enabling Officer	😊	The Housing Services department has been successful at using our most recent evidence base to secure schemes where the rented portion of the Affordable Housing is delivered as Social Rent tenures. This includes 2 sites where we have used our commuted sums funds to support our Registered Provider partners. A total of 30 Social Rent units (of a total 47 units) will be delivered.
d) Ensure that a proportion of new homes are built to meet the needs of residents who require accessible or adaptable accommodation	March 2023	Strategic Housing & Enabling Officer	😊	The SHEO and Housing Advice Team are working together to identify households through the housing register to use as evidence when negotiating new housing schemes. A new reporting function has been installed to help identify households in need through the housing register.
e) Prioritise reducing fuel poverty through good design and encouraging a 'fabric first' approach	March 2023	Strategic Housing & Enabling Officer and Planning Policy Manager	😊	A 'fabric first' approach maximises the performance of the components that make up a building. Registered Providers have committed to improved design of properties and we have been able to help fund this with commuted sums we hold. Two schemes will deliver 47 units designed with a fabric first approach to achieve a high energy performance certificate (EPC) rating.

Appendix 2 - Housing Strategy Action Plan

YEAR ONE – PRIORITY 2: REGENERATING AND MAKING BEST USE OF EXISTING HOUSING				
Actions	Target date	Responsible Officer/Group	Progress to date	Activity
a) Develop a complimentary strategy to reduce the number of empty homes, making use of legal powers available	March 2023	Environmental Health Manager	✓	COMPLETE - An Empty Homes Strategy was approved by Executive Committee in November 2022.
b) Support partners to target advice at households most at risk of fuel poverty	Dec 2022	Housing Services Manager	😊	Housing Services are engaging with the Financial Inclusion Partnership and will help produce a guide for partners to understand what help is available and how to refer customers. Officers attended a Cost of Living event in Tewkesbury to offer advice to members of the public and establish contacts with partner agencies.
c) Analyse the findings of the Gloucestershire County Stock Condition Survey and put in place an action plan to address the findings for Tewkesbury Borough	March 2023	Environmental Health Manager	😞	The organisation conducting the stock condition survey have begun work to establish a sample of properties to survey in Tewkesbury Borough. The survey will not be completed by March 2023. The target date has been revised to March 2024.
d) Work jointly with Registered Providers and other partners to support carbon reduction demonstration projects and procure funding to assist with carbon reduction measures	March 2023	Strategic Housing & Enabling Officer	😊	There are a number of funding options available to Registered Providers. The Housing Services department have begun engaging with the main partners to explore options to take advantages of funding. Providers are reviewing their stock to assess options for regeneration or disposal.
e) Work with partners to establish arrangements for management of empty homes that are brought into use through management orders	March 2023	Environmental Health Manager	😊	This action will be progressed through the emerging Empty Homes Strategy.

Appendix 2 - Housing Strategy Action Plan

YEAR ONE – PRIORITY 2: REGENERATING AND MAKING BEST USE OF EXISTING HOUSING

Actions	Target date	Responsible Officer/Group	Progress to date	Activity
f) Work with Registered Providers and other partners to collect data and identify properties that would benefit from energy efficiencies and other improvement measures	March 2023	Strategic Housing & Enabling Officer	😊	Bromford Housing has completed a survey of their stock and options to improve standards will be explored including regeneration programmes. Learning from this process will be shared with other providers.

Appendix 2 - Housing Strategy Action Plan

YEAR ONE – PRIORITY 3: MEETING THE HOUSING NEEDS OF HOMELESS HOUSEHOLDS AND OTHERS WITH SPECIFIC NEEDS				
Actions	Target date	Reporting Officer/Group	Progress to date	Activity
a) Engage key partners in exploring new ways of helping rough sleepers and other individuals with complex and multiple needs	March 2023	Housing Services Manager	☺	The Housing Advice Team is working jointly with other districts, Registered Providers and partner agencies to establish a Housing First/Housing Led programme. This will put the individual at the heart of the support and accommodation options offered and deliver more bespoke assistance. The Housing First cohort for Tewkesbury has been established and support has begun to get the cases ready while properties are sought.
b) Fully implement the countywide Care Leavers Covenant locally, including developing a local 'offer' to redress the disadvantage that care leavers may have experienced through childhood	March 2023	Housing Services Manager	☺	Work with the County Care Leaver team has produced a protocol for support young people through their transition from care into living independently while ensuring the right support is on offer throughout and after their move. A draft version of the protocol has been based on best practice examples and signed off at an operational level. The document is with the Care Leaver team to complete the final details. It will be shared with districts and complimented by training for housing and support services.

117

Appendix 2 - Housing Strategy Action Plan

YEAR ONE – PRIORITY 3: MEETING THE HOUSING NEEDS OF HOMELESS HOUSEHOLDS AND OTHERS WITH SPECIFIC NEEDS

Actions	Target date	Reporting Officer/Group	Progress to date	Activity
c) Engage with people with 'lived experience' of homelessness and other disadvantage in developing plans for the delivery of housing services	Dec 2022	Housing Services Manager	☺	Partner agencies have been contacted to find people with experience of homelessness to engage with the Housing Services department. A session involving peer mentors linked to the County homeless outreach service has been arranged. Care Leaver Ambassadors will be invited to help implement the new Care Leaver Protocol.
11 88 d) Conclude the Gypsy, Traveller and Travelling Showpeople Accommodation Needs Assessment and engage with the local communities to understand their requirements	March 2023	Planning Policy Manager	☺	The initial assessment has been completed to be signed off for adoption. A briefing has been arranged for March and following this the report will be formally published. Planning Policy and Housing Services will work with the assessment to understand the need and seek to deliver options to meet them.
e) Continue to provide support for people to sustain their tenancies, including money advice	March 2023	Housing Services Manager	☺	Linked to Priority 2b. Bromford Housing have established a new role of Income Management Adviser to help support their tenants. The Housing Advice Team will work closely with them to ensure both housing advice and support regarding finances is provided. Some funding from the Homelessness Prevention Grant will be allocated to support households with rent arrears.

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	7 March 2023
Subject:	Customer Care Strategy
Report of:	Head of Corporate Services
Head of Service/Director:	Chief Executive
Lead Member:	Lead Member for Customer Focus
Number of Appendices:	Two

Executive Summary:

The Council Plan makes the promise that the Council will put the needs of customers at the heart of what it does and listen to what they say, treating people fairly and without bias. The Customer Care Strategy plays a crucial role in helping the Council to deliver this promise.

The commitment throughout the strategy is to have a proactive approach and to support customers by going the extra mile for them.

The strategy has an annual action plan which details what customer care improvements will be delivered for the year ahead. This report provides an update on the 2022/23 actions and introduces a new set of actions for 2023/24.

Recommendation:

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.

Financial Implications:

None directly arising from this report.

Legal Implications:

None directly arising from this report.

Environmental and Sustainability Implications:

None directly arising from this report.

Resource Implications (including impact on equalities):

None other than officer time to implement the action plan.

Safeguarding Implications:

None directly arising from this report.

Impact on the Customer:

The Customer Care Strategy sets out how the Council plans to deliver its customer care and outlines the organisational commitments made to customers. The 2023/24 action plan within this report provides a range of ways intended to proactively improve the customer care approach.

1.0 INTRODUCTION

- 1.1** A key value within the Council Plan is that the Council will always put customers first. It makes the promise that the Council will put the needs of our customers at the heart of what it does and listen to what they say - treating people fairly and without bias. Supporting this value, there is an ethos that whatever the Council does will be 'better for customers, better for business'. The Customer Care Strategy is an important step to making these commitments a reality.
- 1.2** It is important to recognise that customer care is a Council-wide priority. While the Council has a dedicated Customer Services team, which acts as the front face of the Council for many visitors and callers, valuing customer care needs to be embedded in the culture for everyone who works for Tewkesbury Borough Council.
- 1.3** The Customer Care Strategy was approved in 2020 so this year marks its final year before a new strategy is introduced for 2024/25.. The new strategy will continue to support the Council's digital ambitions, be shaped around plans for a modernised phone system, and ensure that the most vulnerable customers are able to access the Council in ways that best suit them.

2.0 PROGRESS ON 2022/23 ACTIONS

- 2.1** To help achieve the commitments in the Customer Care Strategy, it is supported by an annual action plan. The action plan is focused on the strategy's themes and details how the Council will achieve its commitments to customer care. Good progress was made against the 2022/23 actions, with 12 out of the 18 actions achieved as shown in Appendix 1. Highlights include:
- Improving the online experience for our garden waste and bulky waste services – with more customers choosing to interact with us online than over the phone.
 - Improving the accessibility at one of our busier advice and information centres through working with our Parish Council partner.
 - The delivery of customer care sessions to support the development management review.
 - Ensuring our online services are shaped around the needs of our customers by using real user feedback to make improvements or changes.

2.2 Three of the actions were not achieved, and these have been pulled forward as actions to deliver in 2023/24:

Action	Reason
1a. Deliver a staff briefing to refresh all staff on the importance of delivering our customer care standards	The briefing was not delivered in 2022/23 due to additional demands on the team such as business grants and food voucher scheme administration. The briefing will be delivered in 2023/24.
2a. Investigate the option of introducing automated short customer services satisfaction surveys after accessing our services online.	This action will be picked up through the review of the corporate website. Following the successful recruitment of a Web Developer at the end of 2022, the website will go live in June 2023.
2c. Identify a team structure that fits with the current demand.	This has not been delivered but will be moved across to the 2023/24 action list. Monitoring of phone activity has provided information on busy periods, quiet times, call times, and busy areas so the team can be better managed to suit demand.

3.0 NEW ACTIONS FOR 2023/24 AND MONITORING

3.1 A set of new actions are proposed for 2023/24 as set out at Appendix 2.

4.0 CONSULTATION

4.1 Not applicable to this specific report but consultation on our Customer Care Standards will be carried out as part of an action for 2023/24.

5.0 ASSOCIATED RISKS

5.1 Without clear customer care standards, there is a risk to our reputation.

6.0 MONITORING

6.1 The progress of the 2023/24 actions will be reported to Overview and Scrutiny Committee.

7.0 RELEVANT COUNCIL PLAN PRIORITIES/COUNCIL POLICIES/STRATEGIES

7.1 Council Plan 2020-2024
Digital Approach
Communications Strategy

Background Papers: None

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Appendices: Appendix 1 - Action plan update 2022/23
Appendix 2 - Action plan for 2023/24
Appendix 3 - Customer Care Strategy
Appendix 4 - Customer Care Standards

Appendix 1 - Customer care action plan update 2022/23

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

Theme	2022/23 actions update.	Status
122 Introduce a refreshed set of customer care standards	1. Promote the council’s customer care standards.	
	<p>a) Deliver a Staff Briefing to refresh all staff on the importance of delivering our customer service standards.</p> <p>A staff briefing was not delivered this year due to additional demands on the team, including:</p> <ul style="list-style-type: none"> - Business grants - Energy relief grants - Food vouchers <p>These additional schemes added a further 2000 queries on top of the team’s usual activities. A briefing is being planned for later in 2023.</p>	😞
	<p>b) Operational managers to ensure standards are promoted through team meetings, appraisals and 1-2-1 meetings.</p> <p>The Customer Care Standards were presented at an Operational Managers’ meeting in January 2023. Further presentations were offered to all team meetings to help embed the standards. Several managers have booked in a further presentation to be delivered to their services, including economic development, licensing and development management.</p>	😊
	2. Consult with customers to understand if they are satisfied with our standards.	
	<p>a) Investigate the option of introducing automated customer services satisfaction surveys following phone calls to services.</p> <p>The restrictions on our current phone system means this action has not been delivered but gathering customer feedback will be an important consideration when procuring the new phone system in 2023/24.</p>	😞
<p>b) As part of the website review, consider options to capture satisfaction online.</p> <p>The requirement to capture satisfaction online has been fed into the corporate website review. The new website is expected to go live in June 2023. In addition, through our 4Cs approach, customers can now log complaints, comments, concerns, and compliments through our new digital platform. By adding comments and concerns as feedback options, we have significantly reduced the number of formal complaints we received.</p> <p>There is also a feedback option at the end of each website page of our current site enabling customers to give their opinion on the page content.</p>	😐	

Appendix 1 - Customer care action plan update 2022/23

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

Theme	2022/23 actions update.	Status
<p>123</p> <p>Make it easier, simpler, and more convenient for customers to interact with us when requiring our services.</p>	<p>3. Work with parish councils and other partners to provide access to our services across the borough</p>	
	<p>a) Review the advice and information centres (AICs) with the aim of ensuring customers get a service that is available at more convenient times.</p> <p>During the pandemic our AICs were run by the parish councils in each location – Brockworth, Bishop’s Cleeve, Winchcombe and Churchdown. Footfall was low, and the requests were straightforward including caddy collections and photocopying documents.</p> <p>Following discussions with Brockworth Parish Council, a new permanent arrangement was agreed which means customers are now dealt with by a member of the parish council team. This set up means our customers now have a service available throughout the week rather than on the one morning that our team was able to visit. It has also meant that a member of our team no longer needs to drive to the parish council offices once a week – providing resilience on the phones.</p> <p>Supporting the arrangement, training was provided to the clerks alongside a detailed training guide on council services and useful contacts for each service. Regular contact with the clerks has confirmed the new arrangement is working well, and customers are happy with the wider and more accessible opening times.</p> <p>An action for 2023 is to look to roll a similar approach out across the other AICs. Initial contact has been positive with the clerks at Churchdown and Bishops Cleeve, with Bishop’s Cleeve offering to take on the service delivery as soon as possible.</p>	<p>😊</p>
	<p>4. Review the customer services team structure to ensure it delivers excellent customer care.</p>	
	<p>a) Identify the impact of moving key customer services queries online – e.g. garden waste and bulky waste.</p> <p>Our garden waste customers (approx. 20,000) are given the option to renew their subscriptions online – and 85% choose to do so. They are also able to check queries with frequently asked questions and order their bins online. This approach has reduced the number of calls coming into the customer services team, ensuing advisors are available for customers needing help and other queries.</p> <p>Following the review of the bulky waste service, online bulky waste bookings can now be made too. The online booking option roll out was staggered initially so the system could be tested to ensure its usability. Between January 2022 and December 2022, we have had 1498 collections booked through the customer services team, and 1692 bookings made by customers using the online booking service – indicating that this service is likely to reflect the success of our online garden waste service.</p>	<p>😊</p>

Appendix 1 - Customer care action plan update 2022/23

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

Theme	2022/23 actions update.	Status
	<p>b) Review the impact of increasing service support to areas such as planning and licensing.</p> <p>The customer services team is now the first point of contact for licensing and planning queries enabling them to answer frequently asked questions at the first point of contact and ensuring both teams can deal with more complex queries. This has proved successful and provided much-needed support to the teams. The team also provided support with business and household grants and the food voucher scheme.</p> <p>c) Identify a team structure that fits with the current demand.</p> <p>This has not been delivered but will be moved across the 2023/24 action list. Monitoring of phone activity has provided information on busy periods, quiet times, call times, and busy areas so the team can be better managed to suit demand.</p>	<p>😊</p> <p>😞</p>
<p>In line with the recommendation from the Peer Challenge, investigate the option of running a meaningful residents' satisfaction survey.</p>	<p>5. Implement improvements as a result of the residents' satisfaction survey.</p> <p>a) Develop a corporate-wide action plan following feedback from the recent residents' satisfaction survey. Gra can you add a sentence here please?</p>	
<p>Make sure our staff are equipped with the skills to deliver high quality customer service.</p>	<p>6. Support the Development Management review's commitment to customer care.</p> <p>a) Carry out a customer care session for all DM staff to highlight the importance of good customer service.</p> <p>External training provider Rich Wills provided tailored customer care sessions for the entire DM team. The feedback was positive, and Rich felt that the team is aware of the importance of customer care and the work being done on improving processes through the DM review will further support them to deliver an improved customer experience.</p> <p>7. Ensure all CS advisors achieve NVQ level 3 in customer services.</p> <p>a) As part of PPD process, invite all members of the customer services team to complete an NVQ in customer services.</p>	<p>😊</p> <p>😐</p>

Appendix 1 - Customer care action plan update 2022/23

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

Theme	2022/23 actions update.	Status
125	<p>Half of the customer services team now have an NVQ customer service qualification, with new staff encouraged to enrol on the course to ensure our customers receive a high level of service.</p> <p>Additional training needs are identified during individual 1-2-1 meetings, PPDs and general monitoring.</p> <p>To ensure the team maintains required skills for digital services, regular training is provided to the team when new services are added to the digital platform.</p> <p>The team has also received training from licensing and planning to support its approach to answer queries at the first point of contact, enabling our advisors provide a better service to our customers.</p>	
	<p>b) Regularly contribute a customer care article to News4U to raise the importance of putting the customer first.</p> <p>Articles are provided through News4U advising staff on simple steps they can take to improve customer care for all our customers.</p> <p>The articles featured tips on setting up voice messages on hunt groups during peak times to ensure the customer was aware the phones were busy and tips on how to encourage customers to go online rather than wait on the phone. The customer standards were also included to enable staff to raise awareness and remind teams of what is expected.</p>	😊
<p>Promote channel shift and support those customers who need the more traditional methods of communication.</p>	<p>8. Promote the council's online services to all customers.</p> <p>a) Customer services team to ensure all customers are aware of the council's online services, including paperless billing, bulky waste, and garden waste.</p> <p>Where appropriate, the customer services team advises all customers of our online services on each call and will continue to do so.</p> <p>Phone messages are now added during particularly busy times, such as the garden waste renewal period, encouraging customers to go online.</p>	😊

Appendix 1 - Customer care action plan update 2022/23

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

Theme	2022/23 actions update.	Status
126	<p>b) Customer services to ensure email addresses are taken when dealing with all customer enquiries.</p> <p>The team takes email addresses during each call, where possible, to try and encourage future updates on cases to be delivered via email or automatically. This helps to ensure the customer services team is available to deal with those customers who do not have online access or have more complex requirements.</p> <p>Last year, 62% of calls resulted in capturing an email for the customer.</p>	😊
	<p>c) Customer services to be a key critical friend for the Business Transformation Team – providing feedback on where customers would benefit from online service improvements.</p> <p>The customer services team works closely with the business transformation team to improve services to our customers and can offer an important insight from the customers’ point of view.</p> <p>The team gets involved in the implementation of services going online. For example, before the bulky waste service went live the team was able to advise on most frequently asked queries, the types of items requested, and any issues that provided a negative experience for the customer. This was then reflected in the online booking form.</p>	😊
Ensure our reception service meets the needs of partners in the Public Services Centre.	<p>9. Ensure customers continue to experience excellent customer care as we emerge from the Covid-19 pandemic.</p>	
	<p>a) Work with partners to provide relevant and up-to-date content for the digital screen in the Public Services Centre.</p> <p>Signage using consistent branding was created and displayed around the building requesting customers to follow the safety measures in place.</p>	😊
	<p>b) Improve the Public Services Centre’s signage.</p> <p>Signage advising customers of the opening hours for the council and partners has been updated to include all contact information on one sign, making it look more presentable and easier for customers to view.</p> <p>Further improvements need to be explored in 2023 around the signage outside of the building to better promote what services are provided.</p>	😊

Appendix 1 - Customer care action plan update 2022/23

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

Theme	2022/23 actions update.	Status
	<p>c) Introduce a customer experience improvements section to the Landlords and Tenants meetings.</p> <p>As a member of the landlord and tenant liaison group, the customer services team leader can make recommendations to our partners on how they can improve their service to our customers visiting the offices. This is often based on feedback from the customer services team following issues experienced whilst covering the reception desk.</p> <p>Council reception staff also provide cover for the Police reception due to their staff shortages or cover for illness or holidays. This improves the service to customers visiting the offices to report a crime, attend meetings or collect personal items. Police staff will provide support from the back office.</p>	<p>😊</p>

Themes	Actions	How will this be measured?
Introduce a refreshed set of customer service standards.	1. Review the customer care standards.	
	a) Carry out a review of the customer care standards to ensure they reflect best practice and put the customers' experience first.	a) Through feedback received and changes to the standards as required.
	b) Review the way in which the customer care standards are embedded in service delivery across the organisation.	b) A survey will be carried out to establish if services are using the standards in their service delivery, with an action plan developed to address areas that are not.
	c) Review the way in which the customer care standards are embedded in service delivery across the organisation.	c) It will be a requirement for a new system to be able to measure performance relating to customer contact.
Make it easier, simpler and more convenient for customers to interact with us when requiring a service.	2. Engage more with our Residents' Panel to get feedback on emerging services and policies.	
	a) Review the membership of the panel and communicate with them to establish if they would like to remain on it.	a) A survey will be sent to the Citizens' Panel to establish their views on the success of the panel and if they have any recommendations. The list will be updated if anyone wishes to be removed.
	b) Develop a programme of issues/policies/surveys that the panel could input into for 23/24.	b) A programme will be developed and overseen by the corporate services team.
	3. Work with parish councils and other partners to provide access to our services across the borough.	
	a) Work with the parish councils in each of the AIC areas to establish if a similar approach to the Brockworth arrangement could be adopted.	a) Through the adoption of our service provision by the parish councils in Churchdown, Bishop's Cleeve and Winchcombe.
	b) Review the Brockworth approach to understand if customers feel the new arrangement, is an improvement.	b) Feedback will be collated from customer visiting the Brockworth AIC and any concerns addressed.

Themes	Actions	How will this be measured?
<p>Make sure our staff are equipped with the skills to deliver a high-quality customer care service.</p>	<p>4. Review the customer services team structure to ensure it delivers excellent customer care.</p>	
	<p>a) Carry out a service review to establish if the current customer services team structure is fit for purpose, reflects best practice and provides a good customer experience.</p>	<p>a) A new team structure that reflects the way in which the council operates from a customer contact point of view.</p>
	<p>b) As part of the service review, consider the impact of a new phone system and corporate customer contact portal.</p>	<p>b) Through identifying what benefits the new customer contact system will bring for customers to self-serve.</p>
	<p>c) Customer services to continue to work with the Business Transformation Team to feed into the development of online services</p>	<p>c) Through having a customer champion sitting on transformation projects and through user feedback on our online services.</p>
	<p>5. Support the reviews in Development Management and Licensing and the commitments being made to improving customer care.</p>	
<p>a) Deliver a customer care session for all front-line staff to highlight the importance of good customer service.</p>	<p>a) Through the delivery of customer care-focused sessions and feedback.</p>	
<p>Promote channel shift and support those customers who need the more traditional methods of communication.</p>	<p>6. Promote the council’s online services to all customers.</p>	
	<p>a) Encourage every caller to carry out their request online.</p>	<p>a) Measure the number of callers choosing to switch to online.</p>
	<p>b) Consider including an administration cost to bookings made over the phone, such as garden waste and bulky waste.</p>	<p>b) A working group will be set up to explore this option, including the impact on the customer, the service, and our resource.</p>
	<p>c) Ensure a new phone system promotes the council’s online services.</p>	<p>c) The new system will be required to encourage our callers to carry out their request online.</p>

Appendix 2 - Customer Care Strategy Action Plan 2023/24 (final year)

Themes	Actions	How will this be measured?
Ensure our reception service meets the needs of partners in the Public Services Centre.	7. Ensure customers continue to experience excellent customer care when visiting us.	
	a) Review the reception service and explore digital options to improve it.	a) Through the introduction of digital options to meet the needs of customers visiting the council offices.
	b) As part of the office refurbishment, improve the Public Services Centre signage.	b) Through the installation of new signage that promotes each partner within the building.

Customer Care strategy



2020

contents

Introduction	1
Who are our customers?	1
What are our customers telling us?	2
Low level of complaints	2
What do we need to do?	2
Customer experience	3
Customer services team	3
Our website	4
Delivery of customer care	4



Introduction

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

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

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

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

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

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

Who are our customers?

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

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

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

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

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

What are our customers telling us?

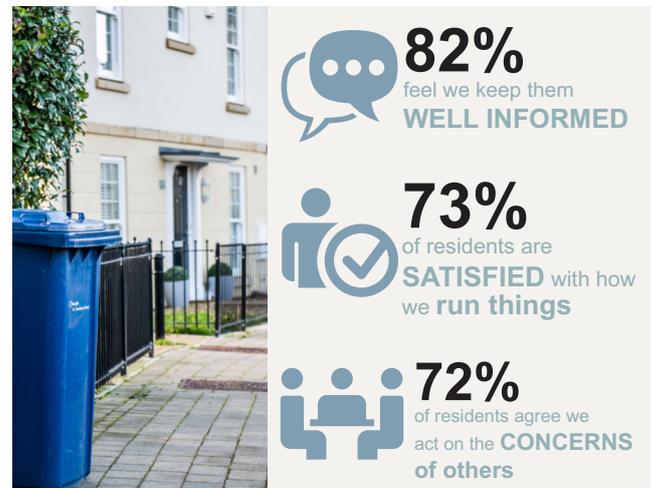
We want to provide the best possible service to all our customers. They are the best people to tell us:

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

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

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

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



Low level of complaints

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

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

What do we need to do?

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

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

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

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

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

Customer experience

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

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

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

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

Customer services team

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

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

Our year in numbers



Delivery of customer care

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

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

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

Our website

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

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



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Our customer care standards



What customers can expect from us

- We will provide accurate and clear information in response to your enquiries.
- We will be polite, friendly, and helpful at all times.
- Where we can't help, we will provide the relevant information or contact details of where you can go.
- We will use plain English and will arrange for a translator if required.
- We will be open and honest about what we can or cannot deliver.
- If you need special help, we will try to make arrangements that meet your needs.
- We aim to get it right first time, and where this isn't possible, we will keep you updated as we look into your enquiry.



When you phone us

- Our aim is to answer your phone call as quickly as possible during our opening office hours, Monday to Thursday 8.30am to 5pm and Friday 8.30am to 4pm.
- We will introduce ourselves on the call in a professional and courteous manner.
- The member of staff answering your call will take ownership of it, so you always have a point of contact.
- If we need to transfer your call, we will pass on your details with your permission, so you don't have to repeat yourself.
- We will keep our voicemail messages informative and up-to-date so you know when you will get a response, and we will offer an alternative number if your call is urgent.
- If the employee is on leave, the voicemail message will inform you when he/she will return and will provide an alternative number for you to call.
- Any phone messages left will be responded to within two days of the officer returning to work.



When you email us

- We will deal with your email as soon as possible and you will receive an acknowledgment so you know it has been received.
- We will send a full reply within five working days or an explanation of any delays with a new date for a full reply.
- If the employee you email is away you will receive an automatic reply giving their return date, and the name and number of an alternative contact.



When you send a letter

- We will respond to enquiries made by letter within 10 working days. In most cases this will be a full response but if the issue will take longer to consider or resolve we will tell you.
- The reply will give the name, title, department, telephone number and work address of the person dealing with your query.



When you visit us in person

- Our offices will be clean, safe, and accessible to all customers.
- Help will be available if you need advice on getting to the right place.
- We will see you as quickly as possible - within five minutes of you arriving - but if there is a delay, we will keep you updated and provide an explanation.
- Pre-booked appointments will be met within five minutes of arrival.
- Private space will be provided to discuss confidential issues.
- We will always do our best to cater for anyone with special needs, interpretation needs or learning difficulties. Please let us know what assistance might be needed when you book so we can ensure we have the appropriate facilities in place.
- We will regularly review information in our reception areas to ensure it is up to date.



When you make an enquiry online

- We will ensure information contained on our website is accurate and up-to-date, and we will use language accessible to all.
- You will receive a response to your enquiry within five working days. In most cases this will be a full response but if the issue will take longer to consider or resolve we will tell you.
- We are a digital-first council, and aim to make as many services as possible available through our website.



When you make a formal complaint

- All complaints are treated with respect and in confidence.
- We will acknowledge your complaint within three working days.
- We will provide a full response as soon as possible but within 20 working days - if it requires significant investigation then we will let you know and agree a response date.
- We welcome feedback from customers and where possible will use it to shape the future delivery of our services.

If we are not meeting these standards please let us know by emailing:

customer.services@tewkesbury.gov.uk

Document is Restricted