

4 September 2023

Committee	Overview and Scrutiny
Date	Tuesday, 12 September 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 24 January 2023 of the Tewkesbury Borough Council Code of Conduct, effective from 1 February 2023, as set out in Minute No. CL.72, 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 11 July 2023.	1 - 18
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.	19 - 35
6.	OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2023/24 To consider the forthcoming work of the Overview and Scrutiny Committee.	36 - 45
7.	COUNCIL PLAN PERFORMANCE TRACKER - QUARTER ONE 2023/24 To review and scrutinise the performance management and, where appropriate, to require response or action from the Executive Committee.	46 - 99
8.	HOUSING AND HOMELESSNESS STRATEGY ACTION PLAN MONITORING REPORT To consider the progress made against delivery of the Housing and Homelessness Strategy Action Plan.	100 - 131
9.	GLOUCESTERSHIRE POLICE AND CRIME PANEL UPDATE To receive an update from the Council's representative on matters considered at the last meeting (8 September 2023).	
10.	GLOUCESTERSHIRE ECONOMIC GROWTH SCRUTINY COMMITTEE UPDATE To receive an update from the Council's representative on matters considered at the last meeting (20 July 2023).	132 - 134

DATE OF NEXT MEETING
TUESDAY, 24 OCTOBER 2023
COUNCILLORS CONSTITUTING COMMITTEE

Councillors: N D Adcock, C Agg, H J Bowman, T J Budge, C L J Carter (Vice-Chair), M Dimond-Brown (Chair), P A Godwin, G C Madle, H C McLain, C E Mills, G M Porter, E C Skelt, M J Williams, P N Workman and I Yates

Substitution Arrangements

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

Recording of Meetings

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

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

TEWKESBURY BOROUGH COUNCIL

Minutes of a Meeting of the Overview and Scrutiny Committee held at the Council Offices, Gloucester Road, Tewkesbury on Tuesday, 11 July 2023 commencing at 4:30 pm

Present:

Chair	Councillor M Dimond-Brown
Vice Chair	Councillor C L J Carter

and Councillors:

N D Adcock, C Agg, P A Godwin, G C Madle, H C McLain, E C Skelt, M J Williams, P N Workman and I Yates

OS.12 ANNOUNCEMENTS

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

OS.13 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

13.1 Apologies for absence were received from Councillors H J Bowman, T J Budge, C E Mills and G M Porter. There were no substitutes for the meeting.

OS.14 DECLARATIONS OF INTEREST

14.1 The Committee's attention was drawn to the Tewkesbury Borough Code of Conduct which was adopted by the Council on 24 January 2023 and took effect on 1 February 2023.

14.2 There were no declarations made on this occasion.

OS.15 MINUTES

15.1 The Minutes of the meeting held on 13 June 2023, copies of which had been circulated, were approved as a correct record and signed by the Chair.

15.2 It was **AGREED** that the following additional actions be included within the Action List, circulated at Pages No. 14-18:

- Minute No. OS.8.3 – Parking Strategy Review – Executive Director: Resources and S151 to discuss with the Lead Member at the earliest opportunity whether the revised strategy should be taken forward for approval, or whether it needed to be reconsidered given the time which had now passed since the Working Group had reached its conclusions and in light of the new Council.
- Minute No. OS.9.2 – Pending items – Director: Corporate Resources to discuss with Officers how these items could be brought forward.

OS.16 EXECUTIVE COMMITTEE FORWARD PLAN

- 16.1 Attention was drawn to the Executive Committee Forward Plan, circulated at Pages No.19-30. Members were asked to determine whether there were any questions for the relevant Lead Members and what support the Overview and Scrutiny Committee could give to the work contained within the plan.
- 16.2 The Director: Corporate Resources reiterated that the Executive Committee had previously requested some changes to the Forward Plan and an additional column showing the Lead Member had been included as a result. Moving forward it was intended to enhance the description of each Agenda item and to include links to background documents and information about where the item sat within the Council hierarchy.
- 16.3 A Member drew attention to the ICT Strategy, due to be considered at the Executive Committee meeting on 10 January 2024, which stated this had been removed from January 2023 and she asked why it had been deferred for such a long period. In response, the Director: Corporate Resources advised that it had been incorrectly scheduled for January 2023 as the strategy did not expire until 2024. Another Member commented that the Forward Plan was not well populated in September and October and the Director: Corporate Resources provided assurance that other things tended to come forward so he was confident the Agenda for those meetings would include additional items to those currently stated.
- 16.4 It was

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

OS.17 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2023/24

- 17.1 Attention was drawn to the Overview and Scrutiny Committee Work Programme, circulated at Pages No. 31-42. Members were asked to consider the Work Programme and Action List.
- 17.2 A Member drew attention to the Agenda for the meeting on 12 September 2023 which included the Council Plan Performance Tracker – Quarter One 2023/24 and asked what was meant by ‘performance management’ in terms of the overview of the Agenda item which stated ‘to review and scrutinise the performance management...’. The Director: Corporate Resources advised that this related to delivery of the actions within the Council Plan and Key Performance Indicators (KPIs). Another Member noted that the Community Safety/Aston Project Presentation had been added to the pending items section in June 2022 and she asked when that would come forward. The Chair indicated that, as had been stated at the last meeting and subsequently agreed at today’s meeting as an additional action for inclusion in the action list, the pending items were being reviewed by the Director: Corporate Resources who would propose an appropriate way forward in due course.
- 17.3 It was

RESOLVED That the Overview and Scrutiny Committee Work Programme 2023/24 be **NOTED**.

OS.18 UBICO REPORT 2022/23

- 18.1 Attention was drawn to the report of the Head of Service: Waste and Recycling, circulated at Pages No. 43-65, which provided the annual update on the Ubico contract. Members were asked to consider the 2022/23 outturn performance update on the services provided by Ubico.

- 18.2 The Head of Service: Waste and Recycling advised that collection accuracy had improved with a reduction in total missed collections across all services, a greater number of near misses had been reported and the fleet compliance audit score had stayed consistently high. There were two major projects underway: fleet procurement – large scale replacement of collections and street cleansing vehicles had progressed throughout 2022/23 and the Executive Committee had approved the approach in March 2023; and the Alloy in-cab system – implementation had begun in 2022/23 with Tewkesbury Borough’s roll-out taking place in two stages during 2023/24. The Managing Director of Ubico explained that Appendix 1 to the report provided the detailed service-related performance information for 2022/23 including the number of missed collections and assisted missed collections which was important in terms of impact on residents. The report covered sickness and absence as well as fleet services and management. Overall it was a very positive report with fewer missed collections across the board and retention of the 100% fleet compliance audit score, something which the local team was deservedly proud of.
- 18.3 The Chair raised concern that the Executive Summary, set out at Pages No. 48-49 of the report, did not mention grounds maintenance or grass cutting which was a perennial issue for Councillors who needed to be kept abreast of performance. He felt it would also be beneficial to include year on year data in order to identify trends, along with data for authorities of a similar nature to Tewkesbury Borough Council to assess how well Ubico was doing compared to other Councils. Another Member indicated that she could not tell from the report whether performance was achieving KPI targets or other objectives. In response, the Managing Director of Ubico confirmed this could all be incorporated into the next report. In terms of data from comparable authorities, this would need to be anonymised.
- 18.4 A Member drew attention to Page No. 45 of the report which stated that “overweight vehicles reduced from 39 to 25 which shows efforts to be more aware of this issue are having a positive impact” and she asked what this meant and what had happened to the 14 vehicles. The Ubico Head of Operations explained it related to the actual load being carried by vehicles, for instance, if an 11 tonne vehicle was carrying a load of 11.5 tonnes it would be classed as overweight – the number of overweight vehicles had been fewer in 2022/23 compared to previous years. The Director: Communities explained that this figure should further reduce going forward with the new rounds and vehicles being introduced. Overweight vehicles was a serious issue so it was something Ubico was working hard to address. The Chair asked for clarification as to why it was so serious and the Ubico Head of Operations advised that Ubico could be inspected by the Driver and Vehicle Standards Agency (DVSA), which had the power to revoke its operator licence, at any time. There was weighing equipment in the vehicles but it was difficult to keep this calibrated – for example, when the vehicle hit a pot hole – and that was something which was being addressed in the fleet procurement. In response to a query as to who was at fault when a vehicle was overweight, the Ubico Head of Operations advised that this varied; it could be the driver if they were putting more loads onto the vehicle to avoid having to make an additional journey to tip but, the majority of the time, vehicles were overweight by such a small amount the driver was unlikely to realise – it could be a single black bin bag which made the difference. A Member asked if there was any particular type of waste which was causing vehicles to be overweight and was advised that street litter bins and dog waste bins involved a manual handling process and relied on estimation of how much each bin weighed. Loads could be impacted by things like rain which made materials become wet causing them to get heavier. The Chair expressed the view that this issue appeared to be being actively managed by the Ubico team, as evidenced by the reduction in the number of overweight vehicles, thus lowering the risk to the Council.

- 18.5 Turning to missed collections, a Member congratulated Ubico on its performance as the number of missed bins was very low in the context of the total number of bins collected. He asked what the main reason was for missed collections and was advised that this varied; it could be due to a crew calling in sick and being replaced by another who did not know the round - this would be resolved through the introduction of in-cab technology which would remove reliance on local knowledge – or it may be that a customer had not put their bin out on time and subsequently reported it as being missed. A Member asked how information about vulnerable customers with assisted bin collections was relayed to new crew members as she had recently had a conversation with a resident who had reported an issue. The Ubico Head of Operations advised that every crew received an assisted collection list each day before they started their round. The Member explained that a series of blue bins had been left on the pavement which was a problem for people with visual impairments who were required to manoeuvre around the bins until the owners came to collect them. The Managing Director of Ubico indicated this was a difficult issue to resolve for several reasons, for instance, crews may return bins to where they were presented but residents may not collect them swiftly; whilst it was not possible to take a blanket approach whereby Ubico went onto people’s properties to put the bins back, they would be happy to work with Members on particular issues to establish if there was a better approach for certain areas. A Member noted that missed collections were fairly stable during May and June 2022 followed by a significant increase in missed food waste collections and she asked if there was any reason for this. In response, the Ubico Head of Operations advised that a fifth round had been introduced to alleviate capacity issues and there was a lack of local knowledge in terms of where bins were presented but it was expected this would improve going forward as the crew became more familiar with the round. Food waste collections tended to be the most frequently missed bins primarily because the caddies were smaller and could more easily be concealed behind refuse bins etc. The introduction of in-cab technology would allow crews to report bins which were not presented which would allow any trends to be identified and addressed. The Chair asked if it was possible to remind residents their food caddies must be visible and the Director: Communities undertook to speak to the Communications team about putting something on the Council’s social media channels. He pointed out that the collection rate was the best across Ubico and 99.99% was a fantastic achievement given the amount of collections per year. The Chair expressed the view that Members would benefit from a presentation on in-cab technology and the Director: Communities indicated this could be incorporated into the Member Induction session on Ubico and Waste Management scheduled to take place on 14 September 2023. In response to a query as to how data on missed collections was accurately collected, the Ubico Head of Operations advised that it was based on a calculation of the amount of collections, i.e. 50% recycling/50% refuse, 100% food waste and the number of garden waste service subscribers per week, multiplied by the number of weeks per year – this was as accurate as it could be currently. In response to a query as to whether it was possible to work out how much of the garden waste which was taken to Wingmoor Farm could be disposed of in a brown garden waste bin, the Managing Director of Ubico confirmed that data for material taken to the Household Recycling Centres (HRCs) in Gloucestershire was publicly available and available to Officers and Ubico.
- 18.6 A Member drew attention to Page No. 54 of the report in relation to bin requests and asked if there was a particular reason why food waste bins were more frequently requested than the others. The Ubico Head of Operations advised that, because they were smaller, they were lost more easily. A Member asked whether there would become a point where this would become uneconomical, if there was a better way of collecting food waste and what other authorities did. The Managing Director of Ubico advised that standard sized caddies were used for food waste; they were smaller and tended to be used more frequently meaning that they failed more quickly but this was the same across the country. In response to a query, she

confirmed that the food waste caddies used by Tewkesbury Borough Council were seven litre and 23 litre with the larger one being the one put out for collection; these were standard across Gloucestershire. A Member indicated that she had recently been in another county where they had used larger food waste bins and she was interested to know how much it would cost to change the bins used by Tewkesbury Borough and whether this would have any implications in terms of the vehicles collecting them – she would like to establish if the savings, in both financial and environmental terms, of introducing something larger and more robust would be worthwhile. The Managing Director of Ubico explained that this would require a much more detailed piece of work. Another Member shared the concerns about the robustness of the existing food caddies and indicated she would like to see a better design. The Director: Communities indicated this would be borne in mind if it became necessary to change all of the bins; clearly there would be a cost of doing that which would need to be investigated. The Chair felt it would be beneficial for the Depot Services Working Group to look into this in more detail to understand how much of a problem it was and the financial and environmental costs and benefits. The Director: Corporate Resources pointed out that although 3,067 food waste bins had been requested in 2022/23, these were not all replacement bins; a large proportion would be bins for new properties in the borough.

- 18.7 A Member asked whether any information was available on the recycling contamination rate and the Director: Communities confirmed there was a website which members of the public could use and Tewkesbury Borough Council received a monthly report from the Materials Recovery Facility (MRF) contractor; Tewkesbury Borough's contamination rate was 3.2% which was very low. In response to a query regarding the correlation between refuse and recycling rates the Director: Communities explained there was no correlation whereby if one went up the other went down. In any case, it was the Council's responsibility to improve recycling rates and the amount of waste collected was not an issue for Ubico. A Member queried where the target of 60% recycling had come from and what could be done to improve the recycling rate and was informed this was a national target for 2030. It should be borne in mind that there had not been a 'normal' year for some time due to the impact of the pandemic and the cost of living crisis etc. so it was difficult to interpret the data but there was now a feeling that things were returning to the base line. The Member asked if this meant that the data should be ignored; if not, there was a definite downward trend in terms of the recycling rate. The Managing Director of Ubico explained that waste and recycling was seasonally affected which was why it was presented by month as opposed to by year to show increases at Christmas when there was more cardboard packaging etc. and in summer when garden waste was greater. The Chair expressed the view that there was a need for credible information in order to establish trends; if that could not be done from the data currently being collected then different data was needed. He suggested this was another area the Depot Services Working Group could be asked to explore. The Director: Communities stressed that it was important to ensure there was no duplication of the work carried out by the Gloucestershire Resources and Waste Partnership, of which Tewkesbury Borough Council was a partner. The new Gloucestershire Resources and Waste Strategy was due to be approved shortly and set out the county ambitions for the next three to four years. Notwithstanding this, he suggested it may be helpful for the Depot Services Working Group to receive a presentation on what was already being done to increase recycling rates. A Member asked whether other authorities were achieving the 60% target and was informed that the government was looking at co-ordinating figures nationally for publication; however, he indicated that details of how Tewkesbury Borough Council was performing against its nearest neighbours could be included in the performance tracker – there was more work to be done but Tewkesbury Borough Council was performing well and there was a financial incentive to continue to improve.

- 18.8 A Member asked whether the data in relation to dead animal and fly-tipping removal requests was specifically for Tewkesbury Borough, or if it covered Gloucestershire as a whole, and was informed that the report was solely related to Tewkesbury Borough data. A Member asked why there had been a reduction in the percentage of dead animal removal requests being fulfilled within two working days in February and March 2023 and was advised this was a staffing issue which had required an operational decision to divert staff to bin collections but assurance was provided the service was now back up to capacity. A Member asked why there was no data for overweight tickets in February and March 2023 and was advised there had been no overweight tickets during those months.
- 18.9 With regard to health and safety, a Member drew attention to Page No. 45, Paragraph 5,1 of the report which stated that the positive trend from 2021/22 had continued with over 1,500 near misses or safety concerns reported and noted there was a graph within the Ubico report for safety reporting but not one for near misses. The Managing Director of Ubico advised that near misses was a difficult concept to grasp so the terminology had been changed to address this but they were the same thing. The Member expressed the view that near misses should be considered as incidents and reported separately. In response, the Managing Director of Ubico advised that accidents were reported separately but safety concerns were observations of things which could have resulted in an accident and therefore were not incidents in themselves. A Member noted the safety concerns included 223 'hit by a moving vehicle' which sounded concerning and he was interested in who provided the figures. The Ubico Head of Operations explained that crews were encouraged to report safety concerns. The Managing Director of Ubico stressed that nothing had happened in those cases but it was important to capture them so measures could be proactively put in place to avoid actual incidents. Another Member felt it would be beneficial to include an explanation in the report as the figures looked quite shocking on the face of it and it was agreed that would be done going forward. A Member noted that the accident report, set out at Page No. 62 of the report, did not set out what type of accidents had occurred and the Managing Director of Ubico confirmed this could be done in future. In response to a query as to whether the one personal accident in the graph at Page No. 62 in April, May, June, July and August was a recurring accident, the Ubico Head of Operations clarified these were different accidents. A Member expressed the view this was quite low given the number of employees and the nature of the job. The Director: Communities provided assurance that the contract management team met with Ubico on a monthly basis to discuss key issues which included health and safety and he encouraged the Committee to focus on the issues within their remit. The Chair indicated that it was the Committee's job to analyse the data in order to report to the relevant authorities any action required and he encouraged Members to ask any questions which helped them enhance their understanding.
- 18.10 In response to a query regarding absence management, the Managing Director of Ubico advised there were a number of ways of supporting staff including an absence management telephone line which provided nurse-led advice and a return to work interview with tailored, for example, manual handling training. Risk assessments were undertaken and it was possible to amend duties to accommodate an injury or illness. The employee welfare service provided by Ubico was for both employees and their families and, as well as its own HR team, the Occupational Health service also supported Ubico, furthermore, there were trained mental health first aiders at each depot. Another Member asked whether absences tended to be long or short-term and was advised that it varied; there were currently no long-term absences but that could change at any time.

- 18.11 In terms of the Tewkesbury projects, outlined at Page No. 65 of the report, a Member noted that the comment against the implementation of a sweeper schedule stated that Ubico was awaiting confirmation of zone areas from the Council and asked if that had been completed. In response, the Director: Communities explained that this work was almost finished – every bin in the borough had been mapped with the focus now on establishing the regularity with which certain areas would be swept and this was almost ready to provide to Ubico. In response to a query as to whether every street would be included in the schedule, and whether Members were able to have a copy of the list, the Director: Communities confirmed that once it had been implemented and trialled it would be available to Members on the Council’s website; however, it was important to manage expectations as, whilst it was intended to sweep every street at least once a year, it would be necessary to concentrate on areas of main footfall e.g. shop areas etc. The Head of Service: Waste and Recycling indicated that it would be a working document which could be tweaked as it was trialled. The Member asked if residents could report areas that needed to be cleared directly to the Council and was informed that was possible but Members needed to be mindful that this could take the team away from scheduled work.
- 18.12 With regard to fleet procurement, a Member noted that other rural Councils were arguably doing more to green their fleets and he sought a view from Ubico with regard to this. The Managing Director of Ubico explained that all of the vehicles were owned by the Council and Ubico worked with Officers to establish where they could green the fleet. There were a number of electric and hybrid vehicles across Ubico and the vast majority of Cheltenham Borough Council’s diesel fleet was run on Hydrotreated Vegetable Oil (HVO) which was something being considered for Tewkesbury Borough Council. Ultimately, hydrogen would perhaps be the best way forward; however, the network for supply was not yet adequate, as such, it was a question of what could be done in the meantime, for instance, electrifying smaller vehicles which had the range with the HGVs coming later down the line. In response to a query as to whether any trials of electric refuse collection vehicles had been undertaken within the county, the Managing Director of Ubico confirmed that Ubico had trialled an electric vehicle from Dursley which had been able to reach the borough but did not have the range to get back. Some of the smaller vehicles within the fleet could move to electric but the biggest vehicle that had been successfully electrified within the Ubico fleet was for Stroud District Council. She provided assurance that new trials were taking place frequently. The Ubico Head of Operations felt it was worth noting that Ubico was running training on driver behaviour at Cheltenham Borough Council where there had been a significant reduction in carbon emissions as a result.
- 18.13 A Member sought clarification as to what was meant by service integration and what economies of scale were being explored across Ubico. The Managing Director of Ubico advised this was a holistic look at where benefits of Tewkesbury Borough Council being in a teckal company could be leveraged, for instance, there was a significant benefit in terms of near neighbours being part of Ubico and the ability to cross boundaries which was being investigated. There were other potential benefits such as sharing vehicles across Ubico but it was necessary to establish how costs could be ringfenced to the relevant authority.
- 18.4 The Chair thanked the representatives from Ubico for attending the meeting and it was

RESOLVED That the Ubico Report 2022/23 be **NOTED**.

OS.19 ANNUAL WORKFORCE DEVELOPMENT STRATEGY REVIEW

- 19.1 The report of the Senior HR and OD Adviser, circulated at Pages No. 66-90, set out the progress made during 2022/23 against the Workforce Development Strategy Action Plan and the actions for 2023/24. Members were asked to consider the report.
- 19.2 The Senior HR and OD Adviser explained that a five year strategy had been approved by the Council in 2019 and the report looked back at delivery of the Key Performance Indicators (KPIs) to date and what was planned for the forthcoming year. Members were advised that it was not always possible to provide data from previous years as for some actions this was the first established data set that could be collected; however, she provided assurance that comparable data would be provided moving forward. In terms of recruitment, the internal target was based on national levels and the market – the time from advert to contract had been reduced compared to previous years. Right to work checks were now required to be conducted face-to-face and a number of staff did not live locally so there was a reliance on them to come into the Council Offices to do this. With regard to candidate attraction, 624 applications had been received across 78 vacancies and Officers were looking at what could be done to ensure that adverts were fair and equitable in what was a very competitive market. There had been an increase in the number of vacancies being filled from first and second advertisements, 73% and 92% respectively, which included hard to fill vacancies in Planning and One Legal where there was tough competition from the private sector. Officers were also looking at what could be done to improve the overall package to make it more attractive to prospective employees and in 2022/23 this had included the introduction of a salary sacrifice scheme for electric/low emissions cars which had a small uptake to date. A scheme for the purchase of additional annual leave was planned for 2023/24. Positive feedback had been received regarding Eploy, an application tracking system used from the point of application to onboarding. In response to a query regarding the percentage of zero hours contracts, as opposed to fixed or permanent, the Senior HR and OD Adviser advised there was a small handful of casual vacancies to fill project gaps with 10-15% on fixed term contracts; casual staff were currently employed in the Tourist Information Centres or on project work.
- 19.3 In terms of absence, the internal target of eight days per full-time employee had not been achieved but, at 9.83 days, this was a big improvement on the previous year which had been 11.52 days. The Supporting Performance Policy had been updated which clarified the Council's requirements as an organisation and the trigger points etc. A new HR platform had recently been developed which provided a self-service portal for staff to record annual leave, sickness and timesheets – it was intended to add to this going forward. There had been a shift in the reasons for absences during 2022/23 due to staff returning to the office following the pandemic and mixing with others resulting in a number of cold and flu bugs; measures to counteract this included offering payment for flu jabs and providing cleaning supplies for desks etc. The work of the team and the Council in respect of wellbeing had been recognised with formal accreditation from Gloucestershire Health Workplaces, as set out at Appendix 3 to the report,
- 19.4 In respect of staff turnover, this had increased from 14.5% to 15.4% with a number of staff leaving the authority after the pandemic following reflection on their personal circumstances. Additional measures had been put in place to address this during quarters three and four, including the Recruitment and Retention Policy, and staff continued to be surveyed using the Pulse check to establish the landscape of the authority, particularly with increased hybrid working. It was noted that the Council operated an apprenticeship scheme and there would be four new apprentices joining the authority over the coming weeks. In terms of equality and diversity,

although the Council had no legal obligation to report the gender pay gap, this had been done for transparency since 2017 and the gap had reduced from 16% to 13.2% in 2022/23. Equal opportunities data had been reviewed and there was an equal opportunities section on Eploy in order for the Council to collect data on new starters and applicants.

- 19.5 In terms of actions for the coming year, this would include creating a library of management toolkits for common issues such as absence management, maternity, organisational change etc; reviewing the job evaluation processes and how jobs were graded; and looking at evidence-based approaches to reducing the gender pay gap. It was also intended to explore partnerships with others to increase exposure to digital innovation, for example, University of Gloucestershire Business School and GCHQ. Officers would continue to implement the Council's vision and values and ensure policies and procedures were embedded.
- 19.6 The Chair noted the accreditation from Gloucestershire Healthy Workplaces and congratulated the Council on a fantastic achievement. A Member asked which service had the most vacancies and sought assurance that the impact on staff within departments carrying vacancies was recognised. The Senior HR and OD Adviser advised that the majority of gaps were within the Planning service and, whilst it had been possible to fill some of the vacancies, there continued to be gaps across different levels which did add pressure to existing staff. With regard to Appendix 2 which set out the achievement against key performance measures, the Chair indicated it would have been helpful to include a service breakdown in order to identify any particular services or grades where specific actions were required. A Member drew attention to Page No. 75 of the report which stated that, of the 624 applications for job vacancies, 44 had been categorised as 'not specified' in terms of gender and he asked for clarification on this. The Senior HR and OD Adviser explained that those people had not responded to this particular question. She advised that the Council used "blind" applications as no personal details were made available when selecting candidates for interview. The Member asked whether gender continued to be a relevant question and the Senior HR and OD Adviser recognised this was a difficult issue. There had been an expansion of gender categories and norms which required consultation regarding appropriate terminology and phrasing. Gender was important in terms of applying equal opportunities and how this was reported, for instance, the gender pay gap, and ensuring that the Council could reach out to the right pool of candidates; however, she stressed that focus during recruitment was on experience and qualifications so it remained relevant in that regard.
- 19.7 A Member welcomed the apprenticeship scheme but noted this was normally aimed at young people and she asked whether the Council had a strategy for bringing people back to the workplace as well as the measures in place to upskill existing employees. The Senior HR and OD Adviser advised that a lot of apprentices were 21 or over and there was no upper age limit for applicants. The apprenticeship pay scale had recently been reviewed and made more attractive which it was hoped would increase the pool of candidates. The Continuing Professional Development (CPD) process, which involved a conversation between the staff member and their Line Manager, helped to identify staff training and development opportunities which enabled the HR and OD Team to build programmes for staff. Another Member indicated that apprenticeships had been very successful in the past in terms of retention and she asked whether any of the new apprenticeships would be in Planning given that was an area where recruitment was difficult. In response the Senior HR and OD Adviser explained that all operational managers had been consulted to establish whether they would be interested in taking an apprentice and two of the new positions were rotational – Environmental Health/Waste and Community Development/Planning Policy. The other two would be in IT and Revenues and Benefits. A Member asked whether flexible working was available for those not on a permanent or fixed contract and the Senior HR and OD Adviser

explained that the Agile Working Policy gave all staff the opportunity to request different working patterns provided they had completed 26 weeks service; the staff member was required to complete an application form which would be discussed with their Line Manager and, if approved, HR would write to the individual with the new terms and conditions of their employment. If anyone requested flexible retirement, there was an expectation they would drop 10% of their hours – that was the only stipulation. The Member suggested that flexible arrangements may help with recruitment and the Senior HR and OD Adviser confirmed that, for the right candidate, a request for reduced/variable hours etc. would be considered in terms of whether it was viable for the service; flexible applications were welcomed.

- 19.8 A Member asked whether the Pulse survey completed by staff was anonymous and what percentage of absences were work-related. She pointed out that six of the seven top management positions within the Council were occupied by men and asked what was being done to encourage women into more senior roles. The Senior HR and OD Adviser acknowledged that the gender pay gap was likely to be impacted by the new management structure this year but stressed there was no phrasing/terminology or imagery to deter women from applying and the appointments were based on the right person for the role. There were ways and means to support female applicants to higher roles and the authority looked to grow its own talent supported by the CPD process and mentoring. The Senior HR and OD Adviser undertook to find out the figure for work-related absences and provide that to Members following the meeting; however, she was aware that a small number of absences were due to work-related stress and HR worked quickly to address those matters. She confirmed that the Pulse survey was anonymous but it was possible for Officers to add their name if they would like a direct response to their feedback.
- 19.9 The Chair indicated that he expected to see more substance to the actions for 2023/24 and accepted this may be due to the way the document was worded; however, he sought assurance it was not reflective of a lack of ambition. In response, Senior HR and OD Adviser advised that the actions were based on resources and targets set by previous management. There was not a great deal to take forward based on the current strategy but there was work to be done year on year and there would be a lot of requirements for digital development going forward. The Chair asked for Members to be provided with a brief update on what was planned under each heading to understand the ambitions for the next 12 months and the Senior HR and OD Adviser explained that the new Associate Director: People, Culture and Performance would be taking up her post at the end of August and would be able to feed into that document.
- 19.10 Having considered the report, it was
RESOLVED That progress against delivery of the Workforce Development Strategy be **NOTED**.

OS.20 FINANCIAL OUTTURN REPORT 2022/23

- 20.1 The report of the Associate Director: Finance, circulated at Pages No. 91-101, highlighted the Council's financial performance for the previous year. Members were asked to consider the report.
- 20.2 Members were advised that the final revenue outturn position for the financial year 2022/23 showed a £1m surplus. In terms of service expenditure, employee costs were £389,343 underspent, largely as a result of high staff turnover and vacancies in a number of departments. Payments to third parties included £138,000 on various planning appeals as well as additional provisions being made for planning appeals that were currently being challenged which amounted to £330,000; in addition, £140,000 of planning appeals had been funded from reserves, therefore,

the total cost of planning appeals for 2022/23 was £608,000. Additional income had been generated, particularly within Planning and Licensing, and external grant funding was also received through the year as well as a £300,000 planning software grant to be used in the coming financial year. In terms of the Council's commercial premises, a gross rental income of £3.19m had been produced, a yield of 5%. This was approximately £178,000 less than budget due to a vacant unit; however, all units were now fully tenanted. Business rates showed a £448,000 surplus against budget and Tewkesbury Borough Council benefited from being in the Gloucestershire Business Rates Pool which had generated a further £380,000. A full explanation of all variances exceeding £25,000 at group subjective level was attached at Appendix A to the report which also contained an explanation of the variance on the corporate codes. A breakdown of the Council's reserves as at 31 March 2023 was attached at Appendix B to the report which included a breakdown of the previous year's reserves and the capital outturn was set out at Appendix C to the report.

20.3 A Member drew attention to Appendix A to the report and questioned why the budget for garden communities was zero. The Associate Director: Finance advised that the Garden Town was completely funded by an external grant which was included in the reserves - there was no cost to the Council. Another Member asked what the £33,000 biodiversity net gain grant from the government was for and was advised it was for investment in staff and resources and had to be spent on training and upskilling Officers with regard to biodiversity net gain. In response to a further query as to how it was being spent, the Director: Corporate Resources advised that the grant had to be audited to give central government assurance it was being spent in accordance with the conditions of the grant; when it had been audited nothing had been spent to date.

20.4 A Member noted that the Ubico contract was £137,000 over budget but the Ubico report considered earlier on the Agenda had suggested a contract saving of £15,282. The Associate Director: Finance indicated this was likely to be due to the pay award but she undertook to provide an answer following the meeting. In response to a query regarding the most concerning financial risk for the Council, the Executive Director: Resources and S151 indicated that, from his perspective, it was the uncertainty regarding the Council's finances from April 2024 onwards. The authority faced a number of challenges as a small council and he eagerly awaited clarification from the government regarding the funding position going forward.

20.5 It was

RESOLVED That the financial outturn report 2022/23 be **NOTED**.

OS.21 GLOUCESTERSHIRE POLICE AND CRIME PANEL UPDATE

21.1 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 discussed at the last meeting held on 7 July 2023.

21.2 In the absence of the Council's representative on the Gloucestershire Police and Crime Panel, the Chair asked for any questions to be emailed to the representative following the meeting. It was subsequently

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

**OS.22 GLOUCESTERSHIRE HEALTH OVERVIEW AND SCRUTINY COMMITTEE
UPDATE**

22.1 It was **NOTED** that the Gloucestershire Health Overview and Scrutiny Committee meeting had taken place that morning and the Council's representative on that Committee would circulate her report to Members via email.

The meeting closed at 6:40 pm

Overview and Scrutiny Committee Action List – 11 July 2023

AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE)
4.	Minutes	<p>Additional actions to be included in the Action List:</p> <ul style="list-style-type: none"> Minute No. OS.8.3 – Parking Strategy Review – Executive Director: Resources and S151 to discuss with the Lead Member at the earliest opportunity whether the revised strategy should be taken forward for approval, or whether it needed to be reconsidered given the time which had now passed since the Working Group had reached its conclusions and in light of the new Council. 		Executive Director: Resources and S151	Yes – agreement from Lead Member to postpone review until 2023/24.
		<ul style="list-style-type: none"> Minute No. OS.9.2 - Pending items – Director: Corporate Resources to discuss with Officers how these items could be brought forward. 		Director: Corporate Resources	

Overview and Scrutiny Committee Action List – 11 July 2023

AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE)
7.	Ubico Report 2022/23	Additional information to be included in future reports:			
		<ul style="list-style-type: none"> • Grounds maintenance/grass cutting information. 	Was included in July 2022 report but omitted from July 2023.	Director: Communities	
		<ul style="list-style-type: none"> • Comparable data for: <ul style="list-style-type: none"> - previous years; and - other similar authorities 		Director: Communities	
		<ul style="list-style-type: none"> • Performance against KPIs/objectives. 		Director: Communities	
		<ul style="list-style-type: none"> • Page No. 60 – Safety Concerns – explanation of what was meant by a safety concern to be included alongside the graphs. 	Members were concerned that the figures and descriptions of safety concerns looked negative on the face of it e.g. 223 'hit by a moving vehicle'.	Director: Communities	

Overview and Scrutiny Committee Action List – 11 July 2023

AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE)
15		<ul style="list-style-type: none"> • Page No. 62 – Accidents – Information on type of accident to be included (similar to the categories used for safety concerns as at Page No. 60). 		Director: Communities	
		Social media post to remind residents their food caddies must be visible when putting them out for collection.		Director: Communities	
		In-cab technology to be incorporated into the Ubico and Waste Management Member Induction programme session on Thursday 14 September 2023.		Director: Communities	

Overview and Scrutiny Committee Action List – 11 July 2023

AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE)
		Items to be referred to the Depot Services Working Group:			
		<ul style="list-style-type: none"> Consideration of the costs and benefits associated with replacing food waste caddies with larger, more robust receptacles. 		Director: Communities	
		<ul style="list-style-type: none"> Presentation on what was currently being done by the Gloucestershire Resources and Waste Partnership to increase recycling rates. 		Director: Communities	
		Information on how the Council was performing against its nearest neighbours in terms of achieving the 60% recycling rate to be included in the performance tracker.		Director: Communities	
		Tewkesbury Projects – Sweeper schedule to be made available to Members on the Council’s website once implemented and trialed.		Director: Communities	

Overview and Scrutiny Committee Action List – 11 July 2023

AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE)
8.	Annual Workforce Development Strategy Review	Appendix 2 – Assessment against Key Performance Measures – Service breakdown to be provided in future in order to identify any particular services/grades where specific action was required.		Director: Corporate Resources	
		Percentage of work-related absences to be provided to Members.		Senior HR and OD Adviser	
		Brief update on what was planned in 2023/24 under each heading to be provided to Members in order for them to understand the ambitions for the next 12 months.	To be done once Associate Director: People, Culture and Performance has taken up their post.	Director: Corporate Resources	
9.	Financial Outturn Report 2022/23	Members to be advised why the Ubico contract was showing a contract saving of £15,282 (Page No. 44) compared to Appendix A of the Financial Outturn report (Page No. 97) which outlined an overspend of £137,000.	Circulated on 19 July 2023.	Associate Director: Finance	Yes

Overview and Scrutiny Committee Action List – 11 July 2023

AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE)
11.	Gloucestershire Health Overview and Scrutiny Committee Update	Update to be circulated via email.	Circulated on 28 July 2023.	Democratic Services Officer	Yes

EXECUTIVE COMMITTEE FORWARD PLAN

STANDING ITEMS:

- **Executive Committee Forward Plan – To consider forthcoming items.**
- **Feedback from Chair of Overview & Scrutiny Committee.**

Additions to 6 September 2023

- Carbon Reduction Programme Update
- Climate Change Action Resources
- ICT Acceptable Use and Monitoring Policy
- Gloucestershire Resources and Waste Strategy

Deletions from 6 September 2023

- Pavement Licensing Policy – moved to 2024/25 due to delay with legislation.
- **Confidential Item:** Irrecoverable Debts Write-Off Report (Quarterly) – None to report – NB this was a quarterly item on the Forward Plan but there have been none to report for some time, therefore this item will be removed from the Forward Plan and added as and when necessary.

Committee Date: 18 October 2023

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	Has agenda item previously been deferred? Details and date of deferment required
Council Plan Performance Tracker – Quarter One 2023/24.	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter one performance management information. <i>(Council Plan is the strategic document which sets out the priorities of the Council)</i>	Director: Corporate Resources	Leader of the Council	Overview and Scrutiny Committee 12 September Agenda for Overview and Scrutiny on Tuesday, 12 September 2023, 4:30 pm - Tewkesbury Borough Council	No

NB – Items in bold are changes from the previous plan

Committee Date: 18 October 2023

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	Has agenda item previously been deferred? Details and date of deferment required
<p>Economic Development and Tourism Strategy.</p>	<p>The strategy outlines how the Council will help promote a strong and diverse local economy, support business growth, inform spatial planning strategy, support regeneration, encourage inward investment and maximise visitor numbers to the area.</p> <p><i>(Council priority)</i></p>	<p>Head of Service: Community and Economic Development</p>	<p>Lead Member for Economic Development/ Promotion</p>	<p>Previous strategy (2017-2021) approved by Executive Committee 7 June 2017</p> <p>Agenda for Executive on Wednesday, 7 June 2017, 2:00 pm - Tewkesbury Borough Council</p>	<p>Yes - moved from 1 March 2023 and 6 September 2023 as not being considered by O&S Committee until 12 September 2023.</p>

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NB – Items in bold are changes from the previous plan

Committee Date: 29 November 2023					
Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	Has agenda item previously been deferred? Details and date of deferment required
21 Financial Update – Quarter Two 2023/24.	<p>Second quarterly monitoring report on the outturn position of the Council's revenue budget. The report also details the expenditure to date against both the capital programme and approved reserves.</p> <p><i>(Finance and Resources is a priority within the Council Plan 2020-24)</i></p>	Executive Director: Resources and S151	Lead Member for Finance and Asset Management	<p>2023/24 budget approved by Council 21 February 2023.</p> <p>Agenda for Council on Tuesday, 21 February 2023, 6:00 pm - Tewkesbury Borough Council</p>	No.
Taxi and Private Hire Licensing Policy.	<p>Policy which promotes and sets the standard for the safety and protection of the public; high standards of vehicle safety, ensure that the decision-making processes are transparent etc.</p> <p><i>(Key governance and service policy)</i></p>	Licensing Team Leader	Lead Member for Clean and Green Environment	<p>Review of draft revised policy for consultation by Licensing Committee on 15 June 2023.</p> <p>Agenda for Licensing on Thursday, 15 June 2023, 2:30 pm - Tewkesbury Borough Council</p>	No.

NB – Items in bold are changes from the previous plan

Committee Date: 29 November 2023					
Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	Has agenda item previously been deferred? Details and date of deferment required
22 Street Trading Licensing Policy	A policy to create a trading environment in which street trading complements existing premises-based retailing activities, is sensitive to the needs and concerns of residents and provides diversity in terms of consumer choice. <i>(Key governance and service policy)</i>	Licensing Team Leader	Lead Member for Clean and Green Environment	Review of draft revised policy for consultation by Licensing Committee on 15 June 2023. Agenda for Licensing on Thursday, 15 June 2023, 2:30 pm - Tewkesbury Borough Council	No.
Asset Management Plan	To provide a framework which can secure the operational and financial benefits of the corporate estate. <i>(Action within the Council Plan 2020/24)</i>	Head of Service: Asset Management	Lead Member for Finance and Asset Management	None.	No.

NB – Items in bold are changes from the previous plan

Committee Date: 29 November 2023

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	Has agenda item previously been deferred? Details and date of deferment required
<p>Council Tax, Housing Benefit and Council Tax Support Penalty and Prosecution Policy</p>	<p>This policy sets out the Council's approach to prosecution and other sanctions in cases of fraud or misinformation in respect of Council Tax Support, Council Tax and Housing Benefit.</p> <p><i>(Service related policy)</i></p>	<p>Head of Service: Counter Fraud and Enforcement Unit</p>	<p>Lead Member for Finance and Asset Management</p>	<p>Current policy approved by Executive Committee 30 August 2017.</p> <p>Agenda for Executive on Wednesday, 30 August 2017, 2:00 pm - Tewkesbury Borough Council</p>	<p>No.</p>
<p>New Waste Depot</p>	<p>To approve the project approach and principles for a new waste depot with partner council(s).</p> <p><i>(Fundamental to service delivery)</i></p>	<p>Director: Communities</p>	<p>Lead Member for Clean and Green Environment</p>	<p>Discussed at Executive Committee/Chief Officer Group – 22 August 2023</p>	<p>No.</p>

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NB – Items in bold are changes from the previous plan

Committee Date: 29 November 2023

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	Has agenda item previously been deferred? Details and date of deferment required
<p>Confidential Item: Irrecoverable Debts Write-Off Report (Quarterly).</p>	<p>To consider the write-off of irrecoverable debts.</p> <p>(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)).</p>	<p>Director: Corporate Resources</p>	<p>Lead Member for Finance and Asset Management</p>		<p>No. This was a standing item on the Forward Plan but there have been none to report for some time therefore this item will be removed from the Forward Plan and added as and when necessary.</p>

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NB – Items in bold are changes from the previous plan

Committee Date: 10 January 2024					
Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	Has agenda item previously been deferred? Details and date of deferment required
25 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. <i>(Council's key strategic financial plan)</i>	Executive Director: Resources and S151	Lead Member for Finance and Asset Management	MTFS 2023/24-2027/28 approved by Council 24 January 2023. Agenda for Council on Tuesday, 24 January 2023, 6:00 pm - Tewkesbury Borough Council	No.
Housing Strategy Monitoring Report (Annual).	To approve the annual action plan to deliver the priorities within the strategy. <i>(Priority within the Council Plan 2020-24)</i>	Head of Service: Housing	Lead Member for Housing Health and Wellbeing	Housing and Homelessness Strategy 2022-2026 approved by Council 12 April 2022 Agenda for Council on Tuesday, 12 April 2022, 6:00 pm - Tewkesbury Borough Council	No.

NB – Items in bold are changes from the previous plan

Committee Date: 10 January 2024

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	Has agenda item previously been deferred? Details and date of deferment required
26 Treasury and Capital Management (Annual)	To recommend approval to Council a range of statutory required polices and strategies relating to treasury and capital management. <i>(Requirement of CIPFA Prudential Code)</i>	Executive Director: Resources and S151	Lead Member for Finance and Asset Management	Annual strategies for 2022/23 approved by Council 25 January 2022. Agenda for Council on Tuesday, 25 January 2022, 6:00 pm - Tewkesbury Borough Council	No.

NB – Items in bold are changes from the previous plan

Committee Date: 10 January 2024

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	Has agenda item previously been deferred? Details and date of deferment required
27 ICT Strategy.	To deliver the Council's priorities and to support day to day operational activities it is essential the Council's ICT infrastructure is as effective and secure as possible. The new strategy (2024/28) will build upon existing arrangements and identify key work streams and actions, particularly around cyber security. <i>(Fundamental to service objectives and good corporate governance)</i>	Associate Director: IT and Cyber	Lead Member for Corporate Governance	ICT Strategy 2020-24 approved by Executive Committee 5 February 2020. Agenda for Executive on Wednesday, 5 February 2020, 2:00 pm - Tewkesbury Borough Council	Removed from January 2023 to go into January 2024.

NB – Items in bold are changes from the previous plan

Committee Date: 7 February 2024

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	Has agenda item previously been deferred? Details and date of deferment required
Budget 2024/25 (Annual).	Section 32 of the Local Government Finance Act 1992 requires a balanced budget to be set on a timely basis and resultant Council tax setting. <i>(Statutory report)</i>	Executive Director: Resources and S151.	Lead Member for Finance and Asset Management	Previous budget (2023/24) approved by Council 21 February 2023. Agenda for Council on Tuesday, 21 February 2023, 6:00 pm - Tewkesbury Borough Council NB: Transform Working Group will meet from September onwards to consider the budget formulation.	No.

Committee Date: 7 February 2024

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	Has agenda item previously been deferred? Details and date of deferment required
<p>Confidential Item: Irrecoverable Debts Write-Off Report (Quarterly).</p>	<p>To consider the write-off of irrecoverable debts.</p> <p>(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)).</p>	<p>Director: Corporate Resources</p>	<p>Lead Member for Finance and Asset Management</p>		<p>No. This was a standing item on the Forward Plan but there have been none to report for some time therefore this item will be removed from the Forward Plan and added as and when necessary.</p>

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NB – Items in bold are changes from the previous plan

Committee Date: 20 March 2024					
Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	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. <i>(Council Plan is the strategic document which sets out the priorities of the Council)</i>	Director: Corporate Resources	Leader of the Council	None - will be presented to Overview and Scrutiny Committee on 13 February 2024.	No.
New Council Plan 2024-2029	To make a recommendation to Council which sets out the new strategic priorities and ambition for the Council. <i>(Council Plan is the strategic document which sets out the priorities of the Council)</i>	Director: Corporate Resources	Leader of the Council	None – new plan to be developed from September onwards.	No.

NB – Items in bold are changes from the previous plan

Committee Date: 20 March 2024					
Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	Has agenda item previously been deferred? Details and date of deferment required
Financial Update - Quarter Three 2023/24.	<p>Third quarterly monitoring report on the outturn position of the Council's revenue budget. The report also details the expenditure to date against both the capital programme and approved reserves.</p> <p><i>(Finance and Resources is a priority within the Council Plan 2020-24)</i></p>	Executive Director: Resources and S151	Lead Member for Finance and Asset Management	<p>2023/24 budget approved by Council 21 February 2023.</p> <p>Agenda for Council on Tuesday, 21 February 2023, 6:00 pm - Tewkesbury Borough Council</p>	No.

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NB – Items in bold are changes from the previous plan

PENDING ITEMS

32

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Has agenda item previously been deferred? Details and date of deferment required
First Floor Refurbishment Project.	To approve the project.	Head of Service: Asset Management.	Lead Member for Finance and Asset Management	Moved from 6 September 2023 as this will not be delivered until the new heating system is in place.
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.	Associate Director: Planning	Lead Member for Built Environment	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 requesting additional capital funding for an additional waste vehicle, and for adding the provision of a new waste collection depot to the Infrastructure List to enable Community Infrastructure Levy funding to be used.	Head of Service: Waste and Recycling	Lead Member for Clean and Green Environment	Request by Overview and Scrutiny Committee April 2022.

NB – Items in bold are changes from the previous plan

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Has agenda item previously been deferred? Details and date of deferment required
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.	Director: Corporate Resources	Lead Member for Finance and Asset Management	21 June 2022
Equalities and Diversity Policy.	To approve the Equalities and Diversity Policy.	Associate Director: People, Culture and Performance	Lead Member for Staff and Culture	Removed from 5 October 2022 and added to pending on 21 September 2022.
Parking Strategy Review	To approve the revised Parking Strategy. Agreed with the Lead Member that the Parking Strategy Review will be deferred. The review will start afresh in 2024 and will be included in the Executive Committee Forward Plan and O&S Work Programme for 2024/25.	Executive Director: Place	Lead Member for Economic Development/Promotion	Added to pending on 14 October. Deferred from 16 November until consideration by the O&S Committee and the Car Parking Working Group.

NB – Items in bold are changes from the previous plan

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Has agenda item previously been deferred? Details and date of deferment required
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.	Director: Communities.	Lead Member for Housing, Health and Wellbeing	Removed from 1 February 2023 until the policy has been considered by Management Team.
Volunteering Policy.	To approve the Volunteering Policy.	Associate Director: People, Culture and Performance	Lead Member for Staff and Culture	Removed from 1 March 2023 until the new Council is in place.

ITEMS FOR 2024/25

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Has agenda item previously been deferred? Details and date of deferment required
Parking Strategy Review	To approve the revised Parking Strategy.	Executive Director: Place	Lead Member for Economic Development/Promotion	Agreed with Lead Member in August 2023 to defer the previous review and for a new review to be carried out in 2024/25.
Pavement Licensing Policy	To approve the policy.	Licensing Team Leader	Lead Member for Clean and Green Environment	Due to be considered in September 2023 but moved to 2024/25 due to delay with legislation.

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NB – Items in bold are changes from the previous plan

OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2023/24

REGULAR ITEMS:

- Executive Committee Forward Plan
- Overview and Scrutiny Committee Work Programme 2023/24 (to include the Action List Update on a quarterly basis – June, September, December and March meetings each year).

<p><u>Additions to 12 September 2023</u></p> <ul style="list-style-type: none"> • <p><u>Deletions from 12 September 2023</u></p> <ul style="list-style-type: none"> • O&S Action List – moved to 24 October 2023. • Economic Development and Tourism Strategy – moved to pending items, delayed due to the need to align with Gloucestershire County Council's strategy which is out for consultation. 				
<p>Committee Date: 24 October 2023</p>				
Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Has agenda item previously been deferred? Details and date of deferment required
Places Leisure	To receive a presentation from Places Leisure on its recovery and delivery of its business plan following the pandemic and in view of the cost of living crisis. (Follow-up presentation after attendance at O&S on 11 October 2022).	Head of Service: Asset Management	Lead Member for Finance and Asset Management	No.

Committee Date: 24 October 2023				
Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Has agenda item previously been deferred? Details and date of deferment required
Have Your Say (4Cs) Annual Report	To consider the annual report on the Council's comments, concerns, complaints and compliments to provide assurance that complaints are managed effectively and to consider the annual report from the Local Government Ombudsman.	Director: Corporate Resources Associate Director: Transformation	Lead Member for Corporate Governance Lead Member for Customer Focus	No.
Gloucestershire Health Overview and Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (10 October 2023).	N/A	N/A	No.
Gloucestershire Economic Growth Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (21 September 2023).	N/A	N/A	No.

Committee Date: 5 December 2023

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Has agenda item previously been deferred? Details and date of deferment required
Council Plan Performance Tracker – Quarter Two 2023/24	To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.	Director: Corporate Resources	Leader of the Council	No.
Gloucestershire Police and Crime Panel Update	To receive an update from the Council's representative on matters considered at the last meeting (3 November 2023).	N/A	N/A	No.
Gloucestershire Health Overview and Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (28 November 2023).	N/A	N/A	No.

Committee Date: 5 December 2023

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	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 November 2023).	N/A	N/A	No.

Committee Date: 16 January 2024

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Has agenda item previously been deferred? Details and date of deferment required
Active Gloucestershire Report on the Progress of its 'We Can Move' Project	To consider the annual report on the progress of the project which the Council agreed to fund for five years (2021/22-2025/26) to gain assurance around value for money and successful outcomes.	Head of Service: Community and Economic Development	Lead Member for Housing, Health and Wellbeing	No.
Gloucestershire Health Overview and Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (11 January 2024).	N/A	N/A	No.

Committee Date: 13 February 2024

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Has agenda item previously been deferred? Details and date of deferment required
Council Plan Performance Tracker– Quarter Three 2023/24	To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.	Director: Corporate Resources	Leader of the Council	No.
Gloucestershire Police and Crime Panel Update	To receive an update from the Council's representative on matters considered at the last meeting (6 February 2024).	N/A	N/A	No.

Committee Date: 26 March 2024				
Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Has agenda item previously been deferred? Details and date of deferment required
Housing and Homelessness Strategy	To monitor delivery of the actions in relation to the Housing and Homelessness Strategy.	Director: Communities	Lead Member for Housing, Health and Wellbeing	No.
Customer Care Strategy	To consider the progress made against the actions within the Customer Care Strategy during 2023/24 and to endorse the action plan for 2024/25.	Associate Director: Transformation	Lead Member for Customer Focus	No.
Depot Services Working Group Annual Report	To consider the progress made by the Working Group in 2023/24.	Director: Communities	Lead Member for Clean and Green Environment	No.
Overview and Scrutiny Committee Work Programme 2024/25	To consider and approve the forthcoming Committee work programme	Director: Corporate Resources	Lead Member for Corporate Governance	No.

Committee Date: 26 March 2024				
Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Has agenda item previously been deferred? Details and date of deferment required
Overview and Scrutiny Committee Annual Report 2023/24	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.	Director: Corporate Resources	Lead Member for Corporate Governance	No.
Gloucestershire Police and Crime Panel Update	To receive an update from the Council's representative on matters considered at the last meeting (22 March 2024).	N/A	N/A	No.
Gloucestershire Health Overview and Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (12 March 2024).	N/A	N/A	No.

PENDING ITEMS				
Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Date Item Added to Pending
Community Safety Plan Monitoring Report	Annual report – programme in once Community Safety Plan has been agreed (expected April 2023).	Director: Communities	Lead Member for Community	February 2023
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	Director: Communities	Lead Member for Community	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. Agreed with the Lead Member that the Parking Strategy Review will start afresh in 2024 and will be included in the Executive Committee Forward Plan and O&S Work Programme for 2024/25.	Executive Director: Resources and S151	Lead Member for Economic Development/ Promotion	Delayed from 7 June 2022 due to Officer resources (added to pending October 2022).
Communications Strategy	To consider the progress made against the actions within the Communications Strategy during 2022/23 and to endorse the action plan for 2023/24 – deferred from 28 March 2023.	Associate Director: Transformation	Lead Member for Customer Focus	March 2023

PENDING ITEMS				
Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Date Item Added to Pending
Review of Economic Development and Tourism Strategy	To consider the draft Economic Development and Tourism Strategy and to recommend to the Executive Committee that it be approved.	Head of Service: Community and Economic Development	Lead Member for Economic Development/Promotion	September 2023 – due to need to wait for the outcome of Gloucestershire County Council’s strategy. Previously deferred from January, February and July 2023 as further discussions required due to the importance of the document for Tewksbury Borough.

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	12 September 2023
Subject:	Council Plan Performance Tracker - Quarter One 2022/23
Report of:	Director: Corporate Resources
Head of Service/Director:	Director: Corporate Resources
Lead Member:	Leader of the Council
Number of Appendices:	4

Executive Summary:

The Council Plan (2020-24) was approved by Council on 28 January 2020 and is now in its last year. Progress in delivering the objectives and actions within the plan is reported through a Performance Tracker document (Appendix 1). The tracker is a combined document which also reports upon a set of Key Performance Indicators (KPIs).

Supporting the tracker is a suite of key financial reports and overall helps give a rounded view of performance information. Attached is the revenue budget summary statement (Appendix 2), capital monitoring statement (Appendix 3) and the reserves position summary (Appendix 4).

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

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 a priority within the current Council Plan.

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 a priority within the current 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:

Performance monitoring provides our residents with a good oversight on the progress being made in delivering the Council Plan priorities, objectives and actions.

1.0 INTRODUCTION

- 1.1** The Council Plan (2020-24) was approved by Council on 28 January 2020 and is now in its last year. Progress in delivering the objectives and actions within the plan is reported through a Performance Tracker document (Appendix 1). The tracker is a combined document which also reports upon a set of Key Performance Indicators (KPIs).
- 1.2** 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).

2.0 PERFORMANCE TRACKER

- 2.1** Each of the priority themes within the Council Plan is supported by a number of objectives and actions. The tracker document has been developed to provide a transparent summary on delivery and in a format that is easy to understand.
- 2.2** For monitoring the progress of the actions within the performance tracker, the following symbols are used:

😊 – action progressing well

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

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

Grey – project has not yet commenced

✓ – action complete or annual target achieved

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

↑ - PI is showing improved performance on previous year

↔ - PI is on par with previous year performance

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

2.3 This report presents the first quarter of the performance tracker. Key successful activities achieved to bring to Members’ attention include:

- A revised timetable for the preparation of a single Strategic and Local Plan (SLP) as an alternative to the Joint Strategic Plan approach was resolved at Council in July 2023.
- LDA Design was awarded contract to help develop a Tewkesbury Town Centre Masterplan and Design Code, which will set out a vision and priorities for Tewkesbury town centre for the next 10-15 years.
- Supported 42 Voluntary and Community Sector groups with in depth 1:1 support and advice, a further 10-20 organisations were supported with general queries.
- Great progress is being made on the in-cab technology project with a soft launch due to take place in October. This project will help the waste and recycling crew report issues in real-time helping increase customer satisfaction and help crew staff work safely and efficiently.
- A review on the Section 106 process has commenced, the review will look at the monitoring system, policy towards collection and the governance processes.
- The new corporate website went live on 21 August, enhancing accessibility, more user-friendly design, and significant improvement to the search facility.
- Received £300,000 of funding through the Department for Levelling Up, Housing and Communities (DLUHC) Open Digital Planning fund to implement PlanX product which aims to help residents understand when planning permission is required and what information needs to be submitted for an application to be valid.
- In June 2023, Council approved the project to introduce webcasting for Council meetings.
- A gateway review of the Tewkesbury Garden Town programme has concluded which includes a commitment to increased community engagement – the new approach to delivering the programme will be presented to Council in September for endorsement.
- £708,000 external funding has been secured and Council agreed to a new air source heating systems to help with our carbon reduction objective. Work starts on site in September.
- 14 grants were awarded in Q1 through the new Community Health and Wellbeing Fund which will support biodiversity projects such as community gardens.

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
Adopt a revised charging schedule for the Community Infrastructure Levy (CIL) (Page No. 13)	😞 The target date has been slightly amended from January 2025 to April 2025, to take into consideration the delays that occurred with reviewing the findings from the PPR work on the alternative charging schedules.

Carry out a full review of the Licensing service. (Page No. 22)	☹️ The target date has been amended from September 2023 to April 2024 . This is due to the resources required from the Business Transformation Team to complete the in-cab technology project.
Carry out a review of our litter pickers' scheme. (Page No. 36)	☹️ The target date has been amended from August 2023 to September 2023 . Work has progressed and the volunteer litter pickers privacy notice, as well as data processing consent statements, have been reviewed and updated. The Environmental Health team is continuing to undertake a data cleanse of the schemes registration information to ensure that records are accurate and up to date. A new database for capturing this information has been established.

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 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 quarter one (June 2023).

3.2 Of the **24** indicators with targets, their status as at the end of quarter one for 2023/24 is:

☺️ (on target)	☹️ (below target but confident annual target will be achieved)	☹️ (below target)
17	6	1

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

↑ (better performance than last year)	↓ (not as good as last year)	↔️ (on par with previous year performance)
19	11	1

3.3

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

KPI No.	KPI description	Reason for ☹️ or ↓
11	Total number of homeless relief cases held at the end of the quarter. (Page No. 15)	↓ The number of homeless relief cases held at the end of Q1 was 56 - this is an increase when compared to Q1 last year which was 39. If the figures remain this level each quarter, cumulatively it will not be as good as the outturn of last year, which was 152.
12	Total number of homeless applications with main duty accepted held at end of the quarter. (Page No. 16)	↓ The number of homeless applications with a main duty accepted at the end of Q1 was 25. Similar to the above KPI, if the figure continues the performance of last year's outturn (86 applications) will be exceeded.
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. 17)	↓ Whilst the national threshold of 60% for this KPI has been achieved, we are below the outturn of last year which is 64.86%. The target has also not been met but it is hoped this will improve throughout the year.
19	Percentage of 'major' planning applications overturned at appeal. (Page No. 18)	↓ Performance this quarter is not as good as last years outturn of 7.5%. This KPI is measured over a two-year period nationally with data only available online until March 2022. Based on Q1 alone, taking into the decisions made decision made in Q1 the this will increase this to 9.3%.
21	Enforcement - Investigate category A* cases within 24 hours (without prompt action, material risk of further harm which could be reduced by early intervention. (Page No. 19)	↓ The total figure for Q1 was 50% of cases were investigated within the timescale, this is below the outturn of 100% for 2022/23. Note: 1 of 2 cases so not a significant number.
30	Average number of days to process new housing benefit claims. (Page No. 27)	↓ There has been an increase in the number of days from 7.4 days to 14.03 days, this is due to the level of resource. Three positions are being recruited which will help reduce this throughout the year. Performance is still positive when compared nationally.

34	Average number of sick days per full time equivalent. (Page No. 28)	↓ Q1 figure of 2.3 days whilst low, if on projection throughout the year the outturn from last year of 9.84 and target of 8 days may not be achieved.
35	Average voluntary staff turnover. (Page No. 29)	↓ Q1 (3.1%) has seen an increase in the voluntary turnover rate when compared to Q4 which was 0.9% as a result of recent management restructure. This is in line with a significant rise in voluntary resignations seen across industries.
39	Number of reported enviro crimes. (Page No. 39)	↓ 😞 The overall figure of enviro-crimes reported in Q1 is 305, when compared to Q1 (237) in 2022/24 this is an increase. If figures continue at this rate throughout the year the target of 1000 and outturn from last year (1,076) will not be achieved.

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

- KPI 1 - Employment rate (85.6%) for Tewkesbury borough is above the national rate of 78.4%. (Page 7)
- KPI 15 – 84 new affordable housing properties have been delivered by tenure type in Q1, an increase when compared to Q1 in 2022/23 (59). (Page 16)
- KPI 22 and 24 - Improvement in investigating planning enforcement B and D continue to reach 100% performance in Q1. (Page 20 and 21)
- KPI 36 - Food established hygiene ratings remains good – 2.2% have a rating of two or below which is beneath the 5% target. (Page No. 29)
- KPI 37- 150 Freedom of Information requests were received of these 95% were answered on time. (Page 29)
- KPI 38 – A significant improvement of the number of formal complaints (97%) answered on time during Q1 compared to the outturn of the year of 70%. (Page 30)
- KPI 40 - 54.1% of waste was reused, recycled or composted this is above our local target of 52% and the outturn of last year of 51.06%. (Page 40)

4.0 FINANCIAL SUMMARY - REVENUE POSITION

4.1 The financial budget summary for Q1 shows a projected deficit of £54,595 for the full year against the approved budget. The following table highlights the forecast outturn position for service provision, the net position on corporate income and expenditure and the resulting deficit.

	Budget	Full Year Projection	Full Year Variance
<u>Services expenditure</u>			
Employees	£12,782,225	£12,256,606	£525,619
Premises	£697,810	£716,677	-£18,867
Transport	£71,479	£53,394	£18,085
Supplies & Services	£2,498,577	£2,512,188	-£13,611
Payments to Third Parties	£7,653,391	£7,558,947	£94,444
Transfer Payments - Benefits	£11,608,229	£11,608,539	-£310
Central Recharges	-£3,738	-£3,738	£0
Projects Funded Externally	£220,000	£220,234	-£234
Income	-£20,264,923	-£19,879,352	-£385,571
Services Sub Total	£15,263,050	£15,043,495	£219,555
<u>Corporate expenditure</u>			
Treasury – Interest Received	-£1,000,000	-£1,000,000	£0
Treasury – Borrowing Costs	£633,641	£633,641	£0
Investment Properties	-£3,330,500	-£3,395,723	£65,233
Corporate Savings Targets	-£208,522	£0	-£208,522
Core Government funding	-£2,022,525	-£2,022,525	£0
New Homes Bonus	-£1,240,366	-£1,240,366	£0
Business Rates	-£4,498,258	-£4,492,671	-£5,587
Council Tax Surplus	-£160,899	-£160,899	£0
Parish precept	£2,600,442	£2,600,442	£0
Use of reserves & MRP	£1,690,229	£1,690,229	£0
Corporate Sub Total	-£7,536,758	-£7,387,872	-£148,886
Transfer to reserves (externally ringfenced funding)			-£125,264
Surplus / (deficit)			-£54,595

4.2 Service Expenditure

4.2.1 The quarter one full year projection highlights a full year cost of service provision totalling £15.04m, resulting in a surplus against the approved budget of £219,555. 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.

- 4.2.2** The full year projection for employees highlights a potential gross surplus of £525,619. It should however be noted that within the council's corporate expenditure is a target to save £209k from employment costs across the Council. The net position is therefore a surplus against target of £317k. The majority of the overall surplus is being accrued by One Legal. This is matched off by a reduction in third party income. The national pay award has not yet been agreed for the majority of officers and therefore we have forecast an increase of 4% for all employees which matches our budget allocation. Ubico have also forecast a pay award matching budget (5%). Any settlement in excess of these forecasts will result in an overspend but the Council has an approved reserve to cover the risk.
- 4.2.3** There is a projected overspend of £18,867 for premises costs. The main reason for this is due to maintenance work to be carried out at the homeless properties, some of these costs will be recovered through the rental charges.
- 4.2.4** A saving of £18k is expected within Transport costs which is due to reduced travel across the Council and only 4 pool cars being used when 5 were budgeted.
- 4.2.5** The projected outturn for Supplies & Services highlights a potential overspend of £14k. This is across stationery, postage and PDQ terminal bank charges for the car parking machines.
- 4.2.6** Payments to third parties highlights a projected surplus of £94,444. The Ubico contract is forecast to be underspent by £45k due to expected savings in employment and diesel costs of £119k, although this saving is reduced by the rental increase of Swindon Road depot of £76k. Emergency homeless accommodation is anticipated to be £60k over budget due to the increased demand in temporary housing, 85% of these costs will be recovered from housing benefit which is included within income. The MRF gate fee is expected to be £100k over budget which is due to a significant increase in the gate fee per tonne being paid, increasing from £38 per tonne to £67 per tonne. The third party payment saving from the cessation of the trade waste service is estimated to be approximately £146k for 2023/24. This is supplemented by further direct employee savings at the Council but is offset by reductions in expected income. The cessation of the trade waste service is predicted to save over £100k annually in net terms from 2024/25, assuming savings from Ubico's corporate support and support services recharge. There will be no saving this year due to Ubico's budget for indirect costs already being set. Swindon Road Depot running costs are estimated to be £115k less than budget based upon quarter 1 actual expenditure. These costs were previously borne by Cheltenham, are in relation to the day-to-day running costs and maintenance requirements for the depot.
- 4.2.7** Income is expected to be below budget by £386k. This is mainly due to the cessation of the trade waste service where income is estimated to be £190k below target. Income from Tewkesbury Leisure Centre will be £78k lower than budget as a reduced management fee has been agreed. Due to vacant space in the council offices, rental income is predicted to be £37k down on budget. In addition, One Legal income is significantly below target, although this is offset against savings within employee. Planning fees are expected to exceed budget by £100k and recovery of emergency accommodation is estimated to be £60k greater than budget.
- 4.3** Corporate Expenditure
- 4.3.1** The expenditure associated with corporate activities as well as the financing of the Council is shown in the second section and highlights an estimated deficit of £148,886 for the financial year.

- 4.3.2** Treasury activities are currently in-line with budget expectations. Interest rates are continuing to rise but this will not impact our borrowing costs as the interest rate was fixed and no additional borrowing is expected. The Council may see a small gain in investment activity given current forecasts and this will be monitored and reported as the year moves forward.
- 4.3.3** The favourable variance within investment properties is due to a reduction in costs associated with managing our portfolio.
- 4.3.4** The overall projected position on retained business rates is currently in line with expectations. The valuation list was reset in 2023/24 financial year, making it more difficult to predict the level income and reliefs for businesses.
- 4.3.5** The Q1 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.
- 4.3.6** Bringing together both the surplus on net service expenditure and surplus on net corporate expenditure results in an overall budget deficit projection of £55k for the year. Whilst it is disappointing to project a small deficit at the end of the first quarter, no corrective action is recommended at this stage given the small size of the deficit and the lack of certainty in our projections. The budget will continue to be monitored, with the Q2 forecast being reported in November.

4.4 CAPITAL BUDGET POSITION

- 4.4.1** Appendix 3 shows the capital budget position as at Q1. This is currently showing an underspend of £174k against the profiled budget of £419k. The capital programme estimates total expenditure for the year to be circa £1.65m. The main elements of this year's forecast include:
- Vehicle replacement programme
 - High Street Heritage Action Zone
 - Disabled Facilities Grants (DFG)
- 4.4.2** The Council has purchased various equipment for the office refurbishment and new tablets and mobiles for new Members, which is in-line with the capital programme.
- 4.4.3** The capital budget for vehicles is currently underspent due to no vehicles being purchased this quarter. It is planned that new vehicles will be acquired by the end of this financial year.

4.5. RESERVES POSITION

- 4.5.1** 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 2023, these reserves stood at £17.54m, which is a decrease of £587k on the previous year. The decrease reflects the fact that expenditure of reserves in 2022/23 exceeded the transfer to reserves at outturn.

4.5.2 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:

- Place Programme Reserve – to support the development of the place planning approach.
- Temporary staff support for Revenues & Benefits.
- Policy and Performance Support – to provide temporary capacity to develop the Council's approach to performance management and ensure the Council is responding to and planning for changes in government policy.
- Upgrade of the income management system.

4.5.3 Actual expenditure of £337,738 has been made against reserves at Q1. This mostly consists of expenditure relating to the digitalisation team, temporary posts in Revenue and Benefits and the first quarter costs of the Garden Town Team. The full breakdown is provided in Appendix 4.

5.0 CONSULTATION

5.1 None.

6.0 ASSOCIATED RISKS

6.1 There are no associated risks in relation to the report itself. A number of actions within the performance tracker are included within the Council's Corporate Risk Register. For example, financial sustainability, climate change, delivery of the Garden Town.

7.0 MONITORING

7.1 Progress on delivery of actions is monitored on a quarterly basis by the Overview and Scrutiny Committee. Budget monitoring occurs on a monthly basis and is formally reported quarterly.

8.0 RELEVANT COUNCIL PLAN PRIORITIES/COUNCIL POLICIES/STRATEGIES

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

Budget monitoring is on the approved annual revenue and capital budget for 2023/24 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 1 2023/24
Appendix 2 - Revenue Budget
Appendix 3 - Capital Budget
Appendix 4 - Reserves


Appendix 1 - Performance Tracker and Key Performance Indicators 2023-24 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		

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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) Produce a Medium- Term Financial Strategy (MTFS) that recognises the impact of funding reform and delivers a balanced approach to meeting funding gaps.	Target date: January 2024	Associate Director Finance and Deputy S151 Lead Member for Finance and Asset Management		Work has not yet commenced on the MTFS. It will be produced by the end of the calendar year and taken to Executive Committee in January 2024.

Appendix 1 - Performance Tracker and Key Performance Indicators 2023-24 Progress Report

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 2024	Associate Director Finance and Deputy S151 Lead Member for Finance and Asset Management		Work has not yet commenced. The budget and council tax for 2024/25 will be approved in February 2024.
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 January 2024 November 2023 (Target date was reported to O&S committee in September 2023)	Head of service- Asset Management Lead Member for Finance and Asset Management		Work has commenced early on this project, and it is now expected to be presented to Executive Committee for approval in November 2023. This is a Strategic Asset Management Plan that will be the lead document for the development of the planned maintenance programme.
b) Approve a new planned maintenance programme.	Target date: June 2022 March 2023 November 2023	Head of service- Asset Management Lead Member for Finance and Asset Management		Planned maintenance programmes will be completed with the key buildings and assets first, for example the Public Service Centre, and will be updated annually. These plans will include details of the 5-year maintenance items and projected major items of expenditure, for example roofs and windows. These

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Appendix 1 - Performance Tracker and Key Performance Indicators 2023-24 Progress Report

	May 2024 (New target date reported to O&S committee in September 2023)			will be presented to transform working group on an ongoing basis to ensure they meet the Strategic Asset Management Plan objectives.
PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 4. Deliver the council's commercial strategy.				
a) Implement and deliver a project plan for the closure of the trade waste service.	Target date: November 2023	Head of Service-Waste and recycling Lead Member for Clean and Green Environment		A decision to exit from the trade waste service was approved by the Executive Committee in March 2023. A letter advising customers that the service will cease will start to be sent week-commencing 28 August 2023. The letter will also advise customers of their obligations and include a link to the Environment Agency website to find a registered waste carrier for their future needs.

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PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Deliver our strategic plans and economic development plans.				
a) Develop and launch the new Economic Development and Tourism Strategy	Target date: January 2023 September 2023 November 2023	Head of Service-Community and Economic Development		It is prudent to consider the emerging Gloucestershire County Council strategy to understand how it might inform the council's own strategy. The County strategy is currently out to consultation. Early work has commenced on the framework of the council's own strategy in the meantime.

Appendix 1 - Performance Tracker and Key Performance Indicators 2023-24 Progress Report


	(Revised date reported to O&S committee in September 2023).	Lead Member for Economic Development/Promotion		
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 Strategic and Local Plan (SLP).	<p>Target date:</p> <p>Autumn 2019</p> <p>Spring 2020</p> <p>Winter 2020</p> <p>Summer 2021</p> <p>Spring 2023</p> <p>October 2023 (preferred options consultation)</p> <p>(New timetable resolved by Council in July 2023 but new target dates reported to O&S Committee in September 2023)</p>	<p>Associate Director Planning</p> <p>Lead Member for the Built Environment</p>		<p>The approach to strategic plan-making has been the subject of fundamental review jointly with Cheltenham and Gloucester Councils. As a result, Council resolved on 25 July 2023 to adopt a timetable for the preparation of a single Strategic and Local Plan (SLP) as an alternative to the Joint Strategic Plan (JSP) approach. This will include employment land allocations. The following aligned timetable across Cheltenham, Gloucester and Tewkesbury was agreed:</p> <ul style="list-style-type: none"> • Issues and Options Consultation – October 2023 • Preferred Options Consultation – March 2025 • Pre-submission Consultation – January 2026 • Submission to Secretary of State – April 2026 • Examination – TBC • Adoption – TBC
b) Work with partners to secure transport infrastructure improvements for	<p>Target date:</p> <p>September 2024</p>	Associate Director of Garden Towns		<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>

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the all-ways Junction 10.		Lead Member for the Built Environment		<p>All updates, including progress of the scheme, plus a copy of the Public Consultation report, are provided on the scheme webpages - M5 Junction 10 Improvements Scheme - Highways (goucestershire.gov.uk)</p> <p>Next steps involve the preparation of an application to the Planning Inspectorate 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>
PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 3. Deliver borough regeneration schemes.				
a) Develop a Tewkesbury Town Centre Masterplan and Design Code.	Target date: March 2024	Head of Service-Community and Economic Development Lead Member for Economic Development/Promotion		Work has commenced on developing a Masterplan and Design Code. This will set out a vision and a set of delivery priorities for Tewkesbury town centre for the next 10-15 years. Contract has been tendered and awarded to LDA Design. Work on creating the document started in August 2023 with completion by the end of the financial year.

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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 2024	Head of Service-Community and Economic Development Lead Member for Economic Development/Promotion		Work of Cotswold Tourism, a key partner of the council, includes: <ul style="list-style-type: none"> • Despite the abysmal weather, July was another solid month for Cotswolds.com with 149,183 users – up 3% on last year • Nationally, VisitBritain have revised their 2023 inbound tourism forecast on the back of a stronger recovery, driven by the USA market. Visits overall to the UK this year are now forecast to be 37.5 million, that's 92% of 2019 levels. Inbound visitor spend is £30.9 billion, up 9% on 2019 levels • In addition, after an application process, the Government has confirmed that a new Local Visitor Economy Partnership (LVEP) can be created for the Cotswold Tourism area, including Tewkesbury Borough.

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Key performance indicators for priority: ECONOMIC GROWTH											
KPI no.	KPI description	Outturn 2022-23	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service

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1	Employment rate 16-64 year olds.	73.6%		85.6%						85.6% relates to 46,800 people within the borough. This is above the national rate of 78.4% (Source ONS Apr 2022 – march 2023 current figures)	Lead Member for Economic Development/Promotion Head of Service-Community and Economic Development
2	Claimant unemployment rate.	2.0%		2.0%						May 2023 figure of 2.0% relates to 1,140 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 Service-Community and Economic Development
3	Number of business births.	415 (2021 figure)								These are the current ONS figures for Business Births and Death Rates.	Lead Member for Economic Development/Promotion
4	Number of business deaths	395 (2021 figure)								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 Service-Community and Economic Development
Key performance indicators for priority: ECONOMIC GROWTH											
KPI no.	KPI description	Outturn 2022-23	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service

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5	Number of visitors to Tewkesbury Tourist Information Centre (TIC)	18,954	15,000	6,068					↑	😊	This quarter has seen an increase in overall visitors compared to the same period in 2022 (5,756), although the number of overseas visitors to Tewkesbury have yet to return to pre covid levels	Lead Member for Economic Development/Promotion Head of Service-Community and Economic Development
6	Number of visitors to Winchcombe Tourist Information Centre (TIC)	12,872	10,000	5,457					↑	😊	Like Tewkesbury, Winchcombe TIC has also seen an increase in visitors during Q1 compared to same period last year (4,815). The increase in Winchcombe has seen a 33% increase in overseas visitors mainly from the USA and Asia.	Lead Member for Economic Development/Promotion Head of Service-Community and Economic Development
Key performance indicators for priority: ECONOMIC GROWTH												
KPI no.	KPI description	Outturn 2022-23	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service	
7	Number of visitors entering the Growth Hub	864	700	204				↑	😊	The upward trend in visitor number continues. The figures include utilising meeting space, co-working, workshops and accessing business support.	Lead Member for Economic Development/Promotion Head of Service-Community and Economic Development	
8	Number of workshops/ events delivered through	63	50	20				↑	😊	20 events were delivered in Quarter 1. Event topics included: marketing, social media, branding,	Lead Member for Economic Development/Promotion	


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	Tewkesbury Growth Hub								photography and video, growth planning, pitching social enterprise and charity for investment.	Head of Service-Community and Economic Development
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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 SLP.	Target date: Autumn 2019 Spring 2020 Winter 2020 Summer 2022 Spring 2023 October 2023 (preferred options consultation) (New timetable resolved by Council in July 2023 but new target dates reported to O&S Committee in September 2023)	Associate Director Planning Lead Member for the Built Environment		The approach to strategic plan-making has been the subject of fundamental review jointly with Cheltenham and Gloucester Councils. As a result, Council resolved on 25 July 2023 to adopt a timetable for the preparation of a single Strategic and Local Plan (SLP) as an alternative to the Joint Strategic Plan approach. This will include strategic and non-strategic land allocations for housing. The following aligned timetable across Cheltenham, Gloucester and Tewkesbury was agreed: <ul style="list-style-type: none"> • Issues and Options Consultation – October 2023 • Preferred Options Consultation – March 2025 • Pre-submission Consultation – January 2026 • Submission to Secretary of State – April 2026 • Examination – TBC • Adoption - TBC

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b) Increase the temporary housing accommodation supply.	Target date: March 2024	Head of Service- Housing Lead Member for Housing, Health and Wellbeing		Rough Sleeper Initiative funding has been secured across the County to establish a network of Housing First/ Housing Led properties, two of three for Tewkesbury have been allocated with two different providers. These will focus on more complex cases. A new provider has conducted a scoping exercise to deliver a range of options for new provision. The proposed scheme will be considered to assess if it will meet requirements and will be financially viable. Further options will be explored with Registered Provider partners and jointly commissioned provision across the County.
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PRIORITY: HOUSING AND COMMUNITIES


Actions	Target date	Reporting Officer/Group	Progress to date	Comment
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Objective 2. Ensure development plans provide for the five-year land supply requirement.

a) Ensure adequate land is allocated within the SLP.	Target date: Autumn 2019 Spring 2020 Winter 2020 Summer 2021 Spring 2023 October 2023 (preferred options consultation) (New timetable resolved by Council in July 2023 but new target dates reported to O&S)	Associate Director Planning Lead Member for the Built Environment		The approach to strategic plan-making has been the subject of fundamental review jointly with Cheltenham and Gloucester Councils. As a result, Council resolved on 25 July 2023 to adopt a timetable for the preparation of a single Strategic and Local Plan (SLP) as an alternative to the Joint Strategic Plan approach. This will make allocations sufficient to ensure an ongoing housing land supply. The following aligned timetable across Cheltenham, Gloucester and Tewkesbury was agreed: <ul style="list-style-type: none"> • Issues and Options Consultation – October 2023 • Preferred Options Consultation – March 2025 • Pre-submission Consultation – January 2026 • Submission to Secretary of State – April 2026
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	Committee in September 2023)			<ul style="list-style-type: none"> • Examination – TBC • Adoption – TBC
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 2024	Associate Director Planning Lead Member for the Built Environment		<u>Innsworth</u> <ul style="list-style-type: none"> • A programme of reserved matters approvals continues with approval granted for 751 dwellings to date. • A full application for 99 dwellings has been submitted within the strategic allocation but outside of the allowed appeal sites and is pending. No target committee date yet. <u>Twigworth</u> <ul style="list-style-type: none"> • A programme of reserved matters approvals continues with approval granted for 720 dwellings to date. • Reserved matters approval has also been granted for key infrastructure including the erection of a local centre. • An outline permission by appeal decision for up to 160 dwellings has been allowed. A reserved matters application was submitted in June 2023 and is subject to a PPA agreement. Officers are working towards taking the application to planning committee in October 2023 <u>South Churchdown</u>


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			<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 240 completions. • An application for the second phase of the South Churchdown Strategic Allocation for 145 dwellings has been submitted and is being considered by officers prior to referral to committee for determination. <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 allowed May 2023. • Reserved Matters application for phases 4 & 6 of Perrybrook (22/00251/APP) Phase 4 delivering 226 dwellings and phase 6 delivering 209 dwellings (435 total) has been approved by Planning Committee. • Reserved matters application for Phase 7 was reported to Planning Committee in July and was delegated for approval. <p><u>North West Cheltenham</u></p> <p>An outline application has been submitted. Officers continue to work with the developers on transport issues to progress the planning application. Additional transport modelling has now been completed and additional work has 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 from Autumn 2023.</p> <p><u>West Cheltenham</u></p>
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				<ul style="list-style-type: none"> 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, which could include retirement/extra care accommodation, a flexible mixed use area with a community hub, a primary school and children’s nursery and sports pitches. No target committee date yet.
PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 3. Support infrastructure and facilities delivery to enable sustainable communities.				
b) Adopt a revised charging schedule for the Community Infrastructure Levy (CIL)	Target date: January 2024 January 2025 April 2025 (Revised date reported to O&S committee in September 2023)	Associate Director Planning Lead Member for the Built Environment		<p>Evidence base work and additional work looking at potential income of alternative charging schedules by Porter Planning Economics (PPE) is complete.</p> <p>Following a slight delay, due to new management and elections taking place, the three heads of services from the three SLP authorities are now reviewing the findings from the PPE work, this will also include engaging with the Planning Policy Reference Group (PPRG).</p> <p>Following this the aim will be to seek approval from Executive Committee, in March 2024, to go out for a six-week consultation on the revised charging schedule. If approved, by all three councils, the consultation will aim to take place in May 2024.</p> <p>It is noted, that both Cheltenham and Gloucester will have local elections during May 2024 and so the current timeframe is dependent on this and to factor any potential delays the overall project delivery has been amended from January 2025 to April 2025. This additional time will allow for the</p>

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				remaining work to take place following the consultation eg. Examination, adoption and implement the charging schedule.
c) Work with the Voluntary and Community Sector (VCS) to access funding to deliver improved community facilities.	Target date: March 2024	Head of Service- Community and Economic Development Lead Member for the Community		<p>In quarter 1, 42 VCS groups were supported with in-depth/1-1 support and advice. A further 10-20 organisations were supported with general queries. Due to changes after the Local Election, there were delays in making awards in payments from the Community Health and Wellbeing Fund. However, we had 27 applications in quarter 1.</p> <p>In addition, support for improved community facilities within the Borough is included within the UK Shared Prosperity and Rural Prosperity plans.</p> <p>A workshop with Severn Trent Community Fund took place in June 2023. Further workshops took place in July 2023 with Crowfund 360 and VCS Networking Group.</p>

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Key performance indicators for priority: HOUSING AND COMMUNITIES											
KPI no.	KPI description	Outturn 2022-23	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service

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9	Total number of active applications on the housing register at the end of the quarter.	1757 1 bed single= 698 1 bed couple= 141 2 bed= 485 3 bed= 321 4 bed= 90 5 bed= 19 6 bed= 2 7 bed= 1		1646 1 bed single= 666 1 bed couple= 127 2 bed= 454 3 bed= 303 4 bed= 79 5 bed= 14 6 bed= 2 7 bed= 1						The breakdown of bands is: Emergency – 53 Gold – 82 Silver – 575 Bronze – 936 Total – 1646	Lead Member for Housing, Health and Wellbeing/ Head of Service-Housing
10	Total number of new homeless applications opened during quarter.	664		204				↑		This will include 100 Triage (advice only), 44 Prevention and 46 Relief cases newly approaching for assistance.	Lead Member for Housing, Health and Wellbeing/ Head of Service-Housing
11	Total number of homeless relief cases held at the end of the quarter.	152		56				↓		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, Health and Wellbeing/ Head of Service-Housing

Key performance indicators for priority: HOUSING AND COMMUNITIES

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KPI no.	KPI description	Outturn 2022-23	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	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.	86		25				↓		This is the total number of cases that we have a Main Duty to following a full homelessness application process.	Lead Member for Housing, Health and Wellbeing/ Head of Service-Housing										
13	Total number of homeless prevention cases held at the end of the quarter.	179		64				↑		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, Health and Wellbeing/ Head of Service-Housing										
14	Numbers in Temporary Accommodation at the end of the quarter.	93		20				↑		Total numbers of households in temporary accommodation including hotel, B&B & our temporary houses.	Lead Member for Housing, Health and Wellbeing/ Head of Service-Housing										
15	Total New Affordable Housing properties delivered by tenure type.	280		84				↑		A total of 84 properties were delivered in Q1 2023/24, the breakdown is as follows: <table border="1" data-bbox="1608 1189 1877 1401"> <thead> <tr> <th></th> <th>Q1</th> </tr> </thead> <tbody> <tr> <td>Social rent</td> <td>8</td> </tr> <tr> <td>Affordable rent</td> <td>31</td> </tr> <tr> <td>Affordable home ownership</td> <td>45</td> </tr> <tr> <td>Total</td> <td>84</td> </tr> </tbody> </table>		Q1	Social rent	8	Affordable rent	31	Affordable home ownership	45	Total	84	Lead Member for Housing, Health and Wellbeing/ Head of Service-Housing
	Q1																				
Social rent	8																				
Affordable rent	31																				
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Key performance indicators for priority: HOUSING AND COMMUNITIES																					
KPI no.	KPI description	Outturn 2022-2023	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service										
16	New Affordable Housing properties delivered on JCS sites by tenure type.	157		66				↑		<p>A total of 66 properties were delivered in Q1. The breakdown is as follows:</p> <table border="1"> <thead> <tr> <th></th> <th>Q1</th> </tr> </thead> <tbody> <tr> <td>Social rent</td> <td>0</td> </tr> <tr> <td>Affordable rent</td> <td>27</td> </tr> <tr> <td>Affordable home ownership</td> <td>39</td> </tr> <tr> <td>Total</td> <td>66</td> </tr> </tbody> </table>		Q1	Social rent	0	Affordable rent	27	Affordable home ownership	39	Total	66	Lead Member for Housing, Health and Wellbeing/ Head of Service-Housing
	Q1																				
Social rent	0																				
Affordable rent	27																				
Affordable home ownership	39																				
Total	66																				

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Key performance indicators for priority: HOUSING AND COMMUNITIES											
KPI no.	KPI description	Outturn 2022-2023	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	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.	64.86%	80%	62.50%				↓	🟡	<p>The national threshold for this KPI is 60% measured over a two-year rolling period, we are currently achieving 69%.</p> <p>For Q1, 5 out of 8 decisions were issued within target timescales. The 3 decisions not issued within target timescales were older cases where an extension of time could not be agreed.</p>	Lead Member Built Environment/ Associate Director-Planning

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18	Percentage of 'non-major' applications determined within 8 weeks or alternative period agreed with the applicant.	77.27%	80%	86.67%					↑	😊	<p>The national threshold for this KPI is 70% measured over a two-year rolling period, we are currently achieving 78%.</p> <p>For Q1, 169 out of 195 decisions were issued within target timescales. This is a significant achievement for the team.</p>	Lead Member Built Environment/ Associate Director-Planning
Key performance indicators for priority: HOUSING AND COMMUNITIES												
KPI no.	KPI description	Outturn 2022-2023	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service	
19	Percentage of 'major' planning applications overturned at appeal.	7.5%	10%	8 Decided 2 Appeals allowed					↓	😐	<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 March 2022 where we were at 7.5% based on 67 major decisions and 5 allowed at appeal.</p> <p>The figures reported show the number of major decisions made during each quarter and the number of appeal decisions received during that quarter, which were allowed. For Q1, 8 major decisions were made, 2 major appeals were allowed during this period.</p> <p>Of the two allowed appeals reported, one relates to a non-determination appeal whereby planning committee were minded to refuse in line with the officer report. The</p>	Lead Member Built Environment/ Associate Director-Planning

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										other application was refused at planning committee contrary to officer recommendation.	
20	Percentage of 'non-major-planning overturned at appeal.	0.7%	10%	195 Decided 3 Appeals Allowed				↑	😊	<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 March 2022 where we were at 0.7% based on 1609 decisions and 12 allowed at appeal.</p> <p>For Q1 2022/23, 195 non-major decisions were issued and 3 appeals allowed, two of which were refusals made under delegated powers and one related to a non-determination appeal.</p>	Lead Member Built Environment/ Associate Director-Planning
Key performance indicators for priority: HOUSING AND COMMUNITIES											
KPI no.	KPI description	Outturn 2022-2023	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	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).	100%	90%	50%				↓	😐	<p>There were two category A cases received. Due to a delay with initial registration, one case did not achieve the 24 hour timescale target. However, once the case was allocated, the initial investigations were carried out the same day.</p> <p><i>*Category A- Development causing, or likely to cause, irreparable harm or damage.</i></p>	Lead Member Built Environment/ Associate Director-Planning



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22	Investigate category B* cases within five working days (development causing, or likely to cause, irreparable harm or damage).	100%	90%	100%				↑	😊	7 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/ Associate Director-Planning
23	Investigate category C* cases within 10 working days (risk of material harm to the environment or undue harm to residential amenity).	92.86%	80%	85.71%				↓	😊	14 cases were received, 12 were investigated within 10 working days and the 80% target has been exceeded. <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/ Associate Director-Planning
Key performance indicators for priority: HOUSING AND COMMUNITIES											
KPI no.	KPI description	Outturn 2022-2023	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	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	100%	70%	100%				↑	😊	24 cases were reported in Q1, 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</i>	Lead Member Built Environment/ Associate Director-Planning



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disturbance to local residents or to the environment).										<i>not come with any of the higher categories, and where a delay would not prejudice the council's ability to resolve the matter.</i>
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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 2024	Head of service- Housing Lead Member for Housing, Health and Wellbeing		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 focuses on rough sleepers but also aims to prevent breakdown of family relationships, provide support to remain in tenancies and access and maintain supported housing options. The role has been successful in linking between agencies and customers and provided extra support for rough sleepers and those in accommodation settings. The Housing Advice team have had sessions to hear from agencies and customers with lived experience of situations requiring support such as domestic abuse. The sessions will help the team remain customer-focussed and enable the customers experience to guide improvements to the service.
b) Carry out a full review of the licensing services.	Target date: April 2021 Sept 2021, Nov 2021 May 2022	Head of service- Environmental Health		The review has four work streams: governance, finance, HR and digital transformation. The target date has been pushed back from September to March 2024 due to Business Transformation Team moving their resources to complete the in-cab technology project. Once this is complete the licensing sections will be the next area BTT complete.




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	<p>Dec-2022 Jan-2023 June-2023 Sept-2023 April 2024 (New revised date reported to O&S September 2023)</p>	<p>Lead Member for Clean and Green Environment</p>		<p>Despite the online form and online register work, all streams of the project are progressing very well with most of the project milestones being achieved. This has led to a number of policies being revised, additional training, schedule of fees and charges, review of systems and more.</p>
PRIORITY: CUSTOMER FIRST				
Actions	Target date	Reporting Line	Progress to date	Comment
Objective 1. Maintain our culture of continuous service improvement.				
c) In partnership with Ubico deliver the in-cab technology project.	Target date: January 2024	<p>Head of Service-Waste and Recycling</p> <p>Lead Member for Clean and Green Environment</p>		<p>The in-cab technology project (Alloy) is underway and making good progress. The aim is to have a soft go live by October 2023 with a hard go live date of December 2023.</p>
d) Review the Section 106 process.	Target date: March 2024	<p>Associate Director Planning</p> <p>Lead Member for the Built Environment</p>		<p>To ensure we continually improve our services we are carrying out a review on the councils Section 106 process. This will include three main areas which are:</p> <ul style="list-style-type: none"> • Review systems for administering, monitoring and reporting s106 monies. A completion date of September 2023. • Review and implement policy towards collection of s106. • Review and implement governance and s106 spend.
PRIORITY: CUSTOMER FIRST				

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Actions	Target date	Reporting Line	Progress to date	Comment
Objective 2. Develop online services to achieve 'digital by preference, access for all'.				
a) Deliver the new corporate website.	Target date: April 2022, June 2022 December 2022 April 2023 July 2023 (revised date reported to committee in March 2023) 21 August 2023	Associate Director-Transformation Lead Member for Customer Focus		The website was launched on 21 August – with a new look, significant search function improvement (with visitors able to drill their search to very specific things such as individual planning applications). A demo of the site has been presented to Transform Working Group, Leadership Team and services. A supporting communications plan has been developed for the launch of the site. We will be engaging with our Citizens' Panel to gather feedback, as well as including feedback options on the site itself.
b) Deliver an improved planning application validation experience for customers.	Target date: March 2024	Associate Director-Transformation Lead Member for Customer Focus		DLUHC Open Digital Planning funding of £300,000 has been received to implement the 'PlanX' product. This aims to help residents understand when planning permission is required and what information needs to be submitted for the application to be valid. The project team are currently going through the procurement process for the PlanX software.
c) Explore options for a new system to improve the way we manage interactions with our customers from multiple	Target date: March 2024	Associate Director-Transformation Lead Member for Customer Focus		Work is progressing on the business case for a contact centre system. This will integrate with our digital platform Liberty Create to provide a full overview of customer contact whether they have contacted us online, through email or via live chat or social media.

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contact channels.				
d) Introduce webcasting for council meetings.	Target date: Go live: July 2024	Associate Director: IT and Cyber security. Lead Member for Customer Focus		Following approval from Council in June 2023, a project team has been established to set up the key work streams and milestones. Engagement with all relevant stakeholders, including Members will be pivotal to successful delivery of the project. The aim is to have in place a specification for November 2023, tender in December 2023 and award the contract by the end of January 2024.

Key performance indicators for priority: CUSTOMER FIRST

KPI no.	KPI description	Outturn 2022-23	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service								
25	Total enquiries logged by the Area Information Centre (AIC).	116		21						<p>The AIC visitor numbers remain very low in line with the trend seen since covid, where customers likely realised the ease of interacting with us online.</p> <p>Figures per AIC can be seen below, Q1 2022/23 figures are in brackets:</p> <table border="1"> <thead> <tr> <th></th> <th>Q1 2023/24</th> </tr> </thead> <tbody> <tr> <td>Winchcombe</td> <td>14 (29)</td> </tr> <tr> <td>Churchdown</td> <td>7 (0)</td> </tr> <tr> <td>Total</td> <td>21</td> </tr> </tbody> </table>		Q1 2023/24	Winchcombe	14 (29)	Churchdown	7 (0)	Total	21	Lead Member Customer Focus/ Associate Director-Transformation
	Q1 2023/24																		
Winchcombe	14 (29)																		
Churchdown	7 (0)																		
Total	21																		
26	Total number of people assisted within the borough by Citizens	1,801		532						<ul style="list-style-type: none"> For Q1, 532 clients have raised 1,028 issues. The top 5 issues raised: Benefits 477 issues (46.4%) Debt- 96 issues (9.3%) 	Lead Member Community Development / Head of service-Community								

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	Advice Bureau (CAB).									<ul style="list-style-type: none"> Utilities- 93 issues (9%) Housing- 92 issues (8.9%) Employment- 64 issues (6.2%) <p>The top five wards for heaviest demand were:</p> <ul style="list-style-type: none"> Brockworth East- 117 issues from 35 clients Tewkesbury South- 85 issues from 32 clients Brockworth West- 107 issues from 28 clients Innsworth- 79 issues from 25 clients. Cleeve St Michael's- 93 issues from 24 clients 	and Economic Development
27	Financial gain to clients resulting from CAB advice	£1,309,641.		£233,320						During Q1 clients have benefitted from £233,320 of financial gains and helped clients to write off debts of £65,818.	Lead Member Community Development / Head of service- Community and Economic Development
28	Community groups assisted with funding advice	198		42						In Q1 42 groups were assisted with 1-1 in depth advice, a further 10-20 groups were given general query advice.	Lead Member Community Development / Head of service- Community and Economic Development

Key performance indicators for priority: CUSTOMER FIRST											
KPI no.	KPI description	Outturn 2022-23	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service

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29	Benefits caseload: a) Housing Benefit (HB) b) Council Tax Reduction (CTR)	2018 4799		1999 4727						<p>Housing Benefit claims continue to reduce, new changes to UC will see this figure reduce further once Tax Credit cases migrate to UC.</p> <p>CTR claims again have started to reduce slightly, however these fluctuate throughout the year</p> <p>Pension age 1792 Working age 2935</p>	Lead Member Finance and Asset Management/ Head of service-Revenue and benefits
30	Average number of days to process new Housing benefit claims.	7.4	15	14.03				↓	😊	<p>There has been an increase in the number of days to process due to the level of resource, we are currently recruiting for 3 positions within the benefits section and hope that this will reduce as we progress through the year.</p> <p>We are still within our target days.</p>	Lead Member Finance and Asset Management/ Head of service-Revenue and benefits
31	Average number of days to process change in circumstances to housing benefit claims.	10.6	4	7.7				↑	😐	<p>Whilst we are still above the team target of 4 days, we have reduced the days to process from the final figures for Q4 at the end of last year.</p> <p>The level of resource and incoming work has been difficult to manage and we are currently recruiting for 3 additional members of the benefit team to assist with bringing this figure below our target again.</p>	Lead Member Finance and Asset Management/ Head of service-Revenue and benefits

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KPI no.	KPI description	Outturn 2022-23	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
32	Percentage of council tax collected	98.7%	98%	29.9%				↑	😊	End of Q1 collection is on course for annual targets to be met.	Lead Member Finance and Asset Management / Head of service- Revenue and benefits
33	Percentage of NNDR collected	98.9%	98%	33.8%				↑	😊	End of Q1 collection is on course for annual targets to be met.	Lead Member Finance and Asset Management / Head of service- Revenue and benefits
34	Average number of sick days per full time equivalent	9.84	8.0	2.3 days				↓	😐	In Q1, 450 days were lost to sickness absence, in comparison with 461.2 days during Q4 2022/23. This comprised 97 short term days – 0.49 av. days per employee (174 in Q4) and 353 long term days – 1.80 av. days per employee (287.2 in Q4). The annual target is 8 days absence per full time equivalent. A projection based on the Q1 outturn would equate to just over 9 days per full time equivalent. This would be a slight improvement on last year's figure of 9.84.	Lead Member Organisational Development / Associate Director- People, Culture and Performance

Key performance indicators for priority: CUSTOMER FIRST

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KPI no.	KPI description	Outturn 2022-23	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
35	Average voluntary staff turnover.	15.4%	13.4%	3.1%				↓	🙄	<p>The target outturn of 13.4% is based on the latest median figure identified by the LGA for the Local Government workforce. For 2022-23 the voluntary turnover rate for the council was 15.4%.</p> <p>Whilst we have seen an increase in the voluntary turnover rate in Q1 from Q4 which was 0.9%, this is in line with a significant rise in voluntary resignations seen across industries between 2020-23, as well as a couple of retirements in line with the recent management restructure.</p>	Lead Member Organisational Development/ Associate Director- People, Culture and Performance
36	Food establishment hygiene ratings.	2.1%	5% With a food hygiene rating Under three	2.2%				↑	😊	There are currently 763 registered food businesses with Tewkesbury Borough. Of these 17 (2.2%) have a food hygiene rating score of 2 or below.	Lead Member Clean and Green Environment/ Head of service- Environmental Health
37	Percentage of Freedom of information (FOI) requests answered on time.	91%	92%	95%				↑	😊	150 requests were received in Q1 – 142 were responded to within the 20 working days deadline. Total received for 2022/23= 507 of these 461 (91%) were responded to within the timescale.	Lead Member Customer Focus/ Head of Service- Audit and Governance

Key performance indicators for priority: CUSTOMER FIRST

Appendix 1 - Performance Tracker and Key Performance Indicators 2023-24 Progress Report

KPI no.	KPI description	Outturn 2022-23	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
38	Percentage of formal complaints answered on time.	70%	90%	97%				↑	😊	36 formal complaints were received in Q1. 35 of these (97%) were answered within the 20 working days. Total received for 2022/23= 110 of these 7 were withdrawn and 72 (70%) were responded to within the timescale. This is above both the outturn of last year figure (70%) and the target (90%) set for this year.	Lead Member Customer Focus/ Head of Service- Audit and Governance

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 SLP site assessment process.	<p>Target date: Autumn 2019 Spring 2020 Winter 2020 Summer 2021 Spring 2023</p> <p>Target date: October 2023 (preferred options consultation) (New timetable)</p>	<p>Associate Director- Garden towns</p> <p>Lead Member Built Environment</p>	😊	<p>The approach to joint strategic plan-making has been the subject of fundamental review with Cheltenham and Gloucester Councils. As a result, Council resolved on 25 July 2023 to adopt a timetable for the preparation of a single Strategic and Local Plan (SLP) as an alternative to the Joint Strategic Plan approach.</p> <p>The Garden Town will form one of the strategic development options to meet future housing and economic needs, to be tested through evidence base collection and public consultation.</p> <p>The following aligned timetable across Cheltenham, Gloucester and Tewkesbury was agreed:</p> <ul style="list-style-type: none"> • Issues and Options Consultation – October 2023 • Preferred Options Consultation – March 2025



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	resolved by Council in July 2023 but new target dates reported to O&S Committee in September 2023)			<ul style="list-style-type: none"> • Pre-submission Consultation – January 2026 • Submission to Secretary of State – April 2026 • Examination – TBC • Adoption - TBC
85	b) Work with partners to progress the business case for the Junction 9 and A46 improvements.	<p>Target date: March 2024 for finalisation of business case <u>by GCC</u></p> <p>Associate Director- Garden towns</p> <p>Lead Member Built Environment</p>	😊	<p>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.</p> <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 (gloucestershire.gov.uk)</p>

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PRIORITY: GARDEN COMMUNITIES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 1. Delivery of Tewkesbury Garden Town				
c) Use the recommendations from the Tewkesbury Garden Town Gateway Review to develop a new approach for the delivery of the garden town.	Target date: December 2023	Associate Director- Garden towns Lead Member Built Environment		A working group is preparing a high-level plan and then a more detailed delivery plan will be developed thereafter. The plan will be presented at Executive in September 2023 and then Council.
d) Produce an integrated stakeholder and community engagement strategy for the delivery of the garden town.	Target date: December 2023	Associate Director- Garden towns Lead Member Built Environment		A working group is preparing a strategy and then a more detailed delivery plan will be developed thereafter. The consultants, Cratus, have been commissioned to support this work.
PRIORITY: GARDEN COMMUNITIES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 2. Delivery of Golden Valley Garden village.				

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<p>a) Work with partners to deliver the first phase of The Golden Valley Development.</p>	<p>Target date: March 2024</p>	<p>Associate Director- Garden towns Lead Member Built Environment</p>	<p></p>	<p>TBC continues to work closely with Cheltenham Borough Council (CBC) and landowners with supporting delivery of the 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 who are bringing forward the STW land within the allocation.</p> <p>St Modwen are currently responding to consultation responses received to date and timescales for determination are to be agreed with the applicant. (see also comment under Housing and Communities: Objective 3a)</p> <p>More details relating to the Golden Valley Development can be found on the website - The Golden Valley Development (goldenvalleyuk.com)</p>
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PRIORITY: SUSTAINABLE ENVIRONMENT

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 1. Deliver the carbon reduction action plan				
<p>a) In conjunction with the Climate Change and Ecology Management Group, develop and deliver the year four carbon reduction action plan.</p>	<p>Target date: September 2024</p>	<p>Head of Service-Asset Management Lead Member for Clean and Green Environment</p>	<p></p>	<p>Year 4 plan has been prepared for agreement by Executive in September 2023, following consultation with the Climate Change and Ecology Management group.</p> <p>The plan incorporates the new members motion approved at Council in to widen the scope to our Climate Emergency to include the whole Borough, to declare a Nature (Ecological) emergency and support the climate and ecology Bill.</p>
<p>b) Source and secure funding opportunities to support the delivery</p>	<p>Target date: End of March 2024</p>	<p>Head of Service-Asset Management</p>	<p></p>	<p>£708K has been secured through Salix, to help deliver the new heating system.</p>

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<p>of our carbon reduction programme.</p>		<p>Lead Member for Clean and Green Environment</p>		<p>Further funding is being applied for the installation of the car park charging points. This will be carried out by various funders including ORCS (On-Street residential charging scheme) and DEFRA.</p> <p>Public Sector Decarbonisation Scheme (PSDS) funding will also be applied for to help reduce the carbon emissions at the Roses Theatre. This will include a feasibility assessment to see what can be achieved.</p> <p>All these are applications that will be carried out throughout the year, plus others where appropriate.</p>
<p>c) Install a new, air sourced, heating system at the Public Services Centre.</p>	<p>Target date: End of March 2024</p>	<p>Head of Service-Asset Management Lead Member for Clean and Green Environment</p>	<p>😊</p>	<p>In July 2023, Council agreed to a new air source heating system as the current gas fired boilers are out of date and by changing them it will have a positive outcome within our carbon reduction objective. External funding from Salix of £708K has been secured and additional funding shortfall agreed at Council. Tender has been issued with the aim to award contract in September 2023. The preferred contractor to complete by March 2024.</p>
<p>d) Appoint an additional Climate Change Officer to help support the declaration of a Borough-wide climate emergency.</p>	<p>Target date: April 2024</p>	<p>Head of Service-Asset Management Lead Member for Clean and Green Environment</p>	<p>😊</p>	<p>A report will be presented to Executive Committee in September 2023 to request an additional officer.</p>

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e) Install publicly accessible Electric Vehicle (EV) charging points in our car parks.	Target date: End of March 2024	Head of Service-Asset Management Lead Member for Clean and Green Environment		As part of the works to support the council Electric Vehicle Infrastructure Strategy, approved at Executive Committee in November 2022, soft market testing has commenced. With replies due by the end of August 2023. Following this, and in consultation with the Energy Saving Trust a tender specification will be developed for tendering in December 2023.
PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 2. Promote a healthy and flourishing environment in the borough.				
a) Establish policies to ensure the delivery of healthy and sustainable communities.	Target date: March 2024 (ongoing as action is across a number of plans)	All Management Lead Member for Clean and Green Environment		Throughout the year this action has seen several policies and other work be carried out, all to help deliver healthy and sustainable communities this has included: <ul style="list-style-type: none"> • Draft Electric Vehicle Charging Point strategy was approved at Executive Committee in November. • Public Space Protection Order • An Economic Needs Assessment to help inform the Economic and Tourism Strategy • The support in creating 31 Warm spaces across the borough. A survey of the warm spaces has shown the value of this initiative, particularly as a social venue and many will continue with this in mind. Further funding will shortly be available to communities. • A Health and Wellbeing small grant scheme has also been created and is proving popular.
b) Promote a healthier lifestyle through	Target date:	Head of Service-Community and		Active Gloucestershire has initiated:



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working with Active Gloucestershire through the 'we can move' programme.	March 2024	Economic Development Lead member of Housing, Health and Wellbeing/ Lead member of Community.		<ul style="list-style-type: none"> Walk leader training. Diversity and Inclusion Action Plan Developing a skills plan to understand where funding most required. <p>Further details of the programme can be found on the website : www.wecanmove.net</p>
c) Carry out a review of our litter pickers' scheme.	Target date: September 2021 June 2022 Jan 2023 August 2023 December 2023	Head of Service-Environmental Health Lead Member for Clean and Green Environment		Work has progressed and the volunteer litter pickers privacy notice, as well as data processing consent statements, have been reviewed and updated. The EH team are continuing to undertake a data cleanse of the schemes registration information to ensure that records are accurate and up to date. A new database for capturing this information has been established.
d) Work with the Integrated Locality Partnership (ILP) to build community resilience within the borough and reduce health inequalities.	Target date: March 2024	Head of Service-Community and Economic Development Lead member of Housing, Health and Wellbeing		<p>The ILP has highlighted new key priorities around addressing health inequalities – focussing on assisting the economically inactive, young people's mental wellbeing and housing. The ILP is setting up working groups to take this work forward.</p> <p>The ILP also awarded funds towards Young Gloucestershire to enable extended opening at their Hub - to provide a safe space for young people in Tewkesbury over the summer holidays, following the incident at Tewkesbury School.</p>
PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment

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Objective 2. Promote a healthy and flourishing environment in the borough.				
e) Support community led biodiversity projects across the borough.	Target date: March 2024	Head of Service- Community and Economic Development Lead Member for Community		<p>The council are offering a new Community Health and Wellbeing Fund which will support community biodiversity projects. 14 grants have been awarded in Q1. Many community organisations offering projects that support biodiversity such as community gardens are being supported by the community funding officer and the community development team.</p> <p>Additionally, UKSPF and REPF schemes will offer opportunity for further development of community led bio-diversity projects across the council.</p>
f) Introduce mechanisms to implement Bio-Diversity Net Gain through planning developments.	Target date: November 2023	Associate Director Planning Lead Member for the Built Environment		<p>In order to introduce mechanisms to implement Bio-Diversity Net Gain (BNG) through Planning developments, various workstreams will be carried out these include:</p> <ul style="list-style-type: none"> • Publish interim guidance on BNG for applicants (Sept 2023) • Secure professional ecological resource (Nov 2023) • Review DM requirements and procedures for BNG (Nov 2023) • Explore options for off-site BNG (ongoing) •
PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 3. Promote responsible recycling across the borough.				

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a) Working with Gloucestershire Waste and Resources Partnership to improve our recycling figures and reduce waste.	Target date: March 2024	Head of Service- Waste and Recycling Lead Member for Clean and Green Environment		A new Resources and Waste Strategy is due to go to the Executive Committee for approval in September 2023, this will outline the priorities for waste and recycling across the county.
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) To deliver projects as part of the Tewkesbury High Street Heritage Action Zone (HSHAZ), including Shop Front Scheme, Upper Floors Scheme and Traditional Skills.	Target date: March 2024	Head of Service- Community and Economic Development Lead Member for Economic Development/ Promotion		<p>Because of the number of applications, HSHAZ has secured agreement from Historic England to devote a larger proportion of the HSHAZ budget to grants.</p> <p><u>Shop front and upper floor grant schemes:</u></p> <ul style="list-style-type: none"> • 4 grants completed – value £51,850 • 17 further grant offers made – value £272,371 • Further 4 applications received for the next grants' panel and another 5 or so expected by the time the scheme applications close (early September 2023, to allow all the works to be completed before the end of the HSHAZ in March 2024). • There is still more demand for this kind of support. <p><u>Traditional Skills:</u></p> <ul style="list-style-type: none"> • Events being planned and tendered for later in the year. <p><u>Public Realm Projects</u></p> <ul style="list-style-type: none"> ○ Work has started on designing upgrades for Post Office Lane, Smith's Lane, Warders Alley

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										<ul style="list-style-type: none"> and the creation of a pocket park in High Street at Bishop's Walk. ○ Wayfinding and signage tender to be published in August 2023. ○ Completed projects: repairs to Back of Avon Wall; drinking water fountain installed; new riverside railings at St. Mary's Lane and Prior's Court; town centre deep clean completed.
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Key performance indicators for priority: SUSTAINABLE ENVIRONMENT

KPI no.	KPI description	Outturn 2022-23	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service																
39	Number of reported enviro crimes	1,076	1000	305				↓	☹️	<p>A breakdown for Q1 is as follows (Q1 2022/23 figures are in brackets):</p> <table border="1"> <thead> <tr> <th></th> <th>Q1</th> </tr> </thead> <tbody> <tr> <td>Fly tipping</td> <td>179 (140)</td> </tr> <tr> <td>Littering</td> <td>1 (3)</td> </tr> <tr> <td>Dog fouling</td> <td>2 (2)</td> </tr> <tr> <td>Abandoned vehicles</td> <td>33 (12)</td> </tr> <tr> <td>Noise</td> <td>71 (65)</td> </tr> <tr> <td>Bonfire</td> <td>19 (15)</td> </tr> <tr> <td>Total</td> <td>305 (237)</td> </tr> </tbody> </table> <p>When comparing Q1 in 2022/23 which was 237, there has been an increase in the number of reported enviro-crimes across various areas e.g. fly tipping and abandoned vehicles.</p>		Q1	Fly tipping	179 (140)	Littering	1 (3)	Dog fouling	2 (2)	Abandoned vehicles	33 (12)	Noise	71 (65)	Bonfire	19 (15)	Total	305 (237)	Lead Member Clean and Green Environment/ Head of Service- Environmental Health
	Q1																										
Fly tipping	179 (140)																										
Littering	1 (3)																										
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Abandoned vehicles	33 (12)																										
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Key performance indicators for priority: SUSTAINABLE ENVIRONMENT

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KPI no.	KPI description	Outturn 2022-23	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
40	Percentage of waste reused, recycled or composted.	51.06%	52%	54.1%				↑	😊	The Q1 figure is on course to meet the full year target.	Lead Member Clean and Green Environment / Head of Service-Waste and Recycling
41	Residual household waste collected per property in kgs.	402Kg	430Kg	102Kg				↔	😊	The Q1 figure is in line with figures for the same point in 2022-23 and on course to meet the full year target.	Lead Member Clean and Green Environment / Head of Service-Waste and Recycling

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Appendix 2 - Quarter 1 budget report

Chief Executive

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	285,069	346,438	(61,369)	1
Supplies & Services	9,460	8,208	1,252	
TOTAL	294,529	354,646	(60,117)	

1) Adverse variance caused by transitional arrangements for Borough Solicitor's post prior to restructure.

People Culture and Performance

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	210,488	197,488	13,000	2
Supplies & Services	62,472	61,949	523	
Payments to Third Parties	155,097	148,097	7,000	
Income	0	(500)	500	
TOTAL	428,057	407,034	21,023	

2) Savings due to vacant Associate Director: People, Culture and Performance post for 3 months.

Transformation

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £
Employees	885,128	879,879	5,249
Supplies & Services	138,747	135,600	3,147
Payments to Third Parties	67,000	67,050	(50)
Income	(2,400)	(3,000)	600
TOTAL	1,088,475	1,079,529	8,946

Executive Director of Place

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	118,997	84,544	34,453	3
Supplies & Services	90	0	90	
TOTAL	119,087	84,544	34,543	

3) Favourable variance is due to this post being vacant for the first third of the year.

Communities

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	2,281,531	2,258,250	23,281	4
Premises	55,710	49,075	6,635	
Transport	0	450	(450)	
Supplies & Services	255,125	259,419	(4,294)	
Payments to Third Parties	6,711,580	6,571,396	140,184	5
Ringfenced Projects and Funding	0	234	(234)	
Income	(2,834,940)	(2,659,965)	(174,975)	6
TOTAL	6,469,006	6,478,859	(9,853)	

4) Resource savings from the cessation of the trade waste service.

5) Savings include £146k from ceasing the trade waste service and £115k on running costs for the Swindon Road Depot. This is offset by high levels of spend on emergency accommodation for the homeless (85% of this is recouped through housing benefit) and an increase in the MRF gate fee from £38 to £67 per tonne in the quarter (£102k projected full year overspend)

6) The majority of this variance is the £187k loss of income from the cessation of the trade waste service.

Planning

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £
Employees	1,679,866	1,750,599	(70,733)

Transport	1,239	207	1,033	
Supplies & Services	101,857	121,437	(19,580)	8
Payments to Third Parties	257,000	279,323	(22,323)	9
Central Recharges	10,000	10,000	0	
Ringfenced Projects and Funding	220,000	220,000	0	
Income	(1,300,624)	(1,401,260)	100,636	10
TOTAL	969,338	980,306	(10,968)	

7) Additional expenditure incurred through transitional arrangements for new management structure. In addition, cost being incurred for additional staff to meet PPA requirements which is matched by additional income

8) Projected overspend due to higher than anticipated computer licence costs.

9) Anticipated Legal costs for planning appeal consultancy provided by One Legal which were not anticipated at budget setting stage.

10) Favourable variance due to higher than target income from planning fees.

Executive Director of Resources

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	126,038	133,066	(7,028)	
Supplies & Services	4,440	4,022	418	
Payments to Third Parties	80,189	80,189	0	
TOTAL	210,667	217,277	(6,610)	

Corporate Resource

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	2,130,920	2,062,652	68,268	11
Premises	642,100	667,603	(25,503)	12
Transport	68,240	51,760	16,480	13
Supplies & Services	857,764	871,533	(13,769)	14
Payments to Third Parties	326,225	358,493	(32,268)	15
Transfer Payments - Benefits Service	11,608,229	11,608,539	(310)	
Central Recharges	(65,000)	(65,000)	0	
Income	(13,406,042)	(13,603,305)	197,263	16
TOTAL	2,162,436	1,952,275	210,161	

11) Three vacant posts in Democratic Services are expected to make a £113k saving while extra costs in Asset Management were due to the need to cover long term sickness.

12) Asset maintenance costs are expected to exceed the budget. £18k of this variance is for expected YE expenditure to maintain the homeless properties - some of this cost will be recovered through the rental charges.

13) Predicted saving from decreased mileage claims across the council and the use of fleet cars.

14) There is a predicted year-end overspend of approx £16k across stationery, postages and PDQ terminal bank charges for the car parking machines.

15) Additional costs associated with the new Monitoring Officer role.

16) Total variance for Asset Management income is a surplus of £88k. This includes a £78k agreed reduction in the management fee paid by Tewkesbury Leisure Centre. Revenues have also received £125k to administer a new grant support scheme. A policy is currently being created.

Finance

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	1,695,781	1,695,164	617	
Supplies & Services	502,619	497,949	4,670	
Payments to Third Parties	38,050	31,876	6,174	
Income	(10,300)	(12,598)	2,298	
TOTAL	2,226,150	2,212,391	13,759	

IT and Cyber

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	485,662	476,093	9,569	
Supplies & Services	422,768	413,862	8,906	
Payments to Third Parties	8,250	8,269	(19)	
Income	0	(33)	33	
TOTAL	916,680	898,192	18,489	

One Legal

	Full Year Budget	Projected Outturn	Savings / (Deficit)	
	£	£	£	
Employees	2,882,745	2,372,433	510,312	17
Transport	2,000	978	1,022	
Supplies & Services	143,235	138,209	5,026	
Payments to Third Parties	10,000	14,253	(4,253)	
Central Recharges	51,262	51,262	0	
Income	(2,710,617)	(2,198,690)	(511,927)	18
TOTAL	378,625	378,445	180	

17) There are currently 14 vacant posts in One Legal offset by a predicted annual costs of £375k for agency staff.

18) Limited resources available to undertake additional work and increased internal demand from Partner Councils have had an impact on the ability to achieve the income targets. As a result, the actual income for 2023-24 is predicted to be below the budget as in previous years.

Appendix 3 - Analysis of capital budget 2023/24

	Q1 Budget Position £	Q1 Actual Position £	(Over) / Under spend £	% Slippage	Comments
Council Land & Buildings	0	0	0	0	
Vehicles	124,500	0	124,500	(100)	No expenditure in Q1 2022/23
Equipment & Furniture	57,000	56,912	88	0	Expenditure in line with budget
Community Grants	37,500	0	37,500	(100)	High Street Heritage Action Zone Programme, no capital expenditure in Q1
Housing & Business Grants	200,000	188,102	11,898	6	Expenditure for Disabled Facility Grants in line with budget
	419,000	245,014	173,986	42	

Appendix 4 - Revenue reserves for 2023/24

Reserve	Balance 31st March 2023	Spent in Reserve Q1	Reserve Remaining	Note
Service Reserves				
Asset Management Reserve	1,596,322	2,878	1,593,444	
Borough Growth Reserve	578,591	5,860	572,731	
Borough Regeneration Reserve	20,634	-	20,634	
Business Rates Reserve	-	-	-	
Business Support Reserve	88,044	4,373	83,671	
Business Transformation Reserve	1,540,070	118,525	1,421,546	1
Climate Change Reserve	210,333	-	216,249	
Community Support Reserve	1,008,028	25,088	982,940	
Council Tax Reserve	98,392	-	98,392	
Development Management Reserve	399,143	41,834	357,309	
Development Policy Reserve	1,738,301	-	1,738,301	
Elections Reserve	228,515	24,325	204,190	
Flood Support and Protection Reserve	9,509	-	9,509	
Garden Town Reserve	370,451	78,552	291,900	2
Health & Leisure development reserve	-	-	-	
Housing & Homeless Reserve	556,633	-	584,570	
Insurance Reserve	-	-	-	
Investment Reserve	600,000	-	600,000	
IT Reserve	165,000	12,590	152,410	
MTFS Equalisation Reserve	2,868,333	39,091	2,829,243	
Open Space & watercourse Reserve	929,047	-	929,047	
Organisational Development Reserve	710,753	18,476	692,277	
Risk Management Reserve	610,000	-	610,000	
Waste & Recycling development Reserve	3,212,315	-	3,212,315	
	17,538,415	337,738	17,200,677	

Notes

- 1 Expenditure against a combination of specific reserves including the Digitalisation team and various temporary posts in the revenues and benefits team.
- 2 Cost of Garden Town team for Q1

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	12 September 2023
Subject:	Housing and Homelessness Strategy Action Plan Monitoring Report
Report of:	Head of Service: Housing
Head of Service/Director:	Director of Communities
Lead Member:	Lead Member for Housing, Health and Wellbeing
Number of Appendices:	2

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

Financial Implications:	There are no direct financial implications arising from the strategy.
Legal Implications:	There are no direct legal implications arising from this report.
Environmental and Sustainability Implications:	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.
Resource Implications (including impact on equalities):	There are no direct resource implications. An Equality Impact Assessment has been completed with no further assessment or actions required as a result.
Safeguarding Implications:	There are no direct implications in relation to the welfare and protection from harm of children and vulnerable adults.
Impact on the Customer:	Outcomes planned through the Housing Strategy will benefit customers in many ways. The action plan will help ensure these benefits are delivered.

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. Some actions from Year One have been updated on the plan at Appendix 2 with further actions for Year Two added and some highlights expanded on below.

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

2.2.1 Our partnership with Gloucestershire Rural Community Council continues to strengthen with our programme of rural housing needs surveys progressing and a new project currently under consideration as per points b and d under this priority. Three main strands of this work will be to identify local housing needs, engage local groups and identify land opportunities to help meet the identified needs.

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

2.3.1 Point b under this priority highlights the work that the Housing Advice Team will be supporting through GCC/NHS Commissioning and Registered Providers (RPs). This will help customers with accessibility needs to understand which properties available through the housing register will meet their needs.

2.3.2 A project through Rooftop Housing has been supported and aspires to be an exciting example of regeneration work. Support through commuted sums funding (see Priority 2, point d) has enabled an improved scheme to be brought forward with better standards for customers in relation to tenure, energy efficiency and sizes.

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

2.4.1 A very important ongoing piece of work within the Housing Advice Team has been to add knowledge and update approaches to support survivors/victims of domestic abuse as at Priority 3, Point b. Hearing from individuals with lived experience who can explain how issues they face affected their ability to make decisions and how agencies could have provided support in different ways has been very impactful and has led the team to adopt different approaches in some cases.

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

Contact Officer: Head of **Service:** Housing
01684 272162 john.bryant@teWKesbury.gov.uk

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



Tewkesbury Borough Housing and Homelessness Strategy

2022-26



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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.

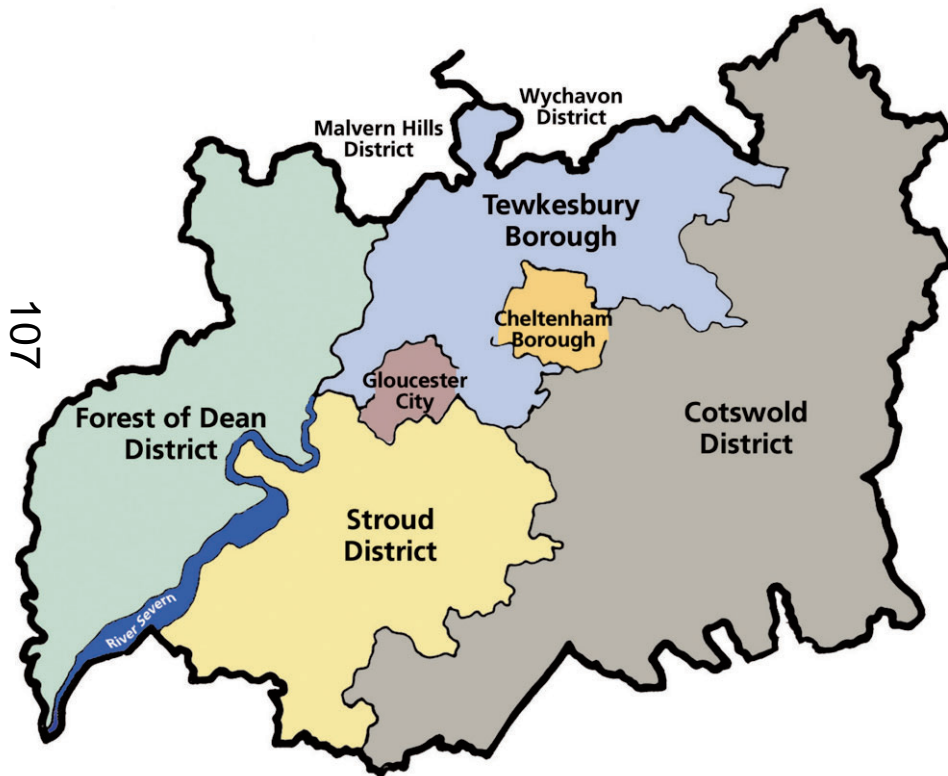
It is intended that the strategy will be sufficiently flexible to accommodate and respond to changes in the external environment during its lifetime.

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.

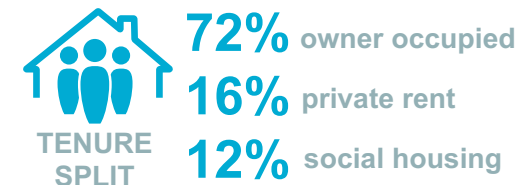
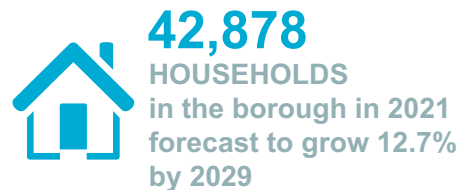
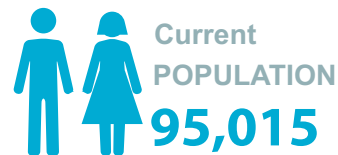
We recognise that during the four year life span of this Strategy we will need to prioritise certain objectives and actions. This document will provide a basis for the direction of travel and will guide us in our current and future activities.

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



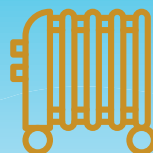
3700 HOUSEHOLDS where long-term illness or **DISABILITY** affects housing need in 2021. Increasing to **6900** by 2041



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



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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 (PPM)	✓	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	PPM	😐	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 (SHEO)	☺	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 (RP) partners. A total of 30 Social Rent units (of a total 47 units) will be delivered.
122 d) Ensure that a proportion of new homes are built to meet the needs of residents who require accessible or adaptable accommodation	March 2023	SHEO	☺	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. RPs have been approach to deliver bespoke properties to meet certain household needs. This could involve using commuted sums funding to ensure properties are provided at high standards.
e) Prioritise reducing fuel poverty through good design and encouraging a 'fabric first' approach	March 2023	SHEO and PPM	☺	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	Head of Environmental Health (HoEH)	✓	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	Head of Housing (HoH)	☺	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	HoEH	☹	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	SHEO	☺	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	HoEH	☺	This action will be progressed through the 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	SHEO	😊	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
125 a) Engage key partners in exploring new ways of helping rough sleepers and other individuals with complex and multiple needs	March 2023	HoH	☺	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. Two Housing First placements have been started and made an important difference to the individuals and stopped the cycle of rough sleeping for them.
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 2024	HoH	☺	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. Following a review of the provision for Care Leavers across the County it has been decided that the protocol should be more aspirational in the commitments to support the cohort. A revised target date has been provided.

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
126 c) Engage with people with 'lived experience' of homelessness and other disadvantage in developing plans for the delivery of housing services	Dec 2022	HoH	☺	<p>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.</p> <p>Further sessions with Gloucestershire Domestic Abuse Support Service, Nelson Trust and Honour Thy Women have reinforced the importance of working in a 'trauma informed' way to provide an improved Housing Advice service.</p>
d) Conclude the Gypsy, Traveller and Travelling Showpeople Accommodation Needs Assessment and engage with the local communities to understand their requirements	March 2023	PPM	☺	<p>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.</p> <p>Call for sites</p>
e) Continue to provide support for people to sustain their tenancies, including	March 2023	HoH	☺	Linked to Priority 2b. Bromford Housing have established a new role of Income Management Adviser to help support their tenants. The Housing Advice

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
money advice				<p>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.</p> <p>While ad hoc assistance for tenants will continue, a further project to identify tenants under occupying their properties will assist them to downsize to properties that are more affordable but also release much needed larger social housing properties.</p>

Appendix 2 - Housing Strategy Action Plan

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

Actions	Target date	Responsible Officer/Group	Progress to date	Activity
a) Utilise land in Tewkesbury Borough Council's ownership to support the delivery of affordable housing and encourage other public bodies to do likewise	March 2024	SHEO & Asset Manager (AM)	☺	Land options within the Council's ownership are being considered for possible use for new housing options. Development and Legal Services will be consulted to identify opportunities/restraints.
b) Carry out Housing Needs Surveys in rural areas to identify what additional housing is required	March 2024	SHEO	☺	Housing Needs Surveys in rural parishes will continue to be conducted in partnership with Gloucestershire Rural Community Council (GRCC) to ensure evidence of local housing need is up to date.
cc) Collaborate with Gloucester City Council and Cheltenham Borough Council to develop a strategic policy, as part of the Joint Core Strategy, to address carbon reduction and climate change impacts for strategic development sites	March 2024	PPM & SHEO	☹	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.
d) Encourage partners to engage local people in rural communities, particularly those in housing need in developing community-led housing solutions	March 2024	SHEO	☺	A proposal to accelerate the work GRCC do and support further engagement with local community groups is currently being considered.

Appendix 2 - Housing Strategy Action Plan

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

Actions	Target date	Responsible Officer/Group	Progress to date	Activity
a) Review the options for dealing with social rented homes that are unpopular and difficult to let	March 2024	HOH & SHEO	☺	Bromford have been approached to identify properties that could be considered for alternative use, primarily temporary accommodation to improve options for homeless households. Lettings data has been provided to Bromford that reflects low interest in certain properties/areas.
b) Develop plans to ensure accessible homes are available to people who need them	March 2024	SHEO	☺	Work with GCC/NHS Commissioning has help identify different build standards to request for new developments. It is also proposed that RPs assess their stock to include an accessibility rating for their property adverts to inform customers and help them make decisions about which properties would be suitable. This project will be supported by the Housing Advice Team.
c) Support opportunities to make use of redundant land for temporary and social housing, promoting the use of modular construction methods	March 2024	HOH	☺	In addition to Priority 1 Point b above, the proposal from GRCC involves identifying land opportunities to bring forward schemes once evidence of housing need is identified.
d) Make available funds from commuted sums received from developers to maximise affordable housing provision in regeneration schemes	March 2024	SHEO	☺	The redevelopment of Crown Close, Bishops Cleeve through Rooftop Housing will be supported with funding from our commuted sums. This will enable additional Social Rented units to be delivered. Further redevelopment opportunities will be explored with other RPs.

Appendix 2 - Housing Strategy Action Plan

YEAR TWO – PRIORITY 3: MEETING THE HOUSING NEEDS OF HOMELESS HOUSEHOLDS AND OTHERS WITH SPECIFIC NEEDS				
Actions	Target date	Reporting Officer/Group	Progress to date	Activity
130 a) Develop new temporary accommodation solutions to meet local needs in a dispersed way across Tewkesbury	March 2024	HSM & AM	☺	<p>Linked to Priority 2 Point a, Bromford have been approached to deliver new temporary accommodation options through a leasing arrangement.</p> <p>A former supported accommodation project may become available to lease and alternative providers have been approached to work with the current owners of the property. HSM will continue to liaise with all parties including offering funding earmarked to help secure temporary accommodation.</p> <p>Another area of focus will be to increase our own temporary accommodation stock. The current stock has been assessed for potential disposal with a view to reinvest any proceeds in new provision.</p>
b) Raise awareness of domestic abuse, and the services available, amongst staff in all relevant agencies to ensure an appropriate response at the first opportunity	March 2024	HSM	☺	<p>The Housing Advice Team has attended training from Gloucestershire Domestic Abuse Advice Service that has updated the knowledge and approach to supporting survivors/victims of domestic abuse. Further training will be available across other agencies, including RPs, in order to give consistent support for customers. The team will compliment this support and help explain how this translate to our work in the housing arena.</p>

Appendix 2 - Housing Strategy Action Plan

YEAR TWO – 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) Ensure the future needs of children and young people are considered in rural housing needs assessments	March 2024	SHEO	😊	Linked to Priority 1 Point b and Priority 2 Point c, GRCC will review the Housing Needs Survey methodology and explore how to either include the needs of young people in the process or add extra methods of identifying this specific need.

Gloucestershire Economic Growth Scrutiny Committee - 20 July 2023

Author: Councillor Matt Dimond-Brown, 3 September 2023

Agenda: <https://glostext.gloucestershire.gov.uk/documents/g11206/Agenda%20frontsheet%20Thursday%2020-Jul-2023%2010.00%20Gloucestershire%20Economic%20Growth%20Scrutiny%20Committee.pdf?T=0>

Minutes: <https://glostext.gloucestershire.gov.uk/documents/g11206/Printed%20minutes%20Thursday%2020-Jul-2023%2010.00%20Gloucestershire%20Economic%20Growth%20Scrutiny%20Committee.pdf?T=1>

Reports Pack: <https://glostext.gloucestershire.gov.uk/documents/g11206/Public%20reports%20pack%20Thursday%2020-Jul-2023%2010.00%20Gloucestershire%20Economic%20Growth%20Scrutiny%20Committee.pdf?T=10>

Key points:

1. The County Transport team provided an update on County's Bus Improvement Plan. There are upcoming opportunities for Tewkesbury Borough Council Officers and Members to engage with the County on studies already underway (key bus corridors and interchange bus hubs) and also the creation of an Enhanced Operator Partnership Agreement between GCC and Bus Operators. The effective hinge between GCC and TBC on these issues was far from clear.
2. The County Transport team provided an update on their Mass Transport Project. As with 1. above it was far from clear what the effective engagement process was between TBC and GCC for this critical part of making the Borough's transport system more effective and Climate-Change supporting.
3. The County provided an update of future plans for Rail improvement in the County. These weren't particularly inspiring (perhaps reflecting the troubled nature of the UK Rail sector) and didn't include anything on getting freight off the roads (especially the M5).

Details.

4. I attended my first Gloucestershire Economic Growth Scrutiny Committee on 20 July. I was there to represent Tewkesbury Borough Council and I was accompanied by Peter Tonge.
5. The Gloucestershire Economic Growth Scrutiny Committee (GEGSC) was set up in 2015 alongside the Gloucestershire Economic Growth Joint Committee (GEGJC). The GEGJC is a statutory joint Committee made up of the seven Gloucestershire Councils. Its main purpose is to make sure the seven Councils co-ordinate their efforts in support of the County Strategic Economic Plan and the Growth Deal. Cllr. Stanley represents TBC on this Committee.

6. The GEGSC is responsible for reviewing the decisions of the GEGJC. It is also responsible for reviewing the overall impact and delivery of outcomes for the Gloucestershire Strategic Economic Plan and to make recommendations to the Gloucestershire Local Enterprise Community Interest Company and Gloucestershire Economic Growth Joint Committee on issues and improvements.

Bus Improvement Plan

7. As can be seen from the minutes, the County was unsuccessful in bidding for funds arising from the Government's National Bus Strategy; they are improving their understanding of bus priority, infrastructure and ticketing to better qualify for that funding.
8. As part of this, a study is underway to identify corridors of high frequency bus services and to use this to target where bus prioritisation such as bus lanes, traffic light priority etc could be implemented. Another study is underway to understand the 'spoke and hub' arrangements to ensure villages etc can link up to the high frequency services.
9. Both of these studies are designed, in theory, to engage with stakeholders throughout the Council. When pressed, the County Transport Team recognised that they didn't know who to engage with at Tewkesbury Borough Council and that their recent engagement with the Borough hadn't been particularly strong.

Mass Transit Project

10. The County is exploring whether a Mass Transit system is required within the County. A Strategic Outline Business Case (SOBC) will be submitted next year (2024). This SOBC would determine the preferred corridors. Again opportunities exist for more engagement from TBC - opportunities I believe we should explore to the max.

Rail improvement

11. Rail is not a County competence and they don't have a statutory role; they lobby DfT and Network Rail to enhance the infrastructure for residents. There are a number of schemes being considered by DfT/Network Rail – all possibly forging better connections for Gloucestershire with cities such as Bristol, Birmingham and Cardiff over the next decade or so.
12. It was disappointing to see that the County was doing no lobbying for getting freight off Gloucestershire roads (and especially that off the M5 and A46 for Tewkesbury). I was told that this was because Gloucestershire didn't have any freight terminals in the County – I don't believe that stands up to scrutiny and we could do much to enthuse the County on our behalf.

13. I propose that we invite the County Transport Team to brief all Members and Officers about the BIP, the Mass Transit Project and also on Rail Transport and we agree how we can work closer together. There is clearly an appetite to do so from the County side. If O&C members concur, I will speak with Cllr Stanley, Lead Member for Economic Development for his views.

Other matters:

14. A46. The project is currently being reviewed given the 9 May MP debate in the HoC and TBC decision to pause the Tewkesbury Garden Town programme.

15. 'Green'/sustainable skills. I raised a question about basing 'Green'/sustainable skills training in Tewkesbury in addition to the Cheltenham Centre being set up (this is work being coordinated between County and Gloucestershire College). I suggest that I speak with Councillor Hands about how we lobby for Tewkesbury to be included.

16. I am happy for members to contact me about any issues raised above or that arise after reading the Minutes and Reports pack

Cllr. Matt Dimond-Brown