

18 March 2024

Committee	Overview and Scrutiny
Date	Tuesday, 26 March 2024
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 13 February 2024.	5 - 20
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.	21 - 34
6.	OVERVIEW AND SCRUTINY COMMITTEE ACTION LIST To consider the actions arising from previous meetings.	35 - 54
7.	OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2023/24 To consider and approve the Overview and Scrutiny Committee Work Programme 2024/25.	55 - 70
8.	FINANCIAL UPDATE REPORT To consider the financial update for quarter three 2023/24.	71 - 102
9.	HOUSING AND HOMELESSNESS STRATEGY ACTION PLAN MONITORING REPORT To consider progress against delivery of the actions in relation to the Housing and Homelessness Strategy.	103 - 132
10.	CUSTOMER CARE STRATEGY ACTION PLAN UPDATE To consider the progress made against the actions within the Customer Care Strategy 2023/24 action plan.	133 - 142
11.	DEPOT SERVICES WORKING GROUP ANNUAL REPORT To consider the progress made by the Working Group in 2023/24.	143 - 150
12.	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.	151 - 166
13.	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).	To Follow
14.	GLOUCESTERSHIRE HEALTH OVERVIEW AND SCRUTINY COMMITTEE To receive an update from the Council's representative on matters considered at the last meeting (12 March 2024).	167 - 168

DATE OF NEXT MEETING**TUESDAY, 11 JUNE 2024****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, 13 February 2024
commencing at 4:30 pm**

Present:

Chair
Vice Chair

Councillor M Dimond-Brown
Councillor C L J Carter

and Councillors:

H J Bowman, P A Godwin, G C Madle, H C McLain, C E Mills, G M Porter, E C Skelt,
M J Williams and I Yates

also present:

Councillor R J Stanley

OS.63 ANNOUNCEMENTS

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

OS.64 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

64.1 Apologies for absence were received from Councillors N D Adcock, C Agg, T J Budge, C L J Carter and P N Workman. There were no substitutes for the meeting.

OS.65 DECLARATIONS OF INTEREST

65.1 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.

65.2 There were no declarations made on this occasion.

OS.66 MINUTES

66.1 The Minutes of the meeting held on 16 January 2024, copies of which had been circulated, were approved as a correct record and signed by the Chair.

OS.67 EXECUTIVE COMMITTEE FORWARD PLAN

67.1 Attention was drawn to the Executive Committee Forward Plan, circulated at Pages No. 15-24. Members were asked to determine whether there were any questions for the relevant Lead Members and what support the Overview and Scrutiny Committee could give to the work contained within the plan.

67.2 The Director: Corporate Resources advised that the ICT Strategy, due to be considered by the Executive Committee at its meeting on 20 March 2024, would be deferred until an appointment had been made to replace the Associate Director:

ICT. In terms of the pending items, following the departure of the Associate Director: People, Culture and Performance from the authority, the Director: Corporate Resources would be taking ownership of the Equalities and Diversity Policy and would bring that forward as soon as possible; Officers were considering whether the Volunteering Policy was still relevant and aligned to corporate policies; and the Economic Development and Tourism Strategy would be brought to the June meeting of the Overview and Scrutiny Committee before being considered by the Executive Committee in September.

67.3 In terms of the Community Infrastructure Levy (CIL) Charging Schedule, currently in the pending items section, the Chair indicated there had been a number of conversations at Council and Planning Committee meetings in relation to CIL and its efficacy and he asked if there was an intention to look at how this could be improved for the benefit of Tewkesbury Borough. The Associate Director: Planning explained that, in reviewing the charging schedule, the Council would need to consider how well things were working and the relationship between CIL and Section 106 etc. He reminded Members that it was a joint charging schedule so would need to be done in connection with Cheltenham Borough and Gloucester City Councils as part of the development plan review as this was inextricably linked to infrastructure required to support sites within the plan.

67.4 The Chief Executive advised that the letter from the government in relation to the final local government settlement which had confirmed the uplift of Core Spending Power to 4% also included a requirement to produce productivity plans setting out how to improve service performance and reduce wasteful expenditure. Whilst the full details were not yet available, there were four main areas and a specific consideration around whether expenditure on discredited equality and diversity inclusion programmes met that objective. The Chair indicated that the new administration may have a different view on the potential benefits of having a proper Equalities and Diversity Policy which encouraged people to be themselves and fulfil their potential. The Chief Executive confirmed that Officers would unpick the nuances and report the findings to Members in due course.

67.5 It was

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

OS.68 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2023/24

68.1 Attention was drawn to the Overview and Scrutiny Committee Work Programme, circulated at Pages No. 25-28. Members were asked to consider the Work Programme.

68.2 The Chair indicated that he would be writing to the Lead Members for Housing, Health and Wellbeing, Customer Focus and Clean and Green Environment to invite them to attend the next meeting of the Overview and Scrutiny Committee in view of the items on the Agenda. In terms of the pending items section of the report, he would be meeting with the Leader and the Lead Member for Communities to discuss the cost of living crisis item and how best that could be taken forward. The Director: Corporate Resources advised that, as he had mentioned in relation to the Executive Committee Forward Plan, the Economic Development and Tourism Strategy would be brought to the Overview and Scrutiny Committee meeting in June prior to the Executive Committee in September.

68.3 It was

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

OS.69 COUNCIL PLAN PERFORMANCE TRACKER - QUARTER THREE 2023/24

- 69.1 The report of the Director: Corporate Resources, circulated at Pages No. 29-82, attached the performance management information for quarter three of 2023/24. The Overview and Scrutiny Committee was asked to review and scrutinise the information and, where appropriate, identify any issues to refer to the Executive Committee for clarification or further action to be taken.
- 69.2 Members were informed this was the third quarterly monitoring report for 2023/24 and represented the latest information in terms of the status of the actions set out in the Council Plan. Progress against delivering the objectives and actions for each of the six Council Plan priorities was reported through the performance tracker, attached at Appendix 1 to the report, which was a combined document that also included a set of Key Performance Indicators (KPIs). Key financial information was usually reported alongside the tracker documents but, given the complexities of the year end closedown, this was not yet available and would be reported to the Committee next month.
- 69.3 Key actions for the quarter were highlighted at Paragraph 2.3 of the report and included approval of the Medium Term Financial Strategy by Council on 12 December 2023; support to the Voluntary and Community Sector (VCS) with one to one advice; commencement of phase two of the in-cab technology project for street cleansing and recycling following the successful roll-out of phase one; procurement of a new customer contact system; and near completion of the Council's new air source heating system. Members were reminded that, due to the complex nature of the actions being delivered, it was inevitable that some would not progress as smoothly or as quickly as envisaged and the details of those actions were set out at Paragraph 2.4 of the report. In terms of KPIs, the status of each indicator was set out at Paragraph 3.2 of the report. KPIs where direction of travel was down and/or not on target, were set out at Paragraph 3.3 of the report, with KPIs that were performing well highlighted at Paragraph 3.4 of the report. Particular reference was made to KPIs 17 and 18 in relation to the percentage of major and minor planning applications being determined in time which had both improved to 85% and 90% respectively.
- 69.4 The Chair drew attention to Pages No. 29 and 33 of the report, which highlighted the positive actions achieved during the period, and invited Members to comment. With regard to Page No. 29, Paragraph 2.3 of the report, a Member noted that the next round of public consultation on the Tewkesbury Town Centre Masterplan and Design Code was being prepared for February and, given that it was already February, she asked if the target date was the end of the month. In response, the Head of Service: Community and Economic Development advised that the Masterplan Steering Group comprising representatives of local groups as well as internal representatives had met twice to date with a third meeting scheduled for the following week to consider the content of draft document based on comments arising from the consultation. The work had to be completed within the current financial year when the Heritage Action Zone payments would finish. The Member asked if there would be any general public consultation and was informed that, as well as the steering group, a map was being developed for consultation and there would be an additional consultation process when it became a Supplementary Planning Document so there would be ample opportunity for the public to have an input; he undertook to share the dates of the consultations following the meeting. A Member indicated that, as Chair of Licensing Committee, he was confident the review of the Licensing service was progressing well despite the Business Transformation Team being engaged on other matters; he was very proud of the positive work being done. With regard to KPIs 17 and 18 in relation to the percentage of major and minor planning applications being determined, a Member acknowledged the very helpful and informative briefing which Members had recently

received from the Planning team and asked the reasons for the improvement to establish if that would continue. In response, the Associate Director: Planning advised that the impact of the additional resource the Council had been able to put toward the Planning department was beginning to be seen; however, a lot of that resource had been focused on tackling the backlog of planning applications so it would not necessarily translate to performance going forward unless the substantive vacancies could be filled. Improvements were being made to the back office side in terms of streamlining processes in order to meet deadlines for decision dates etc. Another Member drew attention to Page No. 67, KPI 38 in relation to the percentage of formal complaints answered on time which demonstrated that, despite having more complaints, they were being dealt with in a timely manner which suggested that Officers were better at responding to complaints.

69.5 During the debate which ensued, the following queries and comments were made in relation to the Council Plan Performance Tracker:

Priority: Finance and Resources

Page No. 37 – Objective 4 – Action a) Implement and deliver a project plan for closure of the trade waste service – A Member asked why closing down the final accounts had taken longer than expected.

The Head of Service: Waste and Recycling advised there were around 50 businesses who owed money to the authority and approximately 25 which the Council owed money to so Officers were working through that process. In terms of the bins collected, these were originally due to be disposed of; however, through partnership working with Ubico it had been possible to sell some to Cheltenham Borough Council which was why that element had taken longer than anticipated.

A Member asked whether all community centres now knew where they stood in terms of their entitlement to a free waste collection service and the Head of Service: Waste and Recycling confirmed that was the case.

Key performance indicators for priority: Economic Growth

Pages No. 42 - KPI 1 – Employment rate for 16-24 year olds – A Member questioned whether there was a particular issue with youth unemployment in the borough.

The Head of Service: Community and Economic Development advised that young people had been affected through COVID and the number in education had fallen which impacted on their ability to get jobs and start careers. Work on the new Economic Development and Tourism Strategy included looking at barriers to unemployment for all groups, particularly young people, and what could be done to address them.

Page No. 43 – KPIs 3 and 4 – Number of business births and deaths – A Member noted that both births and deaths were decreasing and she asked what was causing this.

The Head of Service: Community and Economic Development advised that these were clear trends across Gloucestershire and nationally and Officers were looking into the reasons.

The Director: Corporate Resources advised that KPIs 1-4 were contextual indicators which had been requested by the previous

administration to establish how these were changing over time; the time to challenge would be when the Economic Development and Tourism Strategy came forward in June.

Priority: Housing and Communities

Page No. 48 – Objective 3 – Action a) Work with partners, infrastructure providers and developers to progress the delivery of key sites – A Member raised concern it was unclear from the commentary whether the Council was supporting infrastructure and facilities delivery and therefore delivering against this objective. He also asked how the dwellings being built were helping to address Tewkesbury Borough Council's housing land supply target.

The Associate Director: Planning indicated these were two separate issues. The commentary was setting out the progress of the sites through the planning process as opposed to what infrastructure or facilities had been agreed or secured as part of them.

In terms of the housing land supply calculation, this would include some, if not all, of these sites; however, it would probably not be picked up within the bimonthly reporting on the housing land supply as the position did not change that quickly and he had talked at previous meetings in relation to that. Consideration was being given to what KPIs should be included in relation to housing land supply going forward but he was able to say that all of these sites would be contributing.

The Chief Executive indicated that, at other authorities, he was used to seeing reporting on the annual number of homes built and the percentage of affordable housing and that was something which could be adopted for the new Council Plan.

Key performance indicators for priority: Housing and Communities

Pages No. 52-53 – KPIs 10, 11, 12 and 13 in relation to homeless applications and cases – A Member questioned how the Council was responding to homelessness as it was not possible to tell from the figures provided.

The Head of Service: Housing advised that advice was being sought in terms of how to benchmark with other districts in order to produce a different set of figures which would provide that information. Migration cases had peaked in quarter three which had impacted numbers and there had been a high number of cases in temporary accommodation which, coupled with the period of severe weather, had resulted in some becoming homelessness cases.

A Member asked if there was capacity within the service to deal with the additional cases and whether all of the homelessness cases had been dealt with. The Head of Service: Housing explained that those cases were across more than one reporting figure so it he did not have a response now but it was something which could be built into future reporting.

Page No. 55 – KPI 19 – Percentage of major planning applications overturned at appeal – A Member indicated that he would like an understanding of the cost of appeals and asked if there was a trigger point for government intervention in terms of the number of appeals lost.

The Associate Director: Planning advised that there were different levels of costs, for instance, if someone appealed against refusal of planning permission, costs may be awarded against the Council if it was considered it had acted unreasonably; that was distinct from losing an appeal and incurring the costs of defending an appeal. Some of the costs would be fairly easy to identify and collate whereas Officer time would be more difficult – all that could be said in that regard was that there would be a proportion of time over the course of the year which would take Officers away from their caseload of applications. He undertook to work with Finance to extract the information which could be provided going forward.

In terms of the impact of the figures, the government set performance targets for the determination of major and minor applications and the percentage of appeals overturned. In terms of the latter, the target was 10% - which Tewkesbury Borough Council was dangerously close to – however, this was over a rolling two year time period with a volatile start and end date. As such, although the authority could make its own internal estimations as to its standing, that was not to say this would align with the government as it was not clear which reporting period it might choose. Whilst the Council could not change the number of appeals allowed once they had been lost, it could influence the percentage of decisions overall and therefore had the ability to dilute the impact of the appeals being lost – this highlighted why performance was so important. In terms of the sanctions, in theory the Council was at risk of designation under performance measures for planning permissions and, whilst it was unlikely, there was a possibility that Tewkesbury Borough Council could lose its planning fee income but still be required to do the work to support applications. The Associate Director: Planning was working closely with the Lead Member for Built Environment in relation to this and the most important thing was to ensure that the good performance in relation to applications in the pipeline was followed-up as this was the only part of the equation which the authority could directly influence. The Leader of the Council echoed these comments and indicated that, whilst it was possible to calculate the costs of appeals and the Council had spent around £0.5m over the

previous year, those cases had been defended in good faith albeit this was not a tenable position. The Council could not demonstrate a five year housing land supply and was working to put in place a new policy position via the Strategic and Local Plan (SLP) but all of those things would take time to deliver.

A Member noted that the commentary within the report referenced non-determination appeals where the Planning Committee had been minded to refuse and she asked if any statistics were available in relation to whether the appeals overturned were those where the Planning Committee had made a resolution which was against the Officer recommendation in order to identify potential training needs. The Associate Director: Planning confirmed that information could be collated but it should be borne in mind that decisions which had been made until recently were in the context of believing the Council could demonstrate a five year housing land supply; had the conclusion been reached earlier that was not the case, some of the applications being recommended by Officers for refusal may have been recommended for permission, albeit Members may have had an alternative view.

Pages No. 57-58 – KPIs 21, 22, 23 and 24 in relation to investigation of enforcement cases – A Member noted that the direction of travel for these KPIs was down and he asked what the underlying reason was for this and what was being done to address it.

The Associate Director: Planning advised that, with regard to category A and B cases, the percentage was volatile as it was related to the number of cases. There had been some internal issues in terms of the transition between the Planning Support Administration team and the action being followed-up by the Enforcement Officer so it was about how to triage and prioritise enforcement cases - once they reached the Enforcement Officers they were generally turned around quickly. This was something for Officers to manage and had been picked up with the Planning Support Administration team. His perception was that the Enforcement section at Tewkesbury Borough Council was excellent and there was a very proactive team of Officers but it was important to ensure that internal processes were not making it harder for professional Officers to do their jobs.

Priority: Customer First

Page No. 60 – Objective 1 – Action b) Carry out a full review of the Licensing service – A Member noted that this action, and others including the action in relation to the litter pickers scheme, had been delayed due to resource not being available within the Business Transformation Team. He assumed the actions in relation to licensing and adoption of a revised charging schedule for Community Infrastructure Levy (CIL) had unique reasons as to why they were delayed but he asked whether any lessons could be learnt in terms of being more realistic about what could be delivered and setting appropriate timeframes.

The Business Transformation Manager confirmed there were unique reasons for the delays with the specific actions referenced but these were now under control so he expected progress to be made.

With regard to CIL, the Associate Director: Planning advised that it was a joint charging schedule and Cheltenham Borough Council in particular had recognised that there was no capacity to deliver this at the same time as the Strategic and Local Plan (SLP).

The Director: Resources explained that demand for the Business Transformation Team had increased significantly since its implementation three or four years ago and the team's strategic priorities were now governed by the Chief Officer Group (COG). A presentation had recently been given to the Transform Working Group on what the team was doing this year which he undertook to share with Members.

Priority: Sustainable Environment

Page No. 75 – Objective 2 – Action c) Carry out a review of our litter pickers' scheme – A Member noted this had been delayed considerably. She was aware that the litter picker events which had previously been held were no longer happening and she asked whether the Council was engaging with existing litter pickers and if new volunteers were enrolling.

The Head of Service: Environmental Health advised that this action was taking longer than Officers would like due to the need for the circa. 400 litter pickers to sign a new GDPR disclaimer giving their consent to being registered and agreeing to the Council's privacy notice. He confirmed that new litter pickers were continuing to register and, once the database was up to date, Officers would be happy to arrange an event. He also undertook to speak to the Communications team to see if advertisement of the scheme could be improved on the Council's website.

Key performance indicators for priority: Sustainable Environment

Page No. 79 – KPI 39 – Number of reported environmental crimes – A Member noted that fly-tipping was increasing and, whilst he recognised it was a difficult problem to address, he asked if there was a reason for the negative direction of travel.

The Head of Service: Environmental Health advised that it was difficult to pinpoint the exact reason which could be due to a number of factors including impact of the pandemic, increased waste being generated over Christmas and the increased cost of living meaning small traders and businesses tried to avoid paying disposal fees. The Member indicated that, if it was a trend at this

particular time of year, it would be helpful to know whether the Council had a response to that. The Director: Communities undertook to carry out an analysis of the type of materials being fly-tipped and the locations and report back to Members.

69.6 Having considered the report, it was

RESOLVED That the performance management information for quarter three 2023/24 be **NOTED**.

OS.70 GLOUCESTERSHIRE POLICE AND CRIME PANEL UPDATE

70.1 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 6 February 2024.

70.2 The Council's representative on the Gloucestershire Police and Crime Panel indicated that he did not intend to go through the whole report but wished to highlight that visible policing was incredibly important to the community and was by far the biggest area they wished to see investment in. He had been somewhat disappointed by the Police and Crime Commissioner and Chief Constable's collective response that they would like to do more neighbourhood policing and to be more visible but did not have the resources to do so; in his view, the increases in the budget this year would keep things going rather than improving them which was frustrating. In terms of the Perception of Crime Survey, this made interesting reading and he encouraged Members to look at the breakdown by district. Notably, only 32% of people thought the Police were fundamental in the community - although 89% thought they were doing a good job - and the Council's representative indicated that, personally, he had grave concerns about the state of policing in the country, and specifically in the county.

70.3 A Member asked if the 180 new Police Officers being recruited were specials and was informed they were paid frontline Police Officers and would be full time equivalents. The Member asked how Gloucestershire was tackling the issue of highly paid frontline Officers working in office roles for long periods of time because of health issues and the Council's representative undertook to ask the question and report back to Members. Another Member asked if the Police would be doing anything differently as a result of the Perception of Crime Survey and was advised that it did not have a direct effect but he suspected it would inform future budget requests and resource allocation.

70.4 A Member asked whether the response time for 101 calls had been discussed at the meeting as, when he had attended the Member briefing at the end of January, the Police and Crime Commissioner had implied the waiting time was down to two minutes but she was aware that local Police Community Support Officers (PCSOs) did not think that was accurate. The Council's representative advised that one of the main concerns identified in the review in 2023 was that the police control room was not sufficiently staffed and the Police control room improvement plans included the introduction of a replacement intelligence and crime system (NICHE) which would come into effect in May 2025. Call handlers were a precious resource with one or two being lost each month but the recruitment process had improved and approximately 20 staff were now being recruited en bloc per month. The Member indicated that she was unclear whether the two minute wait time was aspirational and the Council's representative undertook to come back with a definitive answer.

70.5

It was

RESOLVED That the Gloucestershire Police and Crime Panel Update be
NOTED.

The meeting closed at 5:52 pm

Overview and Scrutiny Committee Action List – 13 February 2024

AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE)
5.	Executive Committee Forward Plan	<ul style="list-style-type: none"> 20 March 2024 – ICT Strategy to be moved to pending items awaiting recruitment of new manager. Economic Development and Tourism Strategy – move from pending to September 2024. 	Forward Plan updated.	Head of Service: Democratic and Electoral Services	Yes
		<ul style="list-style-type: none"> Equalities and Diversity Policy – Findings in relation to the productivity plan actions, required by the government, around wasteful expenditure on equality and diversity improvement programmes to be reported to Members. 		Director: Corporate Resources	
6.	Overview and Scrutiny Committee Work Programme 2023/24	Economic Development and Tourism Strategy – moved from pending to June 2024.	Added to Work Programme for 2024/25.	Head of Service: Democratic and Electoral Services	Yes
		Quarter Three 2023/24 Finance Update to be added to Agenda for 26 March 2024.	Added to Work Programme.	Head of Service: Democratic and Electoral Services	Yes

Overview and Scrutiny Committee Action List – 13 February 2024

AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE)
		Chair to write to Lead Members for Housing, Health and Wellbeing, Customer Focus and Clean and Green Environment to invite them to attend the next meeting of the Overview and Scrutiny Committee in view of the items on the Agenda		Chair of Overview and Scrutiny Committee	
7.	Council Plan Performance Tracker Quarter Three 2023/24	Page No. 29, Paragraph 2.3 – Members to be informed of the dates for consultation in relation to the Tewkesbury Town Centre Masterplan and Design Code.		Head of Service: Community and Economic Development	
Page No. 43 – KPIs 3 and 4 – Number of business births and deaths – Members to be advised as to the reasons for both of these declining.			Head of Service: Community and Economic Development		
Page No. 48 – Objective 3 – Action a) Work with partners, infrastructure providers and developers to progress the delivery of key sites – Consideration to be given as to what KPIs should be included in the new Council Plan in relation to housing			Associate Director: Planning		

Overview and Scrutiny Committee Action List – 13 February 2024

AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE)
		land supply which could include the annual number of homes built and percentage of affordable housing.			
		Pages No. 52-53 – KPIs 10, 11, 12 and 13 in relation to homeless applications and cases – Homelessness cases to be addressed differently in reporting figures going forward.	Not currently possible to tell whether all homelessness cases have been dealt with successfully as spread across several reporting figures.	Head of Service: Housing	
		Page No. 55 – KPI 19 – Percentage of major planning applications overturned at appeal – Members to be provided with details on the cost of appeals to the authority and information on whether the appeals being lost were those where the Planning Committee had gone against the Officer recommendation in order to identify potential training needs.		Associate Director: Planning	

Overview and Scrutiny Committee Action List – 13 February 2024

AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE)
		Page No. 75 – Objective 2 – Action c) Carry out a review of our litter pickers' scheme – <ul style="list-style-type: none"> • Event for litter pickers to be arranged once the database is up to date. 		Head of Service: Environmental Health	
		<ul style="list-style-type: none"> • Website to be reviewed to see if it is possible to better advertise the scheme. 		Head of Service: Environmental Health	
		Page No. 79 – KPI 39 – Number of reported enviro-crimes – Analysis of the type of materials being fly-tipped and their locations to be carried out to establish if there was any particular reason for the increase in fly-tipping during the quarter.		Director: Communities	
		Presentation given by the Business Transformation Team to Transform Working Group on the work it is doing in year to be circulated to Members.	Concern raised by the Chair that several actions were delayed due to Business Transformation Team resources.	Director: Corporate Governance	

Overview and Scrutiny Committee Action List – 13 February 2024

AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE)
8.	Gloucestershire Police and Crime Panel Update	Members to be informed of what was being done in Gloucestershire to tackle the issue of highly paid frontline officers working in office roles for extended periods of time because of health issues.	Raised by Councillor Mills.	Councillor Porter	
		Members to be advised whether the two minute response time for 101 calls was being achieved or if it was aspirational.	Raised by Councillor Bowman.	Councillor Porter	

EXECUTIVE COMMITTEE FORWARD PLAN

STANDING ITEMS:

- Executive Committee Forward Plan – To consider forthcoming items.
- Feedback from Chair of Overview & Scrutiny Committee.
- Feedback from Chair of Audit & Governance Committee – following Audit & Governance Committee meetings.

Additions to 20 March 2024

- Handling of invalid planning applications
- Confidential Reports – Grant of Easement, Financial Write-Off and Section 106 Indexation Write-Off

Deletions from 20 March 2024

- ICT Strategy – deferred until July pending new Director taking up their post.
- Council Plan 2024-2029 – report to go straight to Council in April
- Council Tax, Business Rates and Housing Benefits Overpayments Debt Recovery Policy – deferred until June
- Discretionary Support Policy – deferred until June

Committee Date: 5 June 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
Safeguarding Policy	A policy to demonstrate the Council is committed to working in partnership with others to safeguard children and vulnerable adults from all forms of abuse, neglect and exploitation. <i>(key governance framework)</i>	Director: Community Services	Lead Member for Community	Previous policy approved by Executive Committee 4 March 2020 Agenda for Executive on Wednesday, 4 March 2020, 2:00 pm - Tewkesbury Borough Council	No

Committee Date: 5 June 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 Tax, Business rates and Housing Benefits Overpayments Debt Recovery Policy	To approve the policy. (Service-related policy)	Head of Service: Revenues and Benefits	Lead Member for Finance and Asset Management	None.	Yes – moved from 29 November 2023 for further Member engagement. Moved from 7 February and 20 March 2024 due to Officer resources.
Discretionary Support Policy	To approve the policy. (Service-related policy)	Head of Service: Revenues and Benefits	Lead Member for Finance and Asset Management	None.	Yes – moved from 29 November 2023 for further Member engagement. Moved from 7 February and 20 March 2024 due to Officer resources.

Committee Date: 17 July 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 Four 2023/24	<p>To receive and respond to the findings of the Overview and Scrutiny Committee’s review of quarter four performance management information.</p> <p><i>(Council Plan is the strategic document which sets out the priorities of the Council)</i></p>	Director: Corporate Resources	Leader of the Council	None – will be presented to Overview and Scrutiny Committee on 11 June 2024.	No.
Financial Outturn Report (including Capital Financing and Earmarked Reserves)	<p>Annual report on the 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</i></p>	Executive Director: Resources	Lead Member for Finance and Asset Management	<p>2024/25 budget approved by Council 27 February 2024:</p> <p>Report to: (tewkesbury.gov.uk)</p>	No.

Committee Date: 17 July 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
	<i>within the Council Plan 2020-24)</i>				
Equalities, Diversity and Inclusion Policy and action plan.	A new policy to create fairer opportunities for everyone in the borough. The policy will also explain the expectations on our workforce, as we work together to design and deliver services.	Director: Corporate Resources	Lead Member for Staff and Culture/Lead Member for Housing, Health and Wellbeing	None	Removed from pending items where it was placed on 21 September 2022.

Committee Date: 4 September 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 One 2024/25	The first 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.	Executive Director: Resources	Lead Member for Finance and Asset Management	2024/25 budget approved by Council 27 February 2024: Report to: (tewkesbury.gov.uk)	No
Economic Development and Tourism Strategy	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. <i>(Council priority)</i>	Head of Service: Community and Economic Development	Lead Member for Economic Development/ Promotion	Current strategy and action plan (2017-2021) Agenda for Overview and Scrutiny on Tuesday, 23 November 2021, 4:30 pm - Tewkesbury Borough Council	Deferred from October 2023 pending the outcome of Gloucestershire County Council's strategy. Overview and Scrutiny Committee will consider the draft strategy at their meeting on 11 June 2024.

Committee Date: 16 October 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 One 2024/25	To receive and respond to the findings of the Overview and Scrutiny Committee's review of quarter four 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 10 September 2024.	No.

Committee Date: 27 November 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 Two 2024/25	The first 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.	Executive Director: Resources	Lead Member for Finance and Asset Management	2024/25 budget approved by Council 27 February 2024: Report to: (tewkesbury.gov.uk)	No

Committee Date: 8 January 2025

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 Two 2024/25	<p>To receive and respond to the findings of the Overview and Scrutiny Committee’s review of quarter four performance management information.</p> <p><i>(Council Plan is the strategic document which sets out the priorities of the Council)</i></p>	Director: Corporate Resources	Leader of the Council	None – will be presented to Overview and Scrutiny Committee on 5 Dec 2024.	No
Medium Term Financial Strategy (Annual).	To recommend to Council the adoption of the five-year MTFS which describes the financial environment the Council is operating in and the pressures it will face in delivering its services and a balanced budget over the period.	Executive Director: Resources	Lead Member for Finance and Asset Management	<p>Current MTFS approved by Council 12 December 2023.</p> <p>Agenda for Council on Tuesday, 12 December 2023, 6:00 pm - Tewkesbury Borough Council</p>	No

Committee Date: 8 January 2025

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	Has agenda item previously been deferred? Details and date of deferment required
Treasury and Capital Management (Annual)	To recommend to Council, a range of statutorily required polices and strategies relating to treasury and capital management.	Head of Finance and Asset Management.	Lead Member for Finance and Asset Management	Current strategies (2024/25) approved by Council 23 January 2024. Agenda for Council on Tuesday, 23 January 2024, 6:00 pm - Tewkesbury Borough Council	No

Committee Date: 5 February 2025

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 2025/26 (Annual).	To recommend a budget for 2025/26 to Council.	Executive Director: Resources	Lead Member for Finance and Asset Management	None	No
Financial Update – Quarter Three 2024/25	The first 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.	Executive Director: Resources	Lead Member for Finance and Asset Management	2024/25 budget approved by Council 27 February 2024:	No

Committee Date: 26 March 2025

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 2024/25	<p>To receive and respond to the findings of the Overview and Scrutiny Committee's review of quarter four performance management information.</p> <p><i>(Council Plan is the strategic document which sets out the priorities of the Council)</i></p>	Director: Corporate Resources	Leader of the Council	None – will be presented to Overview and Scrutiny Committee on 11 February 2025.	No.

PENDING ITEMS

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	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	None	Yes - Moved from 6 September 2023. Project group to meet now the heating system is nearing completion.
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		Added to pending in January 2022. JSP partners to undertake the review at the same time.
Equalities and Diversity Policy.	To approve the Equalities and Diversity Policy.	Associate Director: People, Culture and Performance	Lead Member for Staff and Culture	None	Yes – Removed from 5 October 2022 and added to pending on 21 September 2022. Moved to 17 July 2024 meeting.

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	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	None	Yes – Removed from 1 February 2023 until the policy has been considered by Management Team. This will be superseded by a wider Health and Wellbeing Strategy – a proposed focus area in the new Council Plan.
Volunteering Policy.	To approve the Volunteering Policy.	Associate Director: People and Culture	Lead Member for Staff and Culture		Yes - Removed from 1 March 2023. Once a new AD is appointed then relevance of a new policy will be determined.
Housing Strategy Monitoring Report (Annual).	To approve the annual action plan to deliver the priorities within the strategy.	Head of Service: Housing	Lead Member for Housing Health and Wellbeing		Six monthly update to Overview and Scrutiny Committee on 26 March 2024. Outcome may determine if the strategy needs revisiting.

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	Has agenda item previously been deferred? Details and date of deferment required
New Waste Depot	To approve the project approach and principles for a new waste depot with partner council(s). <i>(Fundamental to service delivery)</i>	Director: Communities	Lead Member for Clean and Green Environment	None	Yes – deferred from meeting on 29 November 2023. Complex partnership project – high level plan to be brought forward once key principles and milestones have been developed.
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. The legislation has received Royal Assent but no enactment date yet.

Overview and Scrutiny Committee – 17 January 2023 – 16 January 2024

COMMITTEE DATE: 17 January 2023					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE)
9.	Depot Services Working Group Update	Head of Community Services to speak to Community and Economic Development Manager regarding evaluation of the Grange Field project and to inform Members where this would be reported.	Member update circulated on 2 February 2024.	Director-Communities/ Head of Service-Community and Economic Development.	Yes October 2023 End of Jan 2024

COMMITTEE DATE: 7 March 2023					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE)
9.	Customer Care Strategy	Report It system to be looked at by IT to see if anything can be done to improve the customer experience.	The Business Transformation Team will be redesigning the report a problem system in line with Ubico's new in-cab technology system. The project will start shortly after the waste and recycling	Director: Digital and Organisational Change	No. September 2023 May 2024

Overview and Scrutiny Committee – 17 January 2023 – 16 January 2024

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COMMITTEE DATE: 7 March 2023					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE)
			element launches on 24 Oct 2023. Geographic Information System (GIS) will be an essential element to support the project. As part of the project, we will reach out to the county and make sure any information that improves customer experience is utilised. The revised report a problem system will launch in May 2024.		

COMMITTEE DATE: 13 June 2023					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE)
6.	Overview and Scrutiny Committee Work Programme 2022/23 and Action List	Police and Crime Commissioner Presentation to be removed from the Overview and Scrutiny Committee Work Programme 2023/24 as this should be for all Members.	Seminar for all Members took place on 31 January 2024.	Director: Communities	Yes

Overview and Scrutiny Committee – 17 January 2023 – 16 January 2024

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COMMITTEE DATE: 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	Items to be referred to the Depot Services Working Group:			
		Tewkesbury Projects – Sweeper schedule to be made available to Members on the Council’s website once implemented and trialled.	The sweeper schedule has been rolled into phase two of the Alloy (in cab technology) project. This will include detailed mapping of grounds areas which needs to happen before the system can go live.	Director: Communities	No. June 2024.
8.	Annual Workforce Development Strategy Review	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.	The Associate Director of People and Culture role is currently vacant – this action has yet to progress. The current	Associate Director: People and Culture	No April 2024

Overview and Scrutiny Committee – 17 January 2023 – 16 January 2024

COMMITTEE DATE: 11 July 2023					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE)
			strategy comes to an end in the summer of 2024 so a new strategy will also need to be developed.		

COMMITTEE DATE: 24 October 2023					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE)
5.	Overview and Scrutiny Committee Work Programme 2022/23	Scope of cost of living item to be determined and added to the Work Programme if appropriate.	Chair of O&S arranging a meeting with the Leader and Lead Member to discuss.	Chair: Overview and Scrutiny Committee/Director: Corporate Resources	No
		Officers to consider whether additional items could be brought forward to the meeting on 16	January meeting was a substantial meeting. Council Plan performance tracker	Director: Corporate Resources	Yes

Overview and Scrutiny Committee – 17 January 2023 – 16 January 2024

COMMITTEE DATE: 24 October 2023					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE)
		January 2024 and 13 February 2024.	was a standalone item for February and was a substantive item in its own right.		
		Date to be determined for Community Safety/Aston Project item currently in pending.	Aston Project was an agenda item for 16 January 2024 O&S committee meeting.	Democratic Services Officer	Yes
6.	Have Your Say (4Cs) Annual Report	Page No. 59 – data to be included for other local authorities in the area in future reports (Cheltenham Borough Council, Cotswold District Council, Stroud District Council and Wychavon District Council specifically mentioned).	To be included in next annual report (Oct 2024)	Director: Corporate Resources	No
		More detail on planning complaints to be included in the next annual report.	To be included in next annual report (Oct 2024)	Director: Corporate Resources	No

Overview and Scrutiny Committee – 17 January 2023 – 16 January 2024

COMMITTEE DATE: 24 October 2023					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE)
		Citizens' Panel to be engaged to test whether the system for reporting comments and concerns was working effectively for customers i.e. was it easy to use.	The Citizens' Panel will be asked for their views on the 4Cs system (complaints, comments, concerns and compliments) this will feed into a wider review of the formal complaints in line with anticipated changes by Local Government and Social Care Ombudsman who are introducing a new complaints code. The timeframe has been pushed back to take into the consideration officer time working on the Council Plan.	Director: Digital and Organisational Change	No. March 2024 September 2024
		Identify complaints which would be expected to be escalated to Ward Members to establish whether the Ward Member had been notified.	Specific data for the ward member who raised this question has been collated and circulated.	Director: Corporate Resources	Yes End of January 2024

Overview and Scrutiny Committee – 17 January 2023 – 16 January 2024

COMMITTEE DATE: 24 October 2023					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE)
9.	Tewkesbury Leisure Centre – Monitoring Contract	Engagement plan for community van to be drawn up and communicated to Members, Parish Council and community groups.	Since November 2023 places Leisure have engaged with PATCH Tewkesbury this is a network group that work across the borough. They have booked the van for February Half Term to do some outreach work across the borough. They have also engaged with care homes to provide exercise classes and talks on promoting activities. A full programme for the year will be provided by the end of March 2024.	Asset Manager	No End of March 2024

Overview and Scrutiny Committee – 17 January 2023 – 16 January 2024

COMMITTEE DATE: 5 December 2023					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE)
5.	Executive Committee Forward Plan	Members to be advised why the Equalities and Diversity Policy had been delayed by over a year having originally been due for consideration in October 2022 and remaining in the pending items section.	Chair has met with the Leader and the Equalities and Diversity Policy is included on the Executive Committee Forward Plan for July 2024.	Chair of Overview and Scrutiny Committee	Yes
		Economic Development and Tourism Strategy to be moved from pending to 20 March 2024.	Strategy will now come forward to O&S committee in June as the County strategy will not be approved until April 2024.	Head of Democratic and Electoral Services.	Yes March 2024 June 2024
6.	Overview and Scrutiny Committee Work Programme 2023/24	Potential cost of living crisis item for scrutiny – discussion to take place between Leader, Chair of O&S and relevant Officers as to how this could best be taken forward.	Added to pending items section of Work Programme.	Director: Corporate Services	No

Overview and Scrutiny Committee – 17 January 2023 – 16 January 2024

		Presentation on Active Gloucestershire 'We Can Move' project given at O&S Committee on 17 January 2023 to be circulated ahead of the report on 16 January 2024 to ensure debate remained scrutiny focused as opposed to information gathering.	Email attaching presentation with link to presentation and Minutes of the meeting on the website circulated on 4 January 2024.	Head of Democratic and Electoral Services.	Yes
7.	Performance Tracker Quarter Two 2023/24	Page No. 40 – Objective 2 – Action a) Ensure our Council Tax remains in the lowest quartile nationally - Executive Committee to be made aware that the Overview and Scrutiny Committee was unhappy about this objective which ought to be focused on value for money for residents.	Chair of O&S raised this with the Leader.	Chair of Overview and Scrutiny Committee	Yes
		Page No. 43 – Objective 2 – Action a) Deliver employment land through allocating land in the Strategic and Local Plan (SLP) – Consideration to be give as to how best to report short and medium term delivery alongside long term delivery via the SLP.	Economic Development and Garden Communities Team to review updated Housing and economic land availability assessment (HELAA) in relation to employment land proposals to identify short and medium term opportunities in advance of but not compromising SLP process.	Executive Director: Place/	Yes

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		Page No. 44 – Objective 2 – Action b) Work with partners to secure transport infrastructure improvements for the all-ways Junction 10 – Consideration to be given as to how active travel between settlements can be incorporated into the redesign of the junction.	Ongoing through involvement with J10 project group	Executive Director: Place	Yes
		Page No. 46 – KPI 2 – Claimant unemployment rate – Breakdown of age group and type of employment to be provided to Members.	Unemployment bulletin provided in email to the committee on 7 February 2024.	Director: Communities/ Head of Service: Community & Economic Development/ Growth and Enterprise Manager.	Yes
		Page No. 47 – KPI 6 – Number of visitors to Winchcombe Tourist Information Centre – Members to be updated on what was being done to replace the physical presence when the TIC closed given that visitor numbers were increasing and not everyone could access information digitally.	Update provided in email to the committee on 7 February 2024.	Director: Communities/ Head of Service: Community & Economic Development	Yes
		Page No. 47 – KPI 7 – Number of visitors entering the Growth Hub – Members to be provided with a list of events being run by the Growth Hub.	List of Growth Hub events was circulated in a member update on 5 February 2024.	Growth and Enterprise Manager.	Yes.

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		Page No. 49 – Objective 1 – Action b) Increase the temporary housing accommodation supply – Members to be provided with information on what could be done to support rough sleepers.	Email circulated to O&S Committee on 6 January 2024.	Head of Service: Housing	Yes
		Page No. 50 – Objective 2 – Action a) Ensure adequate land is allocated within the SLP - Consideration to be given as to how best to report short and medium term delivery alongside long term delivery via the SLP.	Economic Development and Garden Communities Team to review updated Housing and Economic Land Availability Assessment (HELAA) in relation to employment land proposals to identify short and medium term opportunities in advance of but not compromising SLP process.	Executive Director: Place/ AD: Planning/ Planning Policy Manager	Yes
		Page No. 53 – Objective c) Work with the Voluntary and Community Sector (VCS) to access funding to deliver improved community facilities – Consideration to be given as to how Section 106 payments received by communities could be reported.	Implementation of council place-based approach, including voluntary sector liaison will improve awareness and visibility of role of S106 in the coming 12 months.	Executive Director: Place/ AD: Planning	No.

Overview and Scrutiny Committee – 17 January 2023 – 16 January 2024

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		Pages No. 55-56 – KPIs 9, 10, 11, 12, 13, 14 and 15 in relation to applications on the housing register, homeless applications / relief / prevention cases, temporary accommodation and affordable housing – New housing KPIs need to reflect the Council's performance.	New KPIs will be considered when formulating the new Council Plan.	Director: Communities/ Head of Service: Housing	No
		Pages No. 57-59 – KPIs 17, 18, 19 and 20 in relation to determination of planning applications and applications overturned at appeal – <ul style="list-style-type: none"> Concerns about the delay in determining applications and progress of the Development Management Continuous Improvement Programme to be addressed at a Member briefing in January 	Member briefing held on 18 January 2024.	Head of Democratic and Electoral Services.	Yes
		<ul style="list-style-type: none"> Analysis of the reasons for requests for extensions of time to be produced. 	Analysis in preparation. Once available, information to be shared with members.	Executive Director: Place/ / AD: Planning	No April 2024
		Pages No. 58-59 - KPI 19 and KPI 20 – Percentage of major and non major planning applications overturned at appeal – Percentages to be included alongside figures going forward.	To be incorporated in subsequent performance monitoring. A separate all member briefing on current planning	Executive Director: Place/ / AD: Planning	Yes

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			performance took place in quarter 4.		
		Page No. 62 – Objective 1 – Action a) Continue to improve the proactive homelessness programme – More detail about the programme and what was being achieved to be included going forward.	Will be covered in the report to committee when the 6 mthly housing strategy update is presented.	Head of Service: Housing	Yes
		Page No. 63 – Objective 1 – Action d) Review the Section 106 process – Date to be set for Section 106/CIL Member session which was postponed from the Member Induction Programme.	Action plan to improve the S106 process will be presented at the March Audit and Governance Committee. Member session will follow this.	Executive Director: Place// AD: Planning	No June 2024
		Page No. 70 - Objective 1 – Delivery of the Tewkesbury Garden Town – Response to be provided in consultation with County Highways as to how active travel has been considered as part of the Garden Town and Junction 9 and A46 improvements which were part of that.	Garden Communities area transport strategy will be addressed, subject to Homes England funding being agreed.	Executive Director: Place/ AD: Garden Communities	No June 2024
		Page No. 72 – Objective 1 – Action d) Produce an integrated stakeholder and community engagement strategy for the delivery of the Garden Town –	Member Garden Communities panel briefed on youth	Executive Director: Place / AD: Garden Communities	Yes

Overview and Scrutiny Committee – 17 January 2023 – 16 January 2024

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		Members to be provided with details of the specific youth engagement strategy.	engagement proposals in February 2024.		
		Page No. 77 – Objective 2 – Action d) Work with the Integrated Locality Partnership (ILP) to build community resilience within the borough and reduce health inequalities – Presentation from the ILP to a future meeting of the Committee to be arranged (to include whether the Council is fulfilling its role on the partnership).	Added to work programme.	Director: Communities/ Head of Service: Community & Economic Development	Yes
		Training session on the finance report to be provided to the Committee in the New Year.	O&S finance training took place on Tuesday 12 March 2024.	Executive Director: Resources/ AD: Finance	Yes
8.	Communications Strategy Action Plan Annual Review	Information on diversity of Citizens' Panel to be circulated to Members.	A full review of the Citizens' panel will be carried out. This will include looking at the diversity of the panel. Once this information has been collated, we will circulate it to members.	Associate Director: Transformation/ Communications and customer experience Manager.	No April 2024
		O&S Workshop to be held in relation to the new Communication Strategy by the end of the financial year.	The Communications Strategy is being developed to complement the new	Associate Director: Transformation / Communications and	No June 2024

Overview and Scrutiny Committee – 17 January 2023 – 16 January 2024

			Council Plan, and timescales for delivery have shifted slightly to reflect this. A member session on the new Communications Strategy is still planned and will take place in May or June 2024, and feedback will help inform the new strategy's content.	customer experience Manager.	
9.	Gloucestershire Police and Crime Panel Update	Members to be advised as to whether there is currently a Police Wildlife Officer in post and, if so, their name and contact information.	Update was circulated to O&S Committee members on 12 February 2024.	Cllr Porter via Democratic Services Officer	Yes.
		Members to be advised as to whether the £1m awarded to Gloucestershire Safer Streets was through a grant programme.	Update was circulated to O&S Committee members on 12 February 2024.	Cllr Porter via Democratic Services Officer	Yes.
		Members to be advised whether the Panel had not engaged sufficiently in terms of providing adequate explanations for the significant areas of concern identified in the update report which appeared to have been easily dismissed, or whether this was	Update was circulated to O&S Committee members on 12 February 2024.	Cllr Porter via Democratic Services Officer	Yes.

Overview and Scrutiny Committee – 17 January 2023 – 16 January 2024

		due to the Council's representative being succinct in his reporting.			
10.	Gloucestershire Health Overview and Scrutiny Committee Update	Reports from Gloucestershire Health Overview and Scrutiny Committee, Gloucestershire Police and Crime Panel and Gloucestershire Economic Growth Overview and Scrutiny Committee to be included in the Member Update Sheet going forward.	Included in Member Update Sheet for week commencing 11 December 2023.	Head of Democratic and Electoral Services.	Yes

COMMITTEE DATE: 16 January 2024					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE)
5.	Executive Committee Forward Plan	Items in pending section to be scheduled into main work programme.	To be undertaken in April whilst considering overall work programme for 2024/25.	Director: Corporate Resources	No
		Members to be advised why the Equalities and Diversity Policy had been delayed by over a year having originally been due for consideration in October 2022 and remaining in the pending section.	Has been added to the Executive Committee agenda for July 2024.	Chair of Overview and Scrutiny Committee	Yes

Overview and Scrutiny Committee – 17 January 2023 – 16 January 2024

COMMITTEE DATE: 16 January 2024					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE)
		Members to be advised when the Economic Development and Tourism Strategy would be taken to Executive Committee bearing in mind they had been told it would come forward before the end of the financial year.	Has been added to the Executive Committee agenda for September 2024.	Director: Corporate Resources	Yes
6.	Overview and Scrutiny Committee Work Programme 2022/23	Pending items – Community Safety Plan Monitoring Report – Clarity needed over the role and purpose of the Community Safety Partnership (CSP) and how it linked to the Aston Project etc.	The re-instigation of the CSP is an action within the emerging new council plan.	Director: Corporate Resources	No June 2024
		Action List – Page No. 51 – 24 October 2023 – Have Your Say 4Cs – Actions in relation to future annual reports to be marked as incomplete to ensure they are not lost ahead of production of the next annual report.	These actions remain in the action list until they have been implemented.	Director: Corporate Resources	Yes
		Lessons learnt from the recent flood event to be added to pending items (to be taken to Overview and Scrutiny	To be presented at Overview and Scrutiny Committee in July 2024.	Head of Service: Democratic and Electoral Services	Yes

Overview and Scrutiny Committee – 17 January 2023 – 16 January 2024

COMMITTEE DATE: 16 January 2024					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE)
		Committee after consideration by the Flood Risk Management Group).			
7.	Aston Project Presentation	Include the Aston Project as an Agenda Item at the next Community Safety Partnership meeting to update on its work.	Linked to the above	Director: Communities	No June 2024
		Presentation to be circulated to the Committee.	Emailed on 2 February 2024.	Head of Service: Democratic and Electoral Services	Yes
		Consideration to be given as to the relationship between the Aston Project, Community Safety Partnership and Tewkesbury Borough Council and Members' role.	Chair of O&S has raised this with the Lead Member who is waiting for the next meeting of the Community Safety Partnership to be convened. (see above).	Chair of Overview and Scrutiny Committee	No June 2024
8.	Active Gloucestershire We	Need to establish what data was provided to Officers by Active	Monthly report has been obtained but needs	Director: Corporate Resources	Yes

Overview and Scrutiny Committee – 17 January 2023 – 16 January 2024

COMMITTEE DATE: 16 January 2024					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE)
	Can Move Project Progress Report	Gloucestershire and if it is in a format that could be shared with Members.	refining as not borough specific.		
		Executive Committee to be advised that the Overview and Scrutiny Committee was satisfied that the Active Gloucestershire 'We Can Move' Project was providing value for money for the Council's contribution; however, concerns had been raised about the lack of quantitative data available and that the process of annual reporting to the Overview and Scrutiny Committee seemed quite laborious given the relatively small amount of money in question.	Chair of O&S has raised this with the Lead Member and is awaited a response.	Chair of the Overview and Scrutiny Committee	No

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	26 March 2024
Subject:	Overview and Scrutiny Committee Work Programme 2024/25
Report of:	Director: Corporate Services
Head of Service/Director:	Director: Corporate Services
Lead Member:	Lead Member for Corporate Governance
Number of Appendices:	One

Executive Summary:

The Work Programme detailed in Appendix 1 outlines the proposed work of the Committee for 2024/25. The programme remains flexible, allowing other emerging areas to be included during the course of the year. Members are required to approve the Work Programme in accordance with the Overview and Scrutiny Committee Terms of Reference.

Recommendation:

To APPROVE the Overview and Scrutiny Work Programme 2024/25.

Financial Implications:

None directly arising from this report.

Legal Implications:

None directly arising from this report.

Environmental and Sustainability Implications:

None directly arising from this report though an annual report on the Council's waste performance is reported to Committee. The Committee will consider these implications when undertaking reviews and in making its recommendations.

Resource Implications (including impact on equalities):

None directly arising from this report.

Safeguarding Implications:

None directly arising from this report.

Impact on the Customer:

The Committee will consider these implications when undertaking reviews and in making its recommendations.

1.0 INTRODUCTION

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

1.2 In accordance with its Terms of Reference, as set out in Council's Constitution, the Overview and Scrutiny Committee is required to approve an annual Work Programme.

2.0 2024/25 WORK PROGRAMME

2.1 The work programme attached Appendix 1 outlines the proposed work for the Committee during 2024/25.

2.2 The programme is a combination of standing agenda items such as council plan performance information, strategy updates and annual third party performance reporting from partners such as Ubico and Active Gloucestershire.

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

2.4 An area that traditionally generates additional work activity for the Committee is the review of the Council Plan performance tracker document. The information within this document touches almost every service area and provides an excellent overview of what is going on across the Council. This inevitably leads to the Committee asking for further, specific information on areas of interest or where issues are identified. This can lead to additions to the Work Programme either through a report or presentation being requested. The new Council Plan that is emerging with new priorities and areas of focus will also inevitably inform the committee's work programme once approved.

2.5 Presentations can often be requested from one of the Council's key partners, as they contribute to the delivery of the Council's priorities. Or on occasions, a partner may ask to attend if they have an area of activity they would like to promote or consult upon.

2.7 The Committee can add real value when it can 'get under the skin' of a certain subject area. The setting up of a time limited Task and Finish Working Groups provides a real opportunity to achieve this, for example, where a concern is raised or there is a desire to improve things. Terms of Reference, progress reports and final outcomes from these groups would be added to the Work Programme.

3.0 CONSULTATION

3.1 None.

4.0 ASSOCIATED RISKS

4.1 None directly arising from this report.

5.0 MONITORING

5.1 The Work Programme is flexible and will be reported to each Committee to allow changes to be made where appropriate.

6.0 RELEVANT COUNCIL PLAN PRIORITIES/COUNCIL POLICIES/STRATEGIES

6.1 Council Plan

Background Papers: None.

Contact Officer: Director: Corporate Resources
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Appendices: Appendix 1 – Overview and Scrutiny Work Programme 2024/25

OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2024/25

REGULAR ITEMS:

- Executive Committee Forward Plan
- Overview and Scrutiny Committee Work Programme 2024/25 (to include the Action List Update on a quarterly basis – June, September, December and March meetings each year).

Committee Date: 11 June 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 Four 2022/23	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.
Review of Economic Development and Tourism Strategy	To consider the draft Economic Development and Tourism Strategy and to recommend to Executive Committee it be approved.	Head of Service: Community and Economic Development	Lead Member for Economic Development/Promotion	Yes – Deferred during 2023 pending approval of GCC Strategy in April 2024.
Gloucestershire Health Overview and Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (21 May 2024).	N/A	N/A	No.

Committee Date: 23 July 2024				
Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Has agenda item previously been deferred? Details and date of deferment required
Financial Outturn Report 2023/24	To consider the financial outturn report for 2023/24 (if not included in the Council Plan Performance Tracker – Quarter Four 2023/24 report in June).	Executive Director: Resources	Lead Member for Finance and Asset Management	No.
Ubico Report 2023/24	To consider the Ubico performance report for 2023/24.	Director: Communities	Lead Member for Clean and Green Environment	No.
Flood Event – Lessons Learnt	To scrutinise the lessons learnt from the flood event in January 2024 following consideration by the Flood Risk Management Group (as advised at Overview and Scrutiny Committee on 16 January 2024).	Director: Communities	Leader of the Council / Lead Member for Clean and Green Environment	No.

Committee Date: 23 July 2024				
Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Has agenda item previously been deferred? Details and date of deferment required
Gloucestershire Police and Crime Panel Update	To receive an update from the Council's representative on matters considered at the last meeting (12 July 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 (16 July 2024).	N/A	N/A	No.

Committee Date: 10 September 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 One 2024/25	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.
Housing and Homelessness Strategy	To monitor delivery of the actions in relation to the Housing and Homelessness Strategy.	Head of Service: Housing		No.
Gloucestershire Police and Crime Panel Update	To receive an update from the Council's representative on matters considered at the last meeting (6 September 2024).	N/A	N/A	No.

Committee Date: 22 October 2024				
Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Has agenda item previously been deferred? Details and date of deferment required
Gloucestershire Health Overview and Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (15 October 2024).	N/A	N/A	No.

Committee Date: 3 December 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 Two 2024/25	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 Health Overview and Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (26 November 2024).	N/A	N/A	No.
Gloucestershire Police and Crime Panel Update	To receive an update from the Council's representative on matters considered at the last meeting (1 November 2024).	N/A	N/A	No.

Committee Date: 14 January 2025				
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 had agreed to fund for five years (2021/22-2025/26).	Head of Service: Community and Economic Development	Lead Member for Housing, Health and Wellbeing	No.

Committee Date: 11 February 2025				
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 2024/25	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.

Committee Date: 1 April 2025				
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 2024/25 and to endorse the action plan for 2025/26.	Director: Digital and Organisational Change	Lead Member for Customer Focus	No.
Depot Services Working Group Annual Report	To consider the progress made by the Working Group in 2024/25.	Director: Communities	Lead Member for Clean and Green Environment	No.
Overview and Scrutiny Committee Work Programme 2025/26	To consider and approve the forthcoming Committee work programme.	Director: Corporate Governance	Lead Member for Corporate Governance	No.

Committee Date: 1 April 2025				
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 2024/25	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	Leader Member for Corporate Governance	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
Green Champions	Action from Overview and Scrutiny Committee meeting on 12 September 2023 that the Green Champions attend a future meeting of the Committee as and when appropriate. – Action to be referred to the Climate Change and Ecology Management Working Group.	Director: Communities	Lead Member for Clean and Green Environment	12 September 2023
Cost of Living Crisis	Potential item for scrutiny suggested by the Leader – subject to discussion between the Chair, Leader and relevant Officers as to how this may be taken forward.	Director: Corporate Services	Leader of the Council	5 December 2023

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	26 March 2024
Subject:	Financial Update – Quarter Three 2023/24
Report of:	Associate Director: Finance
Head of Service/Director:	Executive Director: Resources
Lead Member:	Lead Member for Finance and Asset Management
Number of Appendices:	Six

Executive Summary:

The budget for 2023/24 was approved by Council in February 2023 with the reserves being approved at Executive Committee in July 2023. This report is the second quarterly monitoring report of the Council’s financial performance for the year.

The report highlights a projected outturn surplus, based on the quarter three position, of £201,522 on the revenue budget and details the expenditure to date against both the capital programme and the approved reserves.

Recommendation:

To CONSIDER the financial performance information for the third quarter 2023/24

Financial Implications:

As detailed within the report.

If the budget is in deficit at year-end, then the Council will have to use reserves to fund the overspend, meaning that these resources are not available to fund other activities or future financial management of the Council’s projected medium-term budgets. The Council currently has a £1m General Fund balance but significant earmarked reserves.

Legal Implications:

The Council must set a budget in accordance with the provisions of the Local Government and Finance Act 1992 and approval of a balanced budget is a statutory responsibility of the Council.

The advice of the Chief Finance Officer (Section 151 Officer) must be taken into account, particularly in relation to the robustness of the estimates and the adequacy of reserves.

Members are also required to monitor the Council’s finances so that they are satisfied that mechanisms are in place to deliver savings and new expenditure is contained within the available reserves.

Environmental and Sustainability Implications:

None arising from this report.

Resource Implications (including impact on equalities):

None associated with the report

Safeguarding Implications:

None associated with the report.

Impact on the Customer:

None associated with the report.

1.0 INTRODUCTION

1.1 This report provides the quarter three (Q3) monitoring position statement for the financial year 2023/24. The purpose of this report is to notify Members of any known significant variations to budgets for the current financial year, highlight any key issues, and to inform members of any action to be taken if required.

1.2 The report is prepared based on expectations as at the end of quarter three; however, the current economic conditions and financial climate are extremely volatile and have already had an impact on our financial forecasts which could affect future forecasting.

2.0 REVENUE BUDGET POSITION

2.1 The financial budget summary for Q3 shows a projected surplus of £28,579 for the full year against the approved budget. The following table highlights the forecast outturn position for service provision, the net position on corporate income and expenditure and the resulting surplus.

	Budget	Full Year Projection	Full Year Variance
<u>Services expenditure</u>			
Employees	£11,630,698	£11,366,759	£263,939
Premises	£697,810	£760,221	-£62,411
Transport	£71,479	£48,499	£22,980
Supplies & Services	£2,419,478	£2,365,400	£54,078
Payments to Third Parties	£7,705,273	£7,933,002	-£227,729
Transfer Payments – Benefits Service	£59,229	£77,442	-£18,213
Projects Funded Externally	£220,000	£165,388	£54,612
Income	-£8,780,923	-£8,722,246	-£58,677
Services Sub Total	£14,023,044	£13,994,465	£28,579

Corporate expenditure

Treasury – Interest Received	-£1,000,000	-£1,234,610	£234,610
Treasury – Borrowing Costs	£633,641	£427,823	£205,818
Investment Properties	-£3,330,500	-£3,405,695	£75,195
Corporate Salary Savings	-£208,516	£0	-£208,516
Pension	£1,240,000	£1,244,492	-£4,492
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	-£4,620,852	£122,594
Council Tax Surplus	-£160,899	-£160,899	£0
Parish precept	£2,600,442	£2,600,442	£0
Use of reserves & MRP	£1,690,229	£1,566,256	£123,973
Corporate Sub Total	-£6,296,752	-£6,845,934	£549,182
Transfer to reserves (externally ringfenced funding)			-£376,239
Surplus / (deficit)			£201,522

Service Expenditure

- 2.2** The quarter three full year projection highlights a full year cost of service provision totalling £13.99m, resulting in a surplus against the approved budget of £28,579. The following paragraphs highlight the main reasons for this projected surplus. In addition, Appendix A provides detail at a service level with notes on variances over £10,000.
- 2.3** The full year projection for employees highlights a potential gross surplus of £263,939. 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 £55k. The majority of the overall surplus is being accrued by One Legal. This is matched off by a reduction in third party and extraordinary income. The national pay award exceeded budget by £124k, each employee received an increase of £1,925 or 3.88% above scale point 43, executive directors were awarded 3.5%. This adverse variance will be funded from an approved reserve and is included within the Use of reserves figure.

- 2.4** There is a projected overspend of £62,411 for premises costs. The main reason for this is due to various unplanned maintenance work carried out across numerous sites. It's anticipated that maintenance costs to the homeless properties will be over budget, some of these costs will be recovered through the rental charges. £14k is for business rates, due to empty office space in the Council Offices.
- 2.5** A saving of £23k is expected within Transport costs which is due to reduced travel across the Council and only four pool cars being used when five were budgeted.
- 2.6** It is anticipated that supplies and services will be under budget by £54k, savings are expected within computer annual renewals, advertising, mobile phones, books and publications. This saving has been reduced by an overspend within external audit fees and refund of planning fees.
- 2.6** Payments to third parties highlights a projected deficit of £227,729. Emergency homeless accommodation is anticipated to be £151k over budget due to the increased demand in temporary housing, 82% of these costs will be recovered from housing benefit which is included within income. The Materials Recovery Facility (MRF) gate fee is expected to be £234k over budget which is due to a significant increase in the gate fee per tonne being paid, increasing from £38 per tonne to £69 per tonne, this is affected by the declining value of materials and increase in energy prices. We also incurred a one-off fee for increased energy prices. The third-party payment saving from the cessation of the trade waste service is estimated to be approximately £94k 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 £108k less than budget based upon quarter three actual expenditure. These costs were previously borne by Cheltenham and are in relation to the day-to-day running costs and maintenance requirements for the depot.
- 2.7** Income is expected to be below budget by £59k. This is mainly due to the cessation of the trade waste service where income is estimated to be £135k below target. Income from Tewkesbury Leisure Centre will be £78k lower than budget, as a reduced management fee has been agreed. In addition, One Legal income is significantly below target, although this is offset against savings within employees. Licensing & Planning are anticipated to exceed target, generating additional income of £150k. Recovery of boarding charges are greater than budget, due to the increase in demand of emergency homeless accommodation. Corporate resources received additional grants which were outside budget, this was mainly to fund the Council Tax support fund.

Corporate Expenditure

- 2.8** The expenditure associated with corporate activities as well as the financing of the Council is shown in the second section and highlights an estimated surplus of £549,182 for the financial year.
- 2.9** Treasury activities are currently performing above budget expectations. Due to the rise in interest rates, the Council will see a gain in investment activities. This rise will not impact our borrowing costs as the interest rates were fixed and no additional borrowing is expected before year end.
- 2.10** The favourable variance within investment properties is due to a reduction in costs associated with managing our portfolio.

- 2.11** The overall projected position on retained business rates is currently showing a positive position. The position in terms of budget is mostly in line with expectations. The only exception being empty premises relief, which is higher than anticipated. The valuation list was reset in 2023/24 financial year, making it more difficult to predict the level income and reliefs for businesses. The gain relates to a reduction in the levy to be paid for 2023/24.
- 2.12** The Q3 report has now separately identified the external grant funding that is unlikely to be spent by year end and must be ringfenced to a particular project or service. This is estimated at £376k 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.
- 2.13** Bringing together the surplus on net service expenditure, £28,579, surplus on net corporate expenditure, £549,182, and the transfer to reserves of **-£376,239**, this results in an estimated overall surplus of £201,522 for the year.

3.0 CAPITAL BUDGET POSITION

- 3.1** Appendix B shows the capital budget position as at Q3. This is currently showing an underspend of £232k against the profiled budget of £2.2m. The capital programme estimates total expenditure for the year to be circa £3.3m. The main elements of this year's forecast include:
- Vehicle replacement programme
 - High street heritage action zone
 - Disabled Facilities Grants (DFG)
 - Heating system replacement
- 3.2** 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.
- 3.3** The capital budget for vehicles is currently underspent due to longer lead times than anticipated. It is planned that new vehicles will be acquired by the end of this financial year.
- 3.4** Expenditure for the heating project is in line with budget. The project is expected to be completed by the end of February. It is to be financed by a capital grant of £708k and reserves.

4.0 RESERVES POSITION

- 4.1** Appendix D 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.
- 4.2** 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

4.3 Actual expenditure of £1,840,942 has been made against reserves at Q3. This mostly consists of expenditure relating to the Business Transformation team, temporary posts in Revenues and Benefits, community support grants, Borough Election costs and the third quarter costs of the Garden Town team. The full breakdown is provided in Appendix D.

5.0 KEY PERFORMANCE INDICATORS (KPIs)

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

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

5.3 The table in Appendix E shows the level of bad debt for each service area and the percentage that is greater than one year.

5.4 The final KPI shows the number of vacancies in each service area. This is also being reported to management team on a monthly basis. Although vacant posts result in a saving against budget, they can in some circumstances have a negative impact on service delivery. The total number of vacant full-time equivalents (FTE) at Q3 is 30.30 out of a total workforce of 222.2fte, this is a 28% reduction compared to Q2. There are various reasons for these vacancies and management team will be working with HR and Heads of Service to help with recruitment to ensure there is minimal impact on services.

6.0 PRUDENTIAL INDICATORS

6.1 In December 2021, CIPFA published its revised Prudential Code and Treasury Management Code of Practice following concerns around the commercial activity undertaken by several local authorities and the affordability of borrowing plans.

6.2 The code required the Prudential Indicators (which are approved as part of the Council's Treasury Management Strategy) to be reported quarterly (from semi-annually) as part of the financial updates. The Code permitted this reporting to be implemented by the 2023/24 financial year so Appendices C and F will be a recurring addition to the quarterly financial reports.

6.3 The indicators in the appendices are used to monitor our performance against the prudential indicators approved by Council prior to the start of the financial year.

7.0 CONSULTATION

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

8.0 ASSOCIATED RISKS

8.1 None

9.0 MONITORING

9.1 Budget monitoring occurs on a monthly basis and is formally reported quarterly.

10.0 RELEVANT COUNCIL PLAN PRIORITIES/COUNCIL POLICIES/STRATEGIES

10.1 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: Treasury and Capital Management – Executive 4 January 2023
Budget 2023/24 – Executive 1 February 2023

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Appendices: Appendix A – Revenue position by service
Appendix B – Capital position
Appendix C – Capital Prudential Indicators
Appendix D – Earmarked reserves update
Appendix E – KPIs
Appendix F – Treasury Management Indicators

Appendix A - Quarter 3 budget report

Chief Executive

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	285,069	346,563	(61,494)	1
Transport	0	300	(300)	
Supplies & Services	9,460	9,859	(399)	
TOTAL	294,529	356,722	(62,193)	

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

People Culture and Performan

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	260,488	261,364	(876)	
Supplies & Services	12,472	11,611	861	
Payments to Third Parties	155,097	110,452	44,645	2
Income	0	(2,000)	2,000	
TOTAL	428,057	381,427	46,630	

2) The majority of savings were due to four vacant apprenticeship posts for most of the year. All but one of these posts has now been filled. Also a small saving expected from the Occupational Health budget due to changing supplier this year.

Transformation

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	885,128	828,605	56,523	3
Transport	0	43	(43)	
Supplies & Services	138,747	128,141	10,606	4
Payments to Third Parties	67,000	35,806	31,194	5
Income	(2,400)	(2,400)	0	
TOTAL	1,088,475	990,195	98,280	

3) Savings on various posts in Customer Services & Communications.

4) The majority of the savings were generated from annual computer licences but also a small saving on Tewkesbury Borough News.

5) Most savings were due to the timing of the Geographic Information System Project. Software licence commenced December 2023 but budget was for full year. Further savings were due to One Legals decision not to recharge the partner councils for the Data Protection Officer.

Executive Director of Place

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	118,997	94,647	24,350	6
Supplies & Services	90	2,425	(2,335)	
TOTAL	119,087	97,072	22,015	

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

Communities

	Full Year Budget	Projected Outturn	Savings / (Deficit)	
	£	£	£	
Employees	2,282,530	2,282,042	488	
Premises	55,710	58,236	(2,526)	
Transport	0	897	(897)	
Supplies & Services	254,126	239,107	15,019	7
Payments to Third Parties	6,700,534	6,847,675	(147,141)	8
Ringfenced Projects and Funding	0	(54,612)	54,612	9
Income	(2,834,940)	(2,909,768)	74,828	10
TOTAL	6,457,960	6,463,577	(5,617)	

7) Large majority of this saving is due to reduction in recycling advertisement costs.

8) Adverse variance of £147k is mainly due to the following: MRF gate fee is £234k overbudget, this is due to an increase in the rate per tonne which is affected by the declining value of materials and increase in energy prices, the rate has increased from £38 to £69 per tonne in the quarter, a one off charge was also incurred for additional power. It's anticipated that emergency accommodation for the homeless is going to be £151k over budget, around 82% will be recovered from housing benefit which is shown within income below. This adverse variance is reduced by a saving of £94k from ceasing the trade waste service in December and £108k saving on running costs for the Swindon Road Depot.

9) This ringfenced grant will be carried over at year-end to fund the international resettlement housing officer post

10) Favourable variance of £75k is mainly due to increased income generated from licensing of £96k and £110k of recovery of boarding charges due to the increased placements in emergency accommodation. This income has been reduced by the loss of income from the cessation of the trade waste service of £135k.

Planning

	Full Year Budget	Projected Outturn	Savings / (Deficit)	
	£	£	£	
Employees	1,679,866	1,843,102	(163,236)	11
Transport	1,239	826	413	
Supplies & Services	101,857	151,591	(49,734)	12
Payments to Third Parties	257,000	396,157	(139,157)	13
Central Recharges	10,000	10,000	0	
Ringfenced Projects and Funding	220,000	220,000	0	
Income	(1,300,624)	(1,375,358)	74,734	14
TOTAL	969,338	1,246,318	(276,980)	

11) 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

12) Projected overspend due to higher than anticipated refunds of planning fees and computer licences.

13) Adverse variance is mainly due to Planning appeal consultancy and legal fees, costs of external consultants in relation to landscape, ecology and urban design services.

14) Favourable variance due to higher than target income from planning performance agreements but this saving has been used to fund the increase in employment costs.

Executive Director of Resources

Full Year Budget	Projected Outturn	Savings / (Deficit)
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	£	£	£
Employees	126,038	130,880	(4,842)
Supplies & Services	4,440	4,491	(51)
Payments to Third Parties	111,439	111,439	0
	241,917	246,810	(4,893)

Corporate Resources

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	2,138,400	2,185,414	(47,014)	15
Premises	642,100	701,985	(59,885)	16
Transport	68,240	45,576	22,664	17
Supplies & Services	859,664	847,197	12,467	18
Payments to Third Parties	296,641	313,714	(17,073)	19
Transfer Payments - Benefits Servic	59,229	77,442	(18,213)	20
Income	(1,922,042)	(2,131,286)	209,244	21
TOTAL	2,142,232	2,040,042	102,190	

15) The majority of the overspend relates to appointment of additional Internal Auditor. This was required to allow the internal audit function fulfil their annual plan.

16) The maintenance of the homelessness properties throughout the year has exceeded the budget by £34k. There are also some overspends on maintenance of other assets but some off this if offset by a saving in utilities.

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

18) Combination of various overspends mainly on postages, homeless properties and PDQ terminal in car parks outweighed by savings generated by Democratic services

19) Variety of savings across Corporate resources offset the unbudgeted cost of for Monitoring Officer role

20) Budget based on 99% recovery but mid year estimate suggests it will be more like 97%

21) £172k of additional grants received from central government mainly for the council tax support fund

£89k of additional recovery of housing benefits

Finance

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £
Employees	455,775	456,220	(445)
Supplies & Services	502,619	512,394	(9,775)
Payments to Third Parties	38,050	38,229	(179)
Income	(10,300)	(10,323)	23
TOTAL	986,144	996,520	(10,376)

IT and Cyber

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	485,662	449,081	36,581	22
Supplies & Services	422,768	371,443	51,325	23
Payments to Third Parties	8,250	8,269	(19)	
Income	0	(33)	33	
TOTAL	916,680	828,760	87,920	

22) £37k saving due to the Associate Director post being vacant since mid September.

23) Anticipated savings from computer licences

One Legal	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	2,912,745	2,495,454	423,904	24
Transport	2,000	857	1,143	
Supplies & Services	113,235	87,141	26,094	25
Payments to Third Parties	10,000	10,000	0	
Central Recharges	51,262	51,262	0	
Income	(2,710,617)	(2,266,088)	(444,529)	26
TOTAL	378,625	378,625	6,612	

24) There are currently 15 vacant posts in One Legal offset by a predicted annual costs of £455k for agency staff. Any year end surplus will be transferred to One Legal reserves.

25) Predicted saving on books & publications and computer software.

26) 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 B - Analysis of capital budget 2023/24

	Q3 Budget Position £	Q3 Actual Position £	(Over) / Under spend £	% Slippage	Full Year Projection £	Comments
Council Land & Buildings	980,000	978,211	1,789	0	1,508,282	Expenditure for the heating project is in line with budget. The project is expected to be completed in the Spring. It is to be financed by capital grant of £708k and reserves.
Vehicles	373,500	177,794	195,706	52	381,689	More waste vehicles to be purchased in 2024/25
Equipment & Furniture	100,000	132,394	(32,394)	(32)	225,000	Expenditure in Q3 was more than expected. Overspend will be financed from the s 106 funds available for the waste bins. Electric charging points project is delayed and likely to be completed in early 2024/25
Community Grants	112,500	53,587	58,913	52	360,000	High Street Heritage Action Zone Programme; expenditure in Q3 was less than expected
Housing & Business Grants	600,000	591,710	8,290	1	800,000	Expenditure for Disabled Facility Grants is in line with budget
	2,166,000	1,933,696	232,304	11	3,274,971	

Prudential Indicators Q3 2023/24

The Authority measures and manages its capital expenditure, borrowing and commercial investments with references to the following indicators.

It is now a requirement of the CIPFA Prudential Code that these are reported on a quarterly basis.

Capital Expenditure: The Authority has undertaken and is planning capital expenditure as summarised below.

	2022/23 actual	2023/24 forecast	2024/25 budget	2025/26 budget
General Fund services (£m)	2.77	3.27	4.58	2.71

Capital Financing Requirement: The Authority's cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP and capital receipts used to replace debt.

	31.3.2023 actual	31.3.2024 forecast	31.3.2025 budget	31.3.2026 budget
Capital investments (£m)	53.54	52.59	51.62	50.62
TOTAL CFR (£m)	53.54	52.59	51.62	50.62

Gross Debt and the Capital Financing Requirement: Statutory guidance is that debt should remain below the capital financing requirement, except in the short term. The Authority has complied and expects to continue to comply with this requirement in the medium term as is shown below.

	31.3.2023 actual	31.3.2024 forecast	31.3.2025 budget	31.3.2026 budget	Debt at 31.12.2023
Debt (incl. PFI & leases) (£m)	30.33	19.79	19.26	18.73	20.07
Capital Financing Requirement (£m)	53.54	52.59	51.62	50.62	

Debt and the Authorised Limit and Operational Boundary: The Authority is legally obliged to set an affordable borrowing limit (also termed the Authorised Limit for external debt) each year. In line with statutory guidance, a lower "operational boundary" is also set as a warning level should debt approach the limit.

Appendix C

	Maximum debt Q3 2023/24	Debt at 31.12.23	2023/24 Authorised Limit	2023/24 Operational Boundary	Complied? Yes/No
Borrowing (£'000)	30,333	20,067	50,000	40,000	Yes
Total debt (£'000)	30,333	20,067	50,000	40,000	

Since the operational boundary is a management tool for in-year monitoring it is not significant if the boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure.

Net Income from Commercial and Service Investments to Net Revenue Stream: The Authority's income from commercial and service investments as a proportion of its net revenue stream has been and is expected to be as indicated below.

	2022/23 actual	2023/24 forecast	2024/25 budget	2025/26 budget
Total net income from service and commercial investments (£m)	3.14	3.43	2.77	2.06
Proportion of net revenue stream	22.27%	26.27%	19.86%	14%

Proportion of Financing Costs to Net Revenue Stream: Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue.

The net annual charge is known as financing costs; this is compared to the net revenue stream i.e. the amount funded from Council Tax, business rates and general government grants.

	2022/23 actual	2023/24 forecast	2024/25 budget	2025/26 budget
Financing costs (£m)	1.390	1.367	1.383	1.400
Proportion of net revenue stream	9.88%	10.48%	9.90%	9.51%

Appendix D - Revenue reserves for 2023/24

Reserve	Balance 31st March 2023	Spent in Reserve Q3	Reserve Remaining	Note
Service Reserves				
Asset Management Reserve	1,596,322	69,009	1,527,313	
Borough Growth Reserve	578,591	27,861	550,730	
Borough Regeneration Reserve	20,634	4,127	16,507	
Business Support Reserve	88,044	23,699	64,345	
Business Transformation Reserve	1,540,070	452,741	1,087,329	1
Climate Change Reserve	210,333	9,809	200,524	
Community Support Reserve	1,008,028	171,784	836,244	2
Council Tax Reserve	98,392	-	98,392	
Development Management Reserve	399,143	191,005	208,137	3
Development Policy Reserve	1,738,301	50,118	1,688,183	
Elections Reserve	228,515	162,904	65,611	4
Flood Support and Protection Reserve	9,509	-	9,509	
Garden Town Reserve	370,451	243,254	127,197	5
Housing & Homeless Reserve	556,633	39,494	517,140	
Investment Reserve	600,000	-	600,000	
IT Reserve	165,000	20,798	144,202	
MTFS Equalisation Reserve	2,868,333	39,817	2,828,517	
Open Space & watercourse Reserve	929,047	108,000	821,047	6
Organisational Development Reserve	710,753	39,639	671,114	
Risk Management Reserve	610,000	123,973	486,027	7
Waste & Recycling development Reserve	3,212,315	62,911	3,149,404	
	17,538,415	1,840,942	15,697,473	

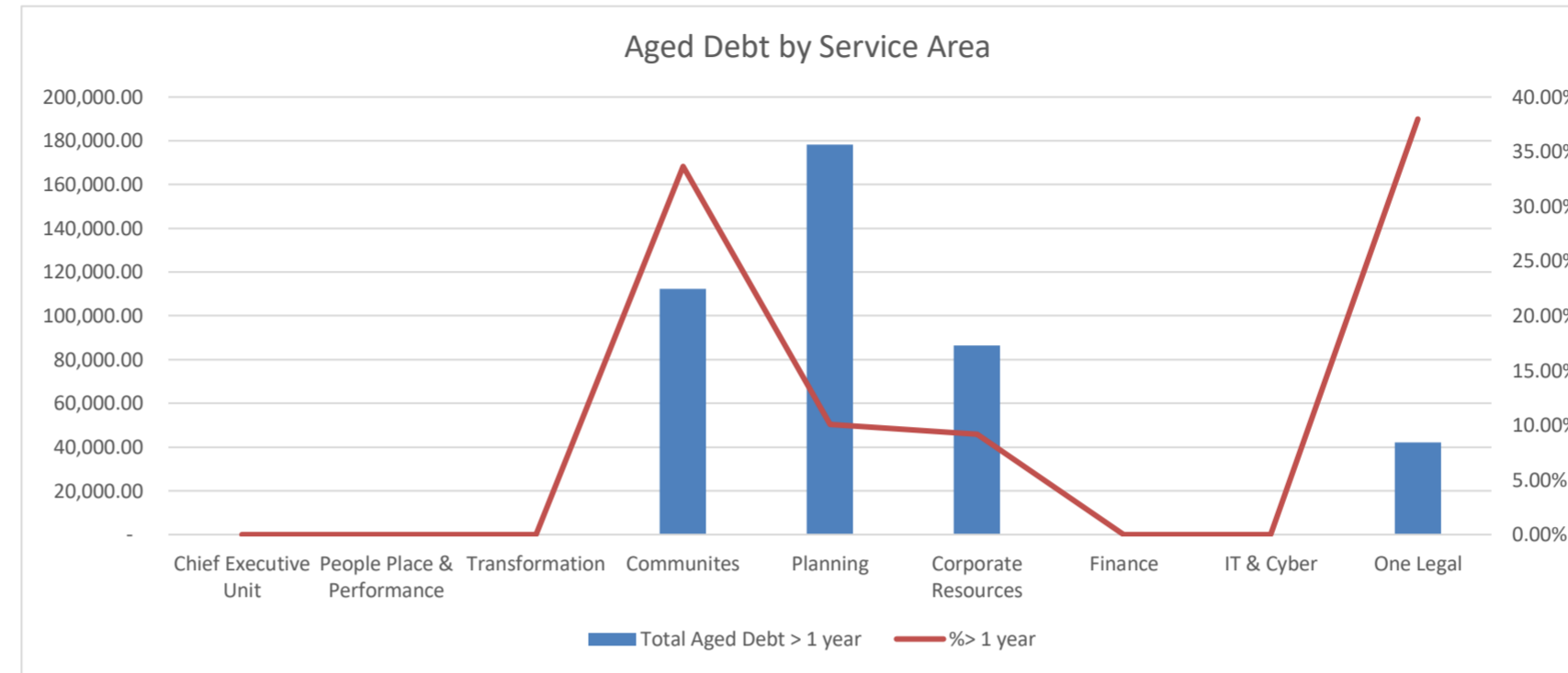
Notes

- 1 Expenditure against a combination of specific reserves for various temporary posts in the Business Transformation team and in the Revenues and Benefits team.
- 2 Predominantly community support grants.
- 3 Cost of temporary planning staff and specialist consultancy services.
- 4 Elections Cost
- 5 Cost of Garden Town team for Q3
- 6 Budgeted increase of open space & watercourse reserve
- 7 Additional cost of pay award funded from reserves

Appendix E - Key Performance Indicators 2023/24

Aged Debt

	Total Aged Debt	Total Aged Debt > 1 year	%> 1 year
Chief Executive Unit	2,880.00	-	0.00%
People Place & Performance	-	-	0.00%
Transformation	-	-	0.00%
Communités	333,536.59	112,224.65	33.65%
Planning	1,771,114.46	178,359.40	10.07%
Corporate Resources	944,273.29	86,501.35	9.16%
Finance	-	-	0.00%
IT & Cyber	-	-	0.00%
One Legal	110,715.00	42,064.73	37.99%



Treasury

Investments as at 31.12.23

Internal Investments	£25.7m
Strategic Pooled Funds	£8.4m
Total Investments	£34.1m

Borrowing as at 31.12.23

Short Term Borrowing	£0m
Long Term Borrowing	£20.06m
Total Borrowing	£20.06m

Security

Average Credit Rating	A+
Bail In Proportion	38%

Budgeted Cost 2023/24	£633,641
Cost as at 31.12.23	£375,225
Estimated Cost at Year End	£427,823

Liquidity

Proportion available 7 days	34%
Proportion available 100 days	70%

Yield

Internal Investments	5.22%
Strategic Funds (income)	5.08%
Total Income Return	4.85%

Budgeted Yield 2023/24	£1,000,000
Yield earned as at 31.12.23	£93,460,012
Estimated Yield at Year End	£1,235,000

Vacancies

	FTE Vacant
Chief Executive Unit	-
People, Culture & Performance	2.00
Transformation	-
Communités	4.50
Place	5.00
Corporate Resources	3.00
Finance	-
IT & Cyber	1.40
One Legal	14.40
Total	30.30

Treasury Management Report Q3 2023/24

Introduction

In February 2012 the Authority adopted the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice* (the CIPFA Code) which requires the Authority to approve treasury management semi-annual and annual reports. This quarterly report provides an additional update.

This report includes the new requirement in the 2021 Code, mandatory from 1st April 2023, of quarterly reporting of the treasury management prudential indicators. The non-treasury prudential indicators are incorporated in the Authority's normal quarterly capital monitoring report.

The Authority's treasury management strategy for 2023/24 was approved at a meeting on 24 January 2023. The Authority has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk remains central to the Authority's treasury management strategy.

External Context

Economic background: UK inflation rates finally started to decline, mirroring the sharp but earlier drop seen in the Eurozone and US. Despite the fall, the Consumer Price Index (CPI) remained substantially in excess in the Bank of England's (BoE) 2% target, at 3.9% for November 2023. Market expectations for further rises in Bank Rate fell from October through to year end, indicating that the 5.25% level reached in August 2023 was indeed the peak for Bank Rate.

Economic growth in the UK remained weak over the period, edging into recessionary territory. In calendar Q3 2023, the economy contracted by 0.1%, following no change in Q2. Monthly GDP data showed a 0.3% contraction in October, following a 0.2% rise in September. While other indicators have suggested a pickup in activity in the subsequent months, Q4 GDP growth is likely to continue the weak trend.

July data showed the unemployment rate increased to 4.2% (3mth/year) while the employment rate rose to 75.7%. Pay growth edged lower as the previous strong pay rates waned; total pay (including bonuses) growth was 7.2% over the three months to October 2023, while regular pay growth was 7.3%. Adjusting for inflation, pay growth in real terms were positive at 1.3% and 1.4% for total pay and regular pay respectively.

Inflation continued to fall from its peak as annual headline CPI declined to 3.9% (down from 4.6%) in November 2023. The largest downward contribution came from energy and food prices. The core rate also surprised on the downside, falling to 5.1% from 5.7%.

The BoE's Monetary Policy Committee held Bank Rate at 5.25% throughout the period, although a substantial minority continued to vote for a 25 basis point rate rise. The Bank continues to tighten monetary policy through asset sales, as it reduces the size of its balance sheet. Financial market Bank Rate expectations moderated over the period as falling inflation and weakening data showed that higher interest rates were working in the UK, US, and Eurozone.

Following the December MPC meeting, Arlingclose, the authority's treasury adviser, maintained its central view that 5.25% is the peak in Bank Rate. Short term risks are broadly balanced, but over

the remaining part of the time horizon the risks are to the downside from economic activity weakening more than expected.

The lagged effect of monetary policy together with the staggered fixed term mortgage maturities over the next 12-24 months means the full impact from Bank Rate rises are still yet to be felt by households. As such, while consumer confidence continued to improve over the period, it is likely this will reverse at some point and spending will struggle. Higher rates will also impact exposed businesses; according to S&P/CIPS survey data, the UK manufacturing and construction sectors contracted during the quarter. The services sector recovered, however, with the PMI rising strongly in December, possibly due to improving consumer confidence.

The US Federal Reserve held its key interest rate at 5.25-5.50% over the period. While policymakers continued to talk up the risks to inflation and therefore interest rates, this stance ebbed over the quarter culminating in a relatively dovish outcome from the December FOMC meeting.

The European Central Bank continues to resist market policy loosening expectations, but the Eurozone CPI rate has fallen sharply as GDP growth as markedly slowed, hitting 2.4% in November (although rising to 2.9% on energy-related base effects).

Financial markets: Financial market sentiment and bond yields remained volatile, but the latter rapidly trended downwards towards the end of 2023 on signs of sharply moderating inflation and economic growth.

Gilt yields fell towards the end of the period. The 10-year UK benchmark gilt yield rose from 4.57% to peak at 4.67% in October before dropping to 3.54% by the end of December 2023. The Sterling Overnight Rate (SONIA) averaged 5.19% over the period.

Credit review: Arlingclose maintained the advised maximum duration limit for all banks on its recommended counterparty list to 35 days over the period.

In October, Moody's revised the outlook on the UK's Aa3 sovereign rating to stable from negative. This led to similar rating actions on entities that include an element of government support in their own credit ratings, including banks and housing associations. Local authorities were, however, downgraded on expectations of lower government funding.

Following the issue of a Section 114 notice, in November Arlingclose advised against undertaking new lending to Nottingham City Council. After reducing its recommended duration on Warrington Borough Council to a maximum of 100 days in September, the local authority was subsequently suspended from the Arlingclose recommended list following a credit rating downgrade by Moody's to Baa1.

Arlingclose continued to monitor and assess credit default swap levels for signs of ongoing credit stress, but no changes were made to recommended durations over the period.

Heightened market volatility is expected to remain a feature, at least in the near term and, as ever, the institutions and durations on the Authority's counterparty list recommended by Arlingclose remains under constant review.

Local Context

On 31st March 2023, the Authority had net investments of £0.61m arising from its revenue and capital income and expenditure. The underlying need to borrow for capital purposes is measured

by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. These factors are summarised in Table 1 below.

Table 1: Balance Sheet Summary

	31.3.23 Actual £m
General Fund CFR	53.44
External borrowing	-30.33
Internal borrowing	23.21
Less: Balance sheet resources	-52.98
Net investments	-29.87

The treasury management position on 31st December 2023 and the change during over the year is shown in Table 2 below.

Table 2: Treasury Management Summary

	31.3.23 Balance £m	Movement £m	31.12.23 Balance £m	31.12.23 Rate %
Long-term borrowing				
- PWLB	-20.33	0.27	-20.06	1.92
Short-term borrowing	-10.00	10.00	-0.00	0.10
Total borrowing	-30.33	10.27	-20.06	
Long-term investments	10.42	-8.42	2.00	4.5
Short-term investments	18.00	-4.00	14.00	5.10
Cash and cash equivalents	1.45	8.25	9.70	5.28
Total investments	29.87	4.25	25.70	
Net investments	0.46	-6.02	5.64	

Borrowing

CIPFA's 2021 Prudential Code is clear that local authorities must not borrow to invest primarily for financial return and that it is not prudent for local authorities to make any investment or spending decision that will increase the capital financing requirement and so may lead to new borrowing, unless directly and primarily related to the functions of the Authority. PWLB loans are no longer available to local authorities planning to buy investment assets primarily for yield unless these loans are for refinancing purposes.

The Authority *is currently reviewing* its capital programme in light of the Prudential Code 2021 requirements and PWLB lending arrangements to ensure that borrowing to invest primarily for commercial return is no longer undertaken

The Authority currently holds £59.3m in commercial investments that were purchased prior to the change in the CIPFA Prudential Code. Before undertaking further additional borrowing the Authority will review the options for exiting these investments.

Borrowing Strategy and Activity

As outlined in the treasury strategy, the Authority's chief objective when borrowing has been to strike an appropriately low risk balance between securing lower interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Authority's long-term plans change being a secondary objective. The Authority's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio.

Interest rates have seen substantial rises over the last two years, although these rises began to plateau in the later months of 2023. Rates over the last 3 quarters were at the peak between June and October, since then they have fallen back to lows last seen in April 2023. Gilt yields have remained volatile, facing upward pressure following signs that UK growth had been more resilient and inflation stickier than expected. However more recent signs of slowing inflation and the perception of an increasingly struggling economy have now begun to change this sentiment, resulting in falling gilt yields and, consequently, PWLB rates.

On 31st December, the PWLB certainty rates for maturity loans were 4.19% for 10-year loans, 4.90% for 20-year loans and 4.67% for 50-year loans. Their equivalents on 31st March 2023 were 4.33%, 4.70% and 4.41% respectively.

At 31st December 2023 the Authority held £20.06m of loans, (a decrease of £10.27m to 31st March 2023, as part of its strategy for funding previous years' capital programmes. Outstanding loans on 31st December are summarised in Table 3A below.

Table 3A: Borrowing Position

	31.3.23 Balance £m	Net Movement £m	31.12.23 Balance £m	31.12.23 Weighted Average Rate %	31.12.23 Weighted Average Maturity (years)
Public Works Loan Board	-20.33	0.27	-20.06	1.92	27.50
Local authorities (short-term)	-10.00	10.00	0.00	0.10	1.00
Total borrowing	-30.33	10.27	-20.06		

Table 3B: Long-dated Loans borrowed

	Amount £m	Rate %	Period (Years)
PWLB Maturity Loan 1	11.0	2.35	40
PWLB Maturity Loan 2	3.00	2.47	40
PWLB EIP Loan 1	5.00	1.05	15
PWLB EIP Loan 2	3.00	1.80	15
Total borrowing	22.00	2.00	

The Authority's borrowing decisions are not predicated on any one outcome for interest rates and a balanced portfolio of short- and long-term borrowing was maintained.

There remains a strong argument for diversifying funding sources, particularly if rates can be achieved on alternatives which are below gilt yields + 0.80%. The Authority will evaluate and pursue these lower cost solutions and opportunities with its advisor Arlingclose.

The UK Infrastructure Bank is one alternative source of funding which offers funding at gilt yields + 0.40% (0.40% below the PWLB certainty rate) and the possibility of more flexible funding structures than the PWLB. Funding from UKIB is generally only available for certain types of projects that meet its criteria of green energy, transport, digital, water and waste. The minimum loan size is £5 million.

Treasury Management Investment Activity

CIPFA revised TM Code defines treasury management investments as those which arise from the Authority's cash flows or treasury risk management activity that ultimately represents balances which need to be invested until the cash is required for use in the course of business.

The Authority holds invested funds, representing income received in advance of expenditure plus balances and reserves held. The investment position is shown in table 4 below.

Table 4: Treasury Investment Position

	31.3.23 Balance £m	Net Movement £m	31.12.23 Balance £m
Banks & building societies (unsecured)	0.00	0.00	0.00
Local authorities	18.00	-4.00	14.00
Local authorities -Long term	2.00	0.00	2.00
Money Market Funds	1.45	8.25	9.70
Other Pooled Funds			
- Property funds	3.64	0.00	3.64
- Multi asset income funds	4.34	0.00	4.34
- Real Estate Investment Trusts	0.45	0.00	0.45
Total investments	29.88	4.25	34.13

Both the CIPFA Code and government guidance require the Authority to invest its funds prudently, and to have regard to the security and liquidity of its treasury investments before seeking the optimum rate of return, or yield. The Authority's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.

As demonstrated by the liability benchmark in this report, the Authority expects to be a long-term investor and treasury investments therefore include both short-term low risk instruments to manage day-to-day cash flows and longer-term instruments where limited additional risk is accepted in return for higher investment income to support local public services.

Bank Rate increased by 1% over the period, from 4.25% at the beginning of April to 5.25% by the end of December. Short term rates peaked at 5.6% for 3-month rates and 6.6% for 12-month rates during the period, although these rates subsequently began to reduce towards the end of the

period. Money Market Rates also rose and were between 5.12% and 5.35 by the end of December.

The progression of risk and return metrics are shown in the extracts from Arlingclose’s quarterly investment benchmarking in Table 5 below.

Table 5: Investment Benchmarking - Treasury investments managed in-house

	Credit Score	Credit Rating	Bail-in Exposure	Weighted Average Maturity (days)	Rate of Return %
31.03.2023	5.01	A+	7%	104	-0.08
31.12.2023	5.27	A+	38%	54	4.85
Similar LAs	4.81	A+	57%	54	5.12
All LAs	4.80	A+	60%	11	4.95

Externally Managed Pooled Funds: £8.43m of the Authority’s investments is invested in externally managed strategic pooled multi-asset and property funds where short-term security and liquidity are lesser considerations, and the objectives instead are regular revenue income and long-term price stability.

Financial market conditions remained volatile between October and December. Global government bond yields initially rose before inflation data undershooting estimates led to a rally with prices rising and yields falling on the premise that the major central banks’ rate hiking cycles were over. Optimism that bond yields would fall further rapidly was tempered by tight labour markets and core inflation remaining above central banks’ targets. Nevertheless, for existing longer-term investors in fixed income securities, the prospect of interest rate cuts in 2024 improved sentiment.

November and December were good months for UK, Euro area and US equity markets as investors priced in a soft landing with the economies avoiding recession. Despite cautionary central bank warnings that the full effects of monetary tightening are yet to be felt and corporate refinancing in coming years will be at higher levels, expectations of interest rate cuts helped propel sentiment. On 31st December 2023 the FTSE All Share index was 4232 compared with 4127 on 30th September and 4157 on 31st March. The MSCI All Countries World Index was 3169 compared to 2853 on 30th September and 2791 on 31st March.

Investor sentiment for UK commercial property remained subdued with caution showed by buyers and sellers. With interest rates and bond yields remaining relatively high and investors demanding higher yields, property prices remained under pressure. The outlook for offices remains challenging from changing working practices. This was evident in the capital value of the Authority’s property fund(s) which were below those in March and September.

The combination of the above had a marginal negative effect on the combined value of the Authority’s strategic funds since March 2023. The capital values of the Authority’s equity, multi-asset and longer-dated bond funds improved and are now nearer their price on 31st March 2023.

The change in the Authority’s funds’ capital values and income return over the 9-month period to 31 December is shown in Table 4.

Income returns remained above budget at 35%. The Authority has budgeted £1m income from these investments in 2023/24. Income received up to 31st December was £934k.

Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Authority’s medium- to long-term investment objectives are regularly reviewed. Strategic fund investments are made in the knowledge that capital values will move both up and down on months, quarters and even years; but with the confidence that over a three- to five-year minimum period total returns will exceed cash interest rates.

Statutory override: In April 2023 the Department for Levelling Up, Housing and Communities (DLUHC) published the full outcome of the consultation on the extension of the statutory override on accounting for gains and losses on pooled investment funds. The override has been extended for two years until 31st March 2025 but no other changes have been made; whether the override will be extended beyond the new date is unknown but commentary to the consultation outcome suggests not. The Authority will discuss with Arlingclose the implications for the investment strategy and what action may need to be taken.

Non-Treasury Investments

The definition of investments in CIPFA’s revised 2021 Treasury Management Code covers all the financial assets of the Authority as well as other non-financial assets which the Authority holds primarily for financial return. Investments that do not meet the definition of treasury management investments (i.e. management of surplus cash) are categorised as either for service purposes (made explicitly to further service objectives) and or for commercial purposes (made primarily for financial return).

Investment Guidance issued by DLUHC and Welsh Government also broadens the definition of investments to include all such assets held partially or wholly for financial return.

The Authority held £59.3m of investments in directly owned property as shown in the table below:

Property	Purchase date	Purchase Price	Sector
Challenge House, Tewkesbury	Dec-16	£9,083,736	Office
Challenge House, Tewkesbury	Dec-16	£6,055,024	Industrial
Retail units, Clevedon	Jul-06	£2,299,110	Retail
The Chase, Hertford	Nov-17	£3,937,861	Office
SPL House, Ellesmere Port	Nov-17	£3,770,482	Industrial
Wickes, Trowbridge	Dec-17	£5,929,910	Retail
Edmund House, Leamington	Aug-18	£3,862,877	Office
M&S, Walton on the Naze	Oct-18	£4,653,141	Retail
Vaughan Park, Tipton	May-20	£9,688,943	Industrial
Volvo, Crawley	Dec-20	£10,050,365	Alternatives
Total		£59,333,248	

These investments generated £3.05m of investment income for the Authority after taking account of direct costs, representing a rate of return of 5.14%.

Treasury Performance

The Authority measures the financial performance of its treasury management activities both in terms of its impact on the revenue budget and its relationship to benchmark interest rates, as shown in table 6 below.

Table 6: Performance

	Actual £m	Budget £m	Over/ under	Actual %	Benchmark %	Over/ under
Borrowing	-0.37	-0.47	0.10	2.00		
Treasury investments	0.93	0.75	0.18	5.22	5.18	Over
Total	0.56	0.28	0.28			

The borrowing interest rate is fixed, long term PWLB loans, therefore no benchmark is available.

Consultations

In December DLUHC published two consultations: a “final” consultation on proposed changes to regulations and statutory guidance on MRP closing on 16th February and a “call for views” on capital measures to improve sector stability and efficiency closing on 31st January.

Draft regulations and draft statutory guidance are included in the MRP consultation. The proposals remain broadly the same as those in June 2022 - to limit the scope for authorities to (a) make no MRP on parts of the capital financing requirement (CFR) and (b) to use capital receipts in lieu of a revenue charge for MRP.

In its call for views on capital measures, Government wishes to engage with councils to identify and develop options for the use of capital resources and borrowing to support and encourage ‘invest-to-save’ activity and to manage budget pressures without seeking exceptional financial support. Whilst Government has identified some options including allowing authorities to capitalise general cost pressures and meet these with capital receipts, there is no commitment to take any of the options forward.

None of the proposed options suggested in the consultation will effect the council as we provide fully for MRP using revenue for all our investment properties as per the guidance.

Compliance

The Executive Director: Resources & S151 Officer reports that all treasury management activities undertaken during the year complied fully with the CIPFA Code of Practice and the Authority’s approved Treasury Management Strategy. Compliance with specific investment limits is demonstrated in table 7 below.

Table 8: Investment Limits

	Q1 - Q3 Maximum	31.12.23 Actual	2023/24 Limit	Complied? Yes/No
Any single organisation, except the UK Government	2m	2m	3m	Yes
Limit per non-UK country	0m	0m	3m	Yes

Unsecured investments with banks and building societies	2m	0m	2m	Yes
Money Market Funds	3m	3m	3m	Yes
Strategic pooled funds	10m	6m	10m	Yes
Real Estate Investment Trusts	2m	0.45m	2m	Yes

Compliance with the authorised limit and operational boundary for external debt is demonstrated in table 8 below.

Table 7: Debt Limits

	Q1 - Q3 Maximum	31.12.23 Actual	2023/24 Operational Boundary	2023/24 Authorised Limit	Complied? Yes/No
Borrowing	30.33m	20.06m	40.00m	50.00m	Yes

Since the operational boundary is a management tool for in-year monitoring it is not significant if the operational boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure.

Treasury Management Indicators

As required by the 2021 CIPFA Treasury Management Code, the Authority monitors and measures the following treasury management prudential indicators.

1. Liability Benchmark:

This new indicator compares the Authority's actual existing borrowing against a liability benchmark that has been calculated to show the lowest risk level of borrowing. The liability benchmark is an important tool to help establish whether the Council is likely to be a long-term borrower or long-term investor in the future, and so shape its strategic focus and decision making. It represents an estimate of the cumulative amount of external borrowing the Council must hold to fund its current capital and revenue plans while keeping treasury investments at the minimum level of £[X]m required to manage day-to-day cash flow.

	31.3.23 Actual	31.3.24 Forecast	31.3.25 Forecast	31.3.26 Forecast
Loans CFR	53.54	52.59	51.62	50.62
Less: Balance sheet resources	52.98	51.4	52.4	53.4
Net loans requirement	0.56	1.19	-0.78	-2.78
Plus: Liquidity allowance	10.00	10.00	10.00	10.00
Liability benchmark	10.56	11.19	9.22	7.22
Existing borrowing	30.33	19.79	19.26	18.73

Following on from the medium-term forecast above, the long-term liability benchmark assumes capital expenditure funded by borrowing.

Whilst borrowing may be above the liability benchmark, strategies involving borrowing which is significantly above the liability benchmark carry higher risk.

2. **Maturity Structure of Borrowing:** This indicator is set to control the Authority's exposure to refinancing risk. The upper and lower limits on the maturity structure of all borrowing were:

	Upper Limit	Lower Limit	31.12.23 Actual	Complied?
Under 12 months	0%	100%	0%	Yes
12 months and within 24 months	0%	100%	0%	Yes
24 months and within 5 years	0%	100%	0%	Yes
5 years and within 10 years	0%	100%	0%	Yes
10 years and above	0%	100%	100%	Yes

The periods in the table should match those in your 2023/24 TMSS

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment

3. **Long-term Treasury Management Investments:** The purpose of this indicator is to control the Authority's exposure to the risk of incurring losses by seeking early repayment of its investments. The prudential limits on the long-term treasury management limits are:

	2023/24	2024/25	2025/26	No fixed date
Limit on principal invested beyond year end	£16m	£14m	£12m	£10m
Actual principal invested beyond year end	£0m	£0m	£0m	£10m
Complied?	Yes	Yes	Yes	Yes

Long-term investments with no fixed maturity date include strategic pooled funds, real estate investment trusts and directly held equity but exclude money market funds and bank accounts with no fixed maturity date as these are considered short-term.

Additional indicators

Security: The Authority has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit rating of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

	2023/24 Target	31.12.23 Actual	Complied?
Portfolio average credit rating	A	A+	Yes

Liquidity: The Authority has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a 1 month period, without additional borrowing.

	31.12.23 Actual	2023/24 Target	Complied?
Total cash available within 1 months	£9.7m	£7m	Yes

Interest Rate Exposures: This indicator is set to control the Authority's exposure to interest rate risk. Bank Rate rose by 1.25% from 4.25% on 1st April to 5.25% by 31st December.

For context, the changes in interest rates during the quarter were:

	<u>31/3/23</u>	<u>31/12/23</u>
Bank Rate	4.25%	5.25%
1-year PWLB certainty rate, maturity loans	4.78%	5.13%
5-year PWLB certainty rate, maturity loans	4.31%	4.19%
10-year PWLB certainty rate, maturity loans	4.33%	5.37%
20-year PWLB certainty rate, maturity loans	4.70%	4.90%
50-year PWLB certainty rate, maturity loans	4.41%	4.67%

The impact of a change in interest rates is calculated on the assumption that maturing loans and investment will be replaced at new market rates.

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	26 March 2024
Subject:	Housing and Homelessness Strategy Action Plan Monitoring Report
Report of:	Head of Service: Housing
Head of Service/Director:	Director: 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. Actions from Year Two have been updated on the plan at appendix 2 with some extra updates from further work originally mentioned in Year One.

2.2 Priority 1: Increase the supply of new homes, including affordable homes

2.2.1 In Year One an objective identified was, '*Prioritise the delivery of social rented properties to reflect the local evidence of housing need*'. There has been further success in relation to this objective with 26 Social Rented units delivered through Q1-3 this year. This comes after 17 units delivered in 2022-23 following zero units delivered in 2021-22.

2.2.2 A priority for Year Two has been, '*Utilise land in Tewkesbury Borough Council's ownership to support the delivery of affordable housing and encourage other public bodies to do likewise*'. Due to constraints on some sites, opportunities to use Modern Methods of Construction (MMC) have been explored. A MMC provider has given some advice about possible sites in Tewkesbury and will conduct site visits to explore options for temporary accommodation and longer-term Affordable Housing. The provider in question has developed a model of property that has an Energy Performance Certificate rating of A which would bring benefits through carbon emissions reduction and reduced household bills for tenants.

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

- 2.3.1** Point d for this priority reflects the success in committing £1.68m from our commuted sums funding to support new build schemes. Including the update about Crown Close from September 2023, the developments will provide 57 Affordable Housing units to include 47 Social Rented properties.
- 2.3.2** An additional 12 Social Rented properties have been delivered through the Local Authority Housing Fund scheme in partnership with Bromford. The properties have been allocated to support our response to international resettlement cases and will be available for general needs use after the initial allocation.

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

- 2.4.1** Further objectives from Year One that have been built on are, '*Engage key partners in exploring new ways of helping rough sleepers and other individuals with complex and multiple needs*' and '*Engage with people with 'lived experience' of homelessness and other disadvantage in developing plans for the delivery of housing services*'. After hearing how customers who need more support felt about their experiences accessing help, the Housing Advice Team have attended training to improve the knowledge and working practices in relation to working in a trauma-informed way.
- 2.4.2** An objective under this priority for Year Two was, '*Develop new temporary accommodation solutions to meet local needs in a dispersed way across Tewkesbury*'. 17 new spaces have been identified with three different providers. These new options will cater for a variety of support needs in different areas. The individual schemes will have capacity to be expanded if required.

3.0 CONSULTATION

- 3.1** None

4.0 ASSOCIATED RISKS

- 4.1** None

5.0 MONITORING

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

6.0 RELEVANT COUNCIL PLAN PRIORITIES/COUNCIL POLICIES/STRATEGIES

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

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

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

Background Papers: None

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Appendices: Appendix 1 - Housing and Homelessness Strategy 2022-26
Appendix 2 – Housing Strategy Action Plan March 2024 Final



Tewkesbury Borough Housing and Homelessness Strategy

2022-26

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Councillor Gill Blackwell,
Lead Member for Housing



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“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.

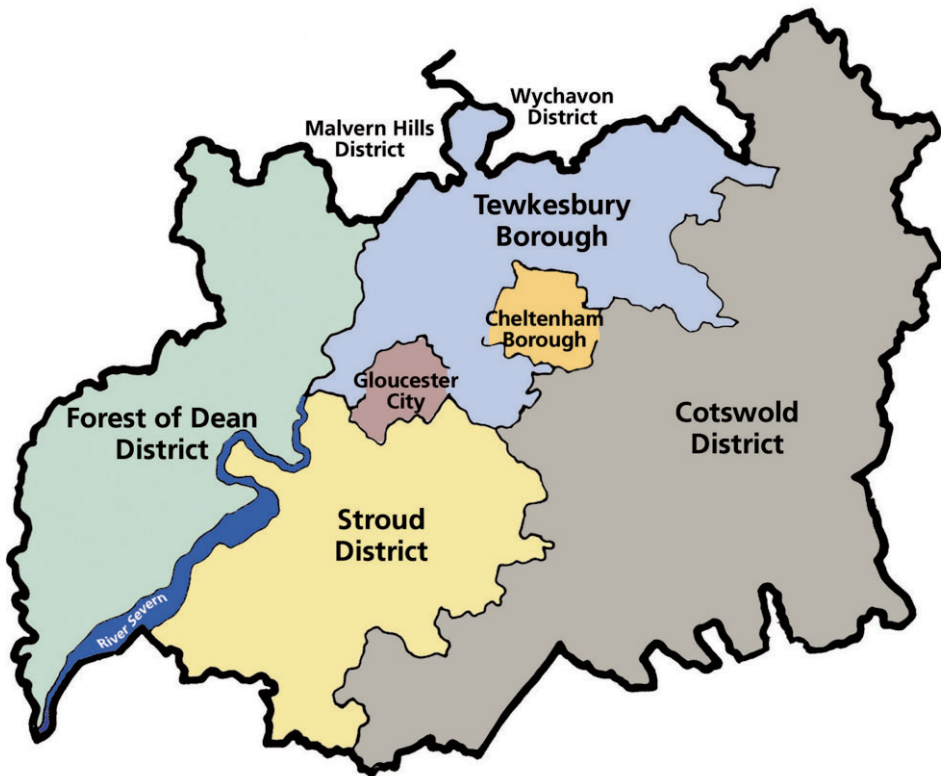
The actions in the strategy are high level actions. Detailed action plans will be developed in collaboration with our partners to support and deliver the strategic objectives.

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.

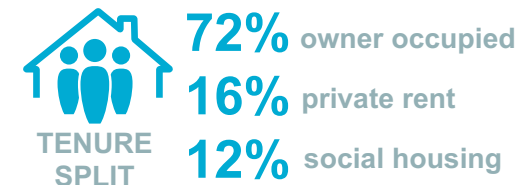
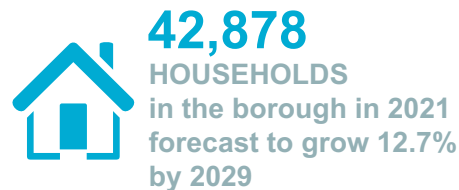
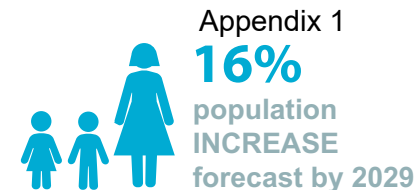
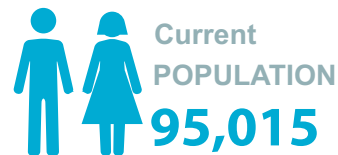


About Tewkesbury Borough

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



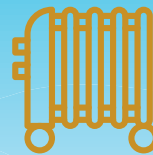
3700 HOUSEHOLDS where long-term illness or **DISABILITY** affects housing need in 2021. Increasing to **6900** by 2041



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

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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.





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“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.



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



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

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.

- 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.



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



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

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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Produced: January 2022

Appendix 2 - Housing Strategy Action Plan

Housing and Homelessness Strategy 2022-2026 Action Plan

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

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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	Strategic Housing Enabling Officer (SHEO) & Asset Manager (AM)	😊	<p>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.</p> <p>The option of 'Living pods' to be installed at the Council Office site is being explored with a possible area identified with Development and Property Services. A site visit from a local provider is being arranged and will consider other available opportunities. The pods are</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
				Energy Performance Certificate (EPC) A rated and do not use gas-fired boilers.
b) Carry out Housing Needs Surveys in rural areas to identify what additional housing is required	March 2024	SHEO	☺	<p>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.</p> <p>Surveys have been completed in Great Witcombe, Southam, Winchcombe and Woodmancote. The findings will be published in survey reports and will help identify local housing need. Local groups including Parish Councils will be given the opportunity to have the reports presented and find out how they can be involved to address the needs of the communities.</p>
c) 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	Planning Policy Manager (PPM) & SHEO	☺	<p>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.</p> <p>Housing Services will support a joint response to the Strategic and Local Plan consultation (Regulation 18: Spatial Options and Key Policy Areas).</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
d) Encourage partners to engage local people in rural communities, particularly those in housing need in developing community-led housing solutions	March 2024	SHEO	😊	<p>A proposal to accelerate the work GRCC do and support further engagement with local community groups is currently being considered.</p> <p>The proposal has been agreed and funding identified to support the three year project.</p>

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	Head of Housing (HOH) & SHEO	😊/😊	<p>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.</p> <p>Although Bromford do not wish to make properties available for alternative uses. Discussions have begun around possible regeneration work for some properties with poor energy efficiency performance. We will seek</p>

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
				to influence and support schemes with funding to improve standards e.g. Electric Vehicle charging points, increased biodiversity and the use of alternative fuel sources.
b) Develop plans to ensure accessible homes are available to people who need them	March 2024	SHEO	☹️	<p>Work with GCC/NHS Commissioning has help identify different build standards to request for new developments. It is also proposed that Registered Social Landlords 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.</p> <p>The Housing Advice Team have lobbied Registered Social Landlords in support of the assessment project however there has been little progress.</p>
c) Support opportunities to make use of redundant land for temporary and social housing, promoting the use of modular construction methods	March 2024	HOH	☹️	<p>In addition to Priority 1 Points a & b above, the proposal from GRCC involves identifying land opportunities to bring forward schemes once evidence of housing need is identified.</p> <p>The project with GRCC is due to commence in 2024-25. This will involve assessment of over 100 possible land opportunities submitted from calls for sites. The project will be funded using commuted sums.</p>

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
<p>d) Make available funds from commuted sums received from developers to maximise affordable housing provision in regeneration schemes</p>	<p>March 2024</p>	<p>SHEO</p>	<p>😊</p>	<p>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 Registered Social Landlords.</p> <p>In addition to Crown Close, a further £880,000.00 has been committed to deliver 29 Affordable Housing units across 4 schemes including a much-needed 5 bedroom property and 24 Social Rented units. These properties will have strong EPC ratings and the Crown Close scheme will improve biodiversity by removing garage sites and under-used grass spaces to provide gardens and areas of landscaping.</p> <p>Around £180,000.00 of the commuted sums funding has also been used to support delivery of 12 Social Rent properties as part of the Local Authority Housing Fund scheme partnered with Bromford. The properties have been allocated to households from the Homes for Ukraine scheme and Afghan Relocations and Assistance Policy.</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
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. They have not expressed a wish to support this objective.</p> <p>A former supported accommodation project may become available to lease. A support provider has been identified to manage the accommodation unit.</p> <p>A dispersed accommodation model will be piloted with a provider beginning to procure properties.</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> <p>Accommodation delivered on site at the Council Offices (see Priority 1 Point a) would be used to help address temporary accommodation needs.</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</p>

Appendix 2 - Housing Strategy Action Plan

				<p>team will compliment this support and help explain how this can translate to our work in the housing arena.</p> <p>DASH (Domestic Abuse, Stalking, Harassment and Honour based violence) Assessment Tool training has been planned to ensure staff are confident in assessing and reporting risk to individuals.</p> <p>A longer term action will be to adopt a Domestic Abuse Policy that will cover how we respond from a Housing point of view but also how our whole organisation addresses Domestic Abuse to support customers and staff.</p>
c) Ensure the future needs of children and young people are considered in rural housing needs assessments	March 2024	SHEO	☹️	<p>Linked to Priority 1 Point d, 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.</p> <p>The new GRCC project will include work with children and young people but this has not yet begun.</p>

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	26 March 2024
Subject:	Customer Care Strategy Action Plan Update
Report of:	Director: Digital and Organisational Change
Corporate Lead:	Chief Executive
Lead Member:	Lead Member for Customer Focus
Number of Appendices:	1

Executive Summary:

In the Council Plan (2020 to 2024), we make the promise that we will put the needs of our customers at the heart of what we do and listen to what they say, treating people fairly and without bias.

Our Customer Care Strategy, which was introduced in 2020, has played an important role in helping us to deliver this promise and provide a focus for customer care. Our commitment throughout the strategy is to have a proactive approach and to support our customers by going the extra mile for them.

This report provides an update on the 2023/24 action plan, which is the final year of this strategy.

Recommendation:

To CONSIDER the progress made against the actions within the Customer Care Strategy 2023/24 action plan.

Financial Implications:

Managed within current resources and budget

Legal Implications:

None directly arising from this report.

Environmental and Sustainability Implications:

None directly arising from this report.

Resource Implications (including impact on equalities):

None relating to this report

Safeguarding Implications:

None relating to this report

Impact on the Customer:

We recognise how important first impressions are, and how vital it is to get things right from the start. Every time a customer contacts us, we must remember that the way they are treated, the standard of customer care they receive, and the quality of the outcome all influence their opinion of us.

The action plan has provided a framework for us to deliver customer-focused improvements across the organisation, and now that a new management structure is in place which brings together services that can together significantly influence the quality of our customers' experience, a new strategy will be developed following the launch of the Council Plan and the launch of the council's new omni-channel portal, as well as the development of new customer care standards.

1.0 INTRODUCTION/ BACKGROUND

- 1.1** The Council Plan 2020 to 2024 (set to be replaced from April 2024) highlights the Council's value that it will always put customers first. We make the promise that we will put the needs of our customers at the heart of what we do and listen to what they say - treating people fairly and without bias. Supporting our values, we also have an ethos that whatever we do will be 'better for customers, better for business'. Our Customer Care Strategy has been an important step to making these commitments a reality.
- 1.2** It is important to recognise that customer care is a Council-wide priority. While we have a dedicated Customer Services team, which acts as the front face of the Council for many visitors and callers, valuing customer care must be embedded in the culture for everyone who works for Tewkesbury Borough Council.
- 1.3** Our Customer Care Strategy was approved in 2020, and this is its final action plan. Following a new management structure, which brings together the customer-focused services of digital, IT, communications and customer care, consideration is currently being given to how best to ensure excellent customer care is delivered through our strategy delivery – with a suite of new strategies set to be delivered following the launch of the new Council Plan 2024 to 2028. In addition to this, the Council will be introducing a new omni-channel customer care portal from May, which will provide meaningful insight and data to our customer demand and is crucial to help shape and inform our future approach.

2.0 PROGRESS ON 2023/24 ACTIONS

- 2.1** To help us achieve the commitments we set out in our Customer Care Strategy, it is supported by an annual action plan. The action plan is focused on the strategy's themes and details how we will achieve our commitments to customer care.
- 2.2** Good progress was made on last year's action plan, with 11 out of the 15 actions achieved as shown in Appendix 1. It is important to note that this progress was made during an unsettled period for the customer services team as a result of staff changes.

Highlights include:

- A new structure for the Customer Services team, which introduced a new Communications and Customer Experience Manager and the replacement of a Customer Services Team Leader post with a Senior Customer Services Advisor post. The new structure is working well, with examples such as our flooding response and garden waste renewal highlighting the benefits of having a single manager overseeing the two teams and ensuring information is shared – both to and from our customers – in a timely way.

- The Council has invested in a new customer contact system that allows us to use multiple channels to interact with customers, such as live chat, automated chat bots for straight forward enquiries, Facebook Messenger, and SMS. This system and our approach will completely reinvent the way we interact with customers, helping us to work more efficiently and to improve our service.
- The Customer Services team has been instrumental in ensuring the customer experience sits at the heart of the Council's digital services – as described in the action 4c update.

2.3 Four actions were not achieved last year, and these are detailed below:

Action	Reason
1a: Carry out a review of the customer care standards to ensure they reflect best practice and put the customers' experience first.	A review of the customer care standards will feed into the rollout of the Council's new omnichannel contact centre, as described below. The new standards will introduce performance indicators and ensure consistency in performance to the Council's approach to customer care.
2a. Review the membership of the panel and communicate with them to establish if they would like to remain on it.	The Citizens' Panel currently has 234 members. A review of the panel has not yet taken place but will be delivered by the end of April 2024 with members being asked to confirm they would like to remain on it, and that the data we hold for them is accurate.
6b: Consider including an administration cost to bookings made over the phone, such as garden waste and bulky waste.	This was not progressed during 2023/24 due to resource limitations but will be considered as part of a wider approach to delivering paid-for digital services, being mindful of the impact on residents who do not have access to online services.
7b: As part of the office refurbishment, improve the Public Services Centre signage.	The office refurbishment project was put on hold during 2023/24 but the Public Services Centre signage will be included when it progresses.

3.0 NEXT STEPS

3.1 The Council will shortly be adopting a new Council Plan, and it has an internal ambition to become a high performing organisation (HPO). Where the Council Plan sets out what outcomes we want to deliver for our residents and communities, the emerging HPO programme will provide an approach for how we deliver them.

3.2 In line with this, and following the management restructure bringing together customer-focused services as described earlier in the report, the following strategies will soon be reviewed to ensure they reflect the new direction of the organisation:

- Customer Care Strategy – including customer care standards
- Digital Approach
- IT Strategy
- Communications Strategy

3.3 One approach that will be explored is to combine the Digital Approach and Customer Care Strategy to provide a Digital and Customer Access Strategy, reflecting the Council's digital by default ethos and promoting the importance of access for all.

4.0 CONSULTATION

4.1 Consultation will take place with councillors, staff and our Citizens' Panel on the development of new customer care standards over the coming weeks.

5.0 ASSOCIATED RISKS

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

6.0 MONITORING

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

5.0 RELEVANT COUNCIL PRIORITIES/COUNCIL POLICIES/STRATEGIES

5.1 Council Plan 2020 to 2024
Digital Approach
Communications Strategy

Background Papers: None

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Appendices: Appendix 1 - Update on the action plan for 2023/24

Appendix 1- Customer care action plan update 2023/24

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

Themes	2023/24 actions update	Status
<p>Introduce a refreshed set of customer service standards.</p>	<p>1. Review the customer care standards.</p>	
	<p>a) Carry out a review of the customer care standards to ensure they reflect best practice and put the customers' experience first.</p> <p>A review of the customer care standards will feed into the rollout of the council's new omnichannel contact centre, as described in 4b. The new standards will introduce performance indicators and ensure consistency in performance to the council's approach to customer care.</p>	<p>😐</p>
	<p>b) Review the way in which the customer care standards are embedded in service delivery across the organisation.</p> <p>The approach each team takes to adopting the customer care standards is being reviewed as part of the rollout of the new omnichannel contact centre (as described in 4b). Feedback as part of the omnichannel project has been clear that some aspects of the standards – such as responding to voicemails – are not used consistently. New standards will be developed and consulted upon. Each team will be invited to sessions where new standards will be explained, and the performance indicators made clear. Performance on the indicators will be reported to leadership team on a quarterly basis, which will also help to indicate how well the standards are embedded in service delivery.</p>	<p>😊</p>
<p>Make it easier, simpler and more convenient for customers to interact with us when requiring a service.</p>	<p>2. Engage more with our Residents' Panel to get feedback on emerging services and policies.</p>	
	<p>a) Review the membership of the panel and communicate with them to establish if they would like to remain on it.</p> <p>The Citizens' Panel currently has 234 members. A review of the panel has not yet taken place but will be delivered by the end of April 2024 with members being asked to confirm they would like to remain on it, and that the data we hold for them is accurate.</p>	<p>😐</p>
	<p>b) Develop a programme of issues/policies/surveys that the panel could input into for 23/24.</p>	<p>😊</p>

Appendix 1- Customer care action plan update 2023/24

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

Themes	2023/24 actions update	Status
	<p>The Citizens’ Panel was consulted on the following throughout 23/24:</p> <ul style="list-style-type: none"> - Council Plan and new name. - New website. - Planning application tracker. 	
	<p>3. Work with parish councils and other partners to provide access to our services across the borough.</p>	
	<p>a) Work with the parish councils in each of the AIC areas to establish if a similar approach to the Brockworth arrangement could be adopted.</p> <p>Visitors to the Brockworth AIC are encouraged to access the borough council's services via a PC that has been installed on-site. The parish council provide support where needed to those that require assistance navigating online services and refer more complex queries to the borough council via telephone.</p> <p>In January 2023, given the very low footfall, it was decided that a similar approach could work well at Bishop’s Cleeve AIC. Advisors at Bishops Cleeve Library (where the AIC was located) continue to refer visitors to our online services or to the Customer Services team where required.</p> <p>We continue to attend Winchcombe and Churchdown AICs weekly, but footfall remains very low with 13 visitors to Churchdown and 63 visitors to Winchcombe between April 2023 and March 2024. The advisor that attends the AICs will play a dual role and answer calls through the switchboard too. Consideration will be given to our AIC approach in the development of a new strategy.</p>	😊
	<p>b) Review the Brockworth approach to understand if the new arrangement is an improvement.</p> <p>Feedback from the Brockworth AIC is that they see around two to three residents per week, with seasonal peaks during garden waste renewal time. Those residents who visit don’t tend to use the self-serve PC that is available but are supported by Brockworth Parish Council to report issues online where needed.</p>	😊

Appendix 1- Customer care action plan update 2023/24

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

Themes	2023/24 actions update	Status
<p>Make sure our staff are equipped with the skills to deliver a high-quality customer care service.</p>	<p>4. Review the customer services team structure to ensure it delivers excellent customer care.</p>	
	<p>a) Carry out a service review to establish if the current customer services team structure is fit for purpose, reflects best practice and provides a good customer experience.</p> <p>A new structure for the customer services team was introduced in April 2023, which introduced a new communications and customer experience manager and the replacement of a customer services team leader post with a senior customer services advisor post. The new structure is working well, with examples such as our flooding response and garden waste renewal period highlighting the benefits of having a single manager overseeing the two teams and ensuring information is shared – both to and from our customers – in a timely way. Our senior customer services advisor is having a significant positive impact on the customer services team, including their warm and welcoming approach, team morale and performance.</p>	<p>😊</p>
	<p>b) As part of the service review, consider the impact of a new phone system and corporate customer contact portal.</p> <p>The council has invested in a new omnichannel contact centre that allows us to use multiple channels to interact with customers, such as live chat, automated chat bots for straight forward enquiries, Facebook messenger, and SMS.</p> <p>This system and our approach will completely reinvent the way we interact with customers, helping us to work more efficiently and to improve our service.</p> <p>Called Converse and Connect, it will work alongside Teams. It will open new possibilities for service areas to speak with residents, and provide the functionality to:</p> <ul style="list-style-type: none"> • See caller queues and volume, to help us manage and answer calls more efficiently. • Offer customers a call back service. 	<p>😊</p>

Appendix 1- Customer care action plan update 2023/24

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

Themes	2023/24 actions update	Status
	<ul style="list-style-type: none"> • Manage time efficiency with a 'wrap up' prompt. • Check the status of colleagues to whom calls are being transferred. • Access wide reporting options, to help us learn and get better. <p>The system will be rolled out from May to July on a phased basis to ensure teams are fully supported and lessons are captured. Once the teams have the tools to interact in different ways and are comfortable using the system, we will start rolling out the other features such as webchat, emails and social media.</p>	
	<p>c) Customer services to continue to work with the Business Transformation Team to feed into the development of online services.</p> <p>The customer services team worked collaboratively with business transformation to deliver Phase 1 of in-cab technology for waste and recycling services. The solution has transformed the way we interact digitally, providing real time online reporting to our customers. Both teams are now involved in scoping and process mapping for Phase 2 of the project for streets and grounds. The solution will use spacial data to provide an enhanced online offering.</p> <p>The teams worked together to implement an improved process for monitoring bin deliveries, involving implementation of photographs within Liberty Create to evidence completion.</p> <p>Members of the customer services team are actively involved in the Converse and Connect project and attend bi-weekly project meetings inputting to the design to ensure it meets the needs of our customers.</p> <p>The Business Transformation Team developed a solution for customer services to deliver the food voucher scheme as part of the Household Support Fund. This included the ability for customers to apply for vouchers online and an agent interface for customer services to monitor uptake and progress of applications.</p>	😊

Appendix 1- Customer care action plan update 2023/24

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

Themes	2023/24 actions update	Status
<p>Promote channel shift and support those customers who need the more traditional methods of communication.</p>	<p>5. Promote the council’s online services to all customers.</p>	
	<p>a) Encourage every caller to carry out their request online.</p> <p>Where appropriate, callers are advised of our online service offering.</p> <p>Recently, the customer services team have played an important role in promoting and signposting residents to the Citizens Access Portal for council tax related self-serve.</p> <p>The customer services team ensure that full contact details, including an email address, are taken with every call. For garden waste customers, this results in communication via digital channels, encouraging a shift to online transacting.</p> <p>Links to online services are provided when responding to enquiries by email.</p>	<p>😊</p>
	<p>b) Consider including an administration cost to bookings made over the phone, such as garden waste and bulky waste.</p> <p>This was not progressed during 2023/24 due to resource limitations but will be considered as part of a wider approach to delivering paid-for digital services, being mindful of the impact on residents who do not have access to online services.</p>	<p>☹️</p>
<p>c) Ensure a new phone system promotes the council’s online services.</p> <p>This will be an important part of the council’s new omni-channel contact centre.</p> <p>Customisable “comfort messages” will be implemented during wait times. These will be used to promote and direct towards online services.</p>	<p>😊</p>	

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Appendix 1- Customer care action plan update 2023/24

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

Themes	2023/24 actions update	Status
<p>Ensure our reception service meets the needs of partners in the Public Services Centre.</p>	<p>6. Ensure customers continue to experience excellent customer care when visiting us.</p>	
	<p>a) Review the reception service and explore digital options to improve it.</p> <p>A suggestions/feedback iPad, mounted in reception, is currently being explored. This will be in the emerging “Give us your feedback” area.</p> <p>A dashboard, accessible to the receptionist, has been implemented to provide an overview of Civic Suite meetings, onsite contacts and meeting requirements.</p> <p>A new method of recording visitors to reception has been introduced.</p> <p>Attendance at quarterly landlord meetings gives opportunities to discuss service improvements.</p> <p>Customer satisfaction of visitors to the Public Services Centre is discussed at regular meetings between the Customer Services team and other service areas.</p>	<p>😊</p>
	<p>b) As part of the office refurbishment, improve the Public Services Centre signage.</p> <p>The office refurbishment project was put on hold during 2023/24 but the Public Services Centre signage will be included when it progresses.</p>	<p>☹️</p>

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	26 March 2024
Subject:	Depot Services Working Group Annual Report
Report of:	Head of Service: Waste and Recycling
Head of Service/Director:	Director: Communities
Lead Member:	Lead Member for Clean and Green Environment
Number of Appendices:	1

Executive Summary:

In July 2019, the Overview and Scrutiny Committee agreed to establish the Depot Services Working Group in order to facilitate a better understanding of the operational, financial and governance aspects of Ubico and its partnership relationship with the Council. The Terms of Reference for the Working Group state that it will continue to meet in line with the Ubico contract extension to March 2027.

Following the Ubico annual report at the 11 July 2023 Overview and Scrutiny meeting, several items were passed to the Depot Services Working Group for a more in depth assessment.

The Working Group has met on three occasions in 2023/24 and considered a wide range of subjects as set out within the report.

Recommendation:

To CONSIDER the progress made by the Depot Services Working Group during 2023/24.

Financial Implications:

None arising directly as a result of this report.

Legal Implications:

None arising directly as a result of this report.

Environmental and Sustainability Implications:

None arising directly as a result of this report.

Resource Implications (including impact on equalities):

None arising directly as a result of this report.

Safeguarding Implications:

None arising directly as a result of this report.

Impact on the Customer:

None arising directly as a result of this report.

1.0 INTRODUCTION/BACKGROUND

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

1.2 At its meeting on 5 April 2022, the Overview and Scrutiny Committee approved the continuation of the Depot Services Working Group in line with the Ubico contract extension to March 2027. An annual update report was provided to the Overview and Scrutiny Committee in March 2023.

2.0 WORK UNDERTAKEN DURING 2023/24

2.1 The Working Group has met on three occasions during the year. At the first meeting in October 2023, a Chair and Vice-Chair were appointed and it was agreed no amendments were required to the Terms of Reference.

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

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

2.3 The Ubico quarterly finance report has been scrutinised to ensure the contract is providing appropriate value for money. This has included detail being requested by members around the bulky waste budget and fly tipping cost forecasts. Suggestions have been made and adopted by Ubico to improve the clarity of the report.

2.4 The Ubico performance report provides a suite of information and performance data covering all the services managed by Ubico. This allows a diverse range of questioning on topics such as overweight vehicles, round reviews and the impact of the Alloy on missed collection rates. The report also gives members a deeper level of understanding of the day to day Ubico operations and the challenges faced by crews on the ground. Suggestions have been made to improve the benchmarking across Ubico contracts, which have been adopted.

2.5 The grounds maintenance update gives a regular update on a service which can be heavily impacted by seasonal changes and weather conditions. The impact of longer grass growing seasons and increasingly unpredictable weather patterns have been highlighted, as well as letting certain areas grow wild such as the Stonehills trial area. The transition from grass cutting into Winter works was also discussed.

2.6 In addition to the regular agenda items, the Working Group receives updates on reviews which have been requested and ongoing projects. This work is summarised below.

2.7 Depot Project

- 2.7.1** Ubico currently operate the Tewkesbury operations from Swindon Road depot in Cheltenham, which is owned and run by Cheltenham Borough Council. Due to capacity restrictions and aging infrastructure, plans are at an early stage to move both authorities' operations to a new depot.
- 2.7.2** While much of the detail is commercially sensitive, Members have been updated on the potential locations and scope of the site, which could include additional operational partners and contain strategic functions such as a transfer station or materials recovery facility.

2.8 Gloucestershire County Council Grass Cutting

- 2.8.1** The recent history and current position of County Council grass cutting was discussed by the Working Group, where Tewkesbury Borough Council acts as a contractor to cut grass on the County Council's behalf. Detail included the significant discrepancy between the two annual cuts being paid for by the County Council and the 10-13 cuts being completed by Tewkesbury Borough Council.
- 2.8.2** The negotiations with the County Council were highlighted including considering fewer cuts and wildflower areas, however Ubico are restricted by the equipment currently available, so investment from the County Council is required.
- 2.8.3** While the County Council are still considering their preferred way forward and Tewkesbury Borough Council Officers continue to negotiate with the County Council, the Working Group discussed how this situation may reach a point where Members may wish to take a decision not to cut County Council owned land and to communicate that to residents as necessary.

2.9 Collections Benchmarking

- 2.9.1** Following questions raised at the July 2023 meeting of the Overview and scrutiny Committee, a piece of work completed by Gloucestershire County Council Officers was circulated and discussed. This benchmarking work set out where Tewkesbury Borough Council and the other Gloucestershire authorities sit in terms of national recycling rates and collections methodology.
- 2.9.2** The document showed Gloucestershire authorities in the top third nationally, while not demonstrating any clear gains linked to potential service changes. This is because the highest performing authorities have a range of recycling collection approaches, while the common links such as weekly food waste collections, have already been adopted in Tewkesbury Borough.
- 2.9.3** The current focus of Gloucestershire authorities is therefore smaller tonnage waste streams and best practice is being shared through regular countywide meetings and by sign up to the Gloucestershire Resources and Waste Partnership interim strategy, which has been adopted by the Executive Committee.

2.10 Food Waste Collection Briefing

- 2.10.1** Following a request at the July 2023 Overview and Scrutiny committee meeting, a briefing was circulated to the Working Group to help address questions around the size of food waste containers and address concerns around high request numbers of containers.

2.10.2 Analysis of other authorities suggested an industry standard size of containers is currently used, where the size fits with manual handling requirements. The only larger containers are combined garden and food waste collections, where wheelie bins are used.

2.10.3 Several reasons were identified for higher request numbers within the food waste service. These included more frequent usage as it is a weekly service, requests for internal caddies being logged under the same category, a county wide food waste campaign during 2023 and food waste caddies being generally less robust than a wheelie bin.

2.11 Grass Cutting Standards

2.11.1 Grass cutting completed by Ubico across the growing season is scored at a rate of 10 sites per month. The scores were presented to the Working Group with comparison to previous years. The scores had dropped from the previous year, with the significant impact of weather conditions highlighted as a key cause.

2.11.2 Following the continued rapid grass growth into the summer months, grass cutting scores did suffer in the early part of the year, before improving later in the year as grass growth slowed.

2.12 In-Cab Technology Project

2.12.1 The in-cab system is in place for waste and recycling collections and feedback from Officers and Ubico is positive. A Ubico representative highlighted that early indications suggest missed collections are reducing and that the improved data and speed of sharing data is having a positive impact on the service.

2.12.2 The Working Group was assured by the Ubico representative that the initial obstacle of training staff to operate in a new way has been largely overcome, with significant training given to staff and support from technical experts. User guides have been created to better manage the change process.

2.13 Ubico Business Plan

2.13.1 The Working Group considered the Ubico business plan for 2024-25. Ubico presented the four pillars of the plan which are People, Operational Excellence, Climate and Business Development. The Ubico-wide implications of goals were discussed and how this will impact Tewkesbury Borough operations.

3.0 CONSULTATION

3.1 None

4.0 ASSOCIATED RISKS

4.1 None

5.0 MONITORING

5.1 The Working Group reports to the Overview and Scrutiny Committee on an annual basis.

6.0 RELEVANT COUNCIL PLAN PRIORITIES/COUNCIL POLICIES/STRATEGIES

6.1 None

Background Papers: Overview and Scrutiny Committee Report – Depot Services Working Group Report – 28 March 2023

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01684 272038 richard.trout@teWKesbury.gov.uk

Appendices: Appendix 1 - Depot Services Working Group Terms of Reference

Depot Services Working Group Terms of Reference

1. AIMS AND OBJECTIVES

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

2. CONSTITUTION AND POWERS

- (i) On 17 May 2023, Council delegated composition of the Group to the Corporate Director in consultation with Group Leaders. The Group shall comprise ten Members of the Council and will include one Member of the Audit and Governance Committee and the Lead Members for Clean and Green Environment and Finance and Asset Management.
- (ii) The Group shall, at its first meeting, appoint a Chair and Vice-Chair.
- (iii) The quorum of the Group shall be three Members.
- (iv) Substitution arrangements will not apply.

3. FREQUENCY OF MEETINGS

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

4. TERMS OF REFERENCE

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

5. DELEGATED POWERS

All issues that require a Committee decision will be reported to the Executive Committee and/or Council.

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	26 March 2024
Subject:	Overview and Scrutiny Annual Report 2023/24
Report of:	Director: Corporate Resources
Head of Service/Director:	Director: Corporate Resources
Lead Member:	Leader of the Council
Number of Appendices:	1

Executive Summary:

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

Recommendation:

To APPROVE the Overview and Scrutiny Annual Report 2023/24.

Financial Implications:

None directly associated with this report.

Legal Implications:

None directly associated with this report.

Environmental and Sustainability Implications:

None directly associated with this report.

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 subjects discussed at Overview and Scrutiny Committee throughout the year.

1.0 INTRODUCTION

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

2.0 OVERVIEW AND SCRUTINY COMMITTEE ANNUAL REPORT.

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

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

2.3 In summary, the work has been undertaken through a combination of the following:

- Progress reports from officers on the delivery of key strategies and policies. For example, the Committee receives annual update reports on key strategies and policies such as the Communications Strategy, Workforce Development Strategy and Housing and Homelessness Strategy.
- Quarterly performance management reporting – The Committee receives a quarterly performance tracker report on the progress of delivering Council Plan actions, Key Performance Indicators and financial outturn performance.
- Working Groups to review specific areas of interest – during the year the Depot Services Working Group continued to be a lens against all things Ubico related. A new Flood Risk Management Group was established with the Committee having a key role in considering the lessons learnt from the recent flooding events in January 2024.
- Presentations from officers and external organisations - presentations were received during the year from organisations such as 'Active Gloucestershire- We can Move', Gloucestershire Constabulary- Aston project, Places for People Leisure providing an update on how Tewkesbury Leisure Centre is coping with the cost-of living and energy pressures.
- Other general scrutiny reviews- the Committee received updates from the Gloucestershire Economic Growth Scrutiny Committee, Gloucestershire Police and Crime Panel and Gloucestershire County Council Health and Care Overview and Scrutiny Committee.

2.4 Following approval of the annual report, it will be presented by the chair of Overview and Scrutiny Committee at Council on 16 April 2024. This fulfils the reporting requirement within the Council's Constitution. The 2023/24 annual report can be found at Appendix 1

3.0 CONSULTATION

3.1 None.

4.0 ASSOCIATED RISKS

4.1 None.

5.0 MONITORING

5.1 None.

6.0 RELEVANT COUNCIL PLAN PRIORITIES/COUNCIL POLICIES/STRATEGIES

6.1 None.

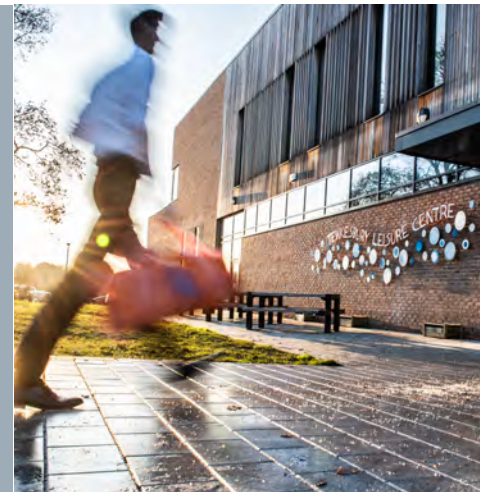
Background Papers: None.

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Appendices: Appendix 1 – Annual Overview and Scrutiny Committee Report
2023/24.

Overview and Scrutiny Committee annual report

2023-24



March 2024



Message from the Chair of Overview and Scrutiny Committee,

**Councillor
Matt Dimond- Brown**



I am pleased to present the 2023-24 annual report of Tewkesbury Borough Council's Overview and Scrutiny Committee. This is the first report of the new committee and my first report as the new Chair. The May elections brought a wholesale change to the political administration of the council, and this is reflected by the number of new Members on the committee.

What is pleasing is Members have worked collaboratively on the issues brought before them regardless of which political groups they belong to. I would like to show my appreciation to my vice-chair, Councillor Craig Carter who has ably supported me during the year and to the committee as a whole for their positive contribution.

The learning from the past year on reports brought before the committee will act in good stead moving forward. As new Members, getting a sufficient grasp of all the functions and services that the council provide, and the supporting governance frameworks, is a challenge but we have stuck to our task diligently aided by our excellent Officers.

One of our main responsibilities has been to scrutinise the performance in delivering the current Council Plan (2020-2024) actions. On a quarterly basis, a wealth of performance information is presented to the committee which, if designed appropriately, provide a good overview of the council's key activities and the impact they make on our community.

Feedback is presented to Executive Committee of any key issues that have arisen. The relationships with the Executive Committee, Lead Members and Lead Officers will need more development. Moving forward a constructive and critical friend approach will only further help support the ambitions and outcomes the council wishes to deliver.

In addition to performance reporting, our work programme has been varied. We received a variety of excellent presentations, from key partners:

- The annual performance report from Ubico, the council's waste and recycling, grounds maintenance and street cleansing contractor.
- A report from Places Leisure on how the leisure facility has recovered post-pandemic.
- An annual report from Active Gloucestershire on their health and well-being work within the Borough
- A report from the Police on how the Aston Project is inspiring young lives

The committee has scrutinised the delivery of key council strategies such as the Housing and Homelessness Strategy, Communications strategy and the Workforce Development Strategy. The council's complaints performance has continued to be monitored as well as the continued oversight of the annual complaint's report.

Looking ahead, there is even more opportunity for the committee to add further value to supporting the council's overall performance. The new Council Plan (2024-2028) and the development of a suite of supporting strategies will require the involvement of this committee to help shape, evolve and monitor delivery of those strategies. This will truly put the committee at the heart of the council's decision-making process. I am really excited at the committee's emerging work plan for 2024/25.

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

**Best wishes,
Councillor Matt Dimond- Brown**

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The role of overview and scrutiny

The role of overview and scrutiny is an important one in the council's governance structure - it provides challenge and drives improvement and is often referred to as the "critical friend" of the council. The committee has the ability to hold a magnifying glass over any areas of concern and hold responsible officers and Lead Members to account.

Formal work programme

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

The committee has several roles and these include:

- Holding the Executive Committee to account by thoroughly scrutinising their decisions to ensure that the council continues to provide the best services possible for our residents. The committee has the power to 'call-in' decisions made by the Executive Committee and request they review that decision again.
- Supporting the Executive Committee by reviewing and/or shaping council policies and strategies prior to consideration by the Executive Committee.
- Supporting both the Executive Committee and full Council through the ongoing scrutiny of key strategies to ensure they are delivering relevant outcomes.
- Receiving feedback from external committees that may inform the Council's own work, for example, the Gloucestershire Economic Growth Scrutiny Committee, the Gloucestershire Police and Crime Panel and the Gloucestershire County Council Health Overview Scrutiny Committee.
- Monitoring the Council Plan and finances, to ensure the council services are sustainable, meeting milestones and delivered to the highest possible standard.
- Setting up task and finish groups to focus on specific reviews and recommend ways to improve existing practices within the council. A flow chart on how to consider potential scrutiny reviews can be found at Appendix A



Members of the Overview and Scrutiny Committee 2023-2024



Councillor Nigel Adcock



Councillor Cheryl Agg



Councillor Hilarie Bowman



Councillor Thomas Budge



Councillor Craig Carter
(Vice- chair)



Councillor Matt Dimond-Brown
(Chair)



Councillor Pauline Godwin



Councillor Gemma Madle



Councillor Heather McLain



Councillor Charlotte Mills



Councillor George Porter



Councillor Liz Skelt



Councillor Mark Williams



Councillor Philip Workman



Councillor Ian Yates

Overview and scrutiny activity during 2023-24

Presentations made to overview and scrutiny committee

Active Gloucestershire- 'We Can Move' 16 January 2024

In March 2021, Executive Committee approved funding of £10,000 per year, over a five-year period to support the Active Gloucestershire 'We Can Move' project. Executive Committee also approved an annual progress report on the project be considered by the Overview and Scrutiny Committee.

In January 2024, the Chief Executive for Active Gloucestershire provided information to the committee on the ambitions of the 'we can move' project and the highlights from across the county in 2023 and the next steps for Tewkesbury Borough in 2024.

The movement was created to inspire, connect and enable individuals, communities, and organisations, across Gloucestershire to help the least active to move more. A number of examples of initiatives were discussed where the movement had made a significant contribution. This included taking a leading role in the Integrated Locality Partnership (ILP) working with NHS and Voluntary Community Sector Enterprises (VCSE) partners to support health prevention measures including physical activity across the county.

The meeting was informative and the committee were generally satisfied that the funding provided by the council is in proportion with the outcomes achieved. The committee has requested a better framework of benefit measurement, in particular the presentation of data, specific to the Borough rather than generic countywide data.

Gloucestershire Constabulary - Aston project

16 January 2024

The Aston project was created in 2011 as part of an anti-social behaviour initiative, based on prevention and early intervention. The project, ran by Gloucestershire Constabulary, work with young people aged between 9 to 17 years old by identifying their interests and engaging them in constructive activity through which they build credits towards a reward activity.

The committee invited Gloucestershire Constabulary to provide an update on what the project's relationship was between the Community Safety Partnership, council and members' role. As well as provide an update on the work they achieved to date.

The presentation covered background information to the Aston Project, process of referrals, partnership working on activities such as working with Gloucestershire Youth support team to deliver various activities in the local area and provide training, highlighted successes achieved and more.

Members were supportive of the project's ambition and outcomes around changing young person's lives. Members are very keen to explore how this project supports the wider community safety ambitions of the Council and the opportunity to rekindle the council's relationship through the Community Safety Partnership was welcomed.

Places for People Leisure

24 October 2023

Following a Places for People Leisure (PPL) presentation on the management of Tewkesbury Leisure Centre in October 2022, the committee invited PPL back to give an update on how the initiatives discussed on coping with the cost-of living and energy pressures had affected the centre.

Members were provided information on the financial position and the proposed changes to the business model of the centre to increase income and reduce costs. This included the introduction of a soft play facility, outreach programmes across the borough, introduction of new technology and more. Members noted from both officers of the council and PPL the excellent working relationship between both parties that has proved pivotal in the centre regaining its financial footing.

The committee welcomed the presentation from PPL and raised various questions on the changes made and queried the community engagement for the outreach programmes and how members could help get involved supporting this initiative. It was agreed an engagement plan of events would be circulated to all members, Parish and Town Councils as well as community groups to promote the work of the centre.

Overview and Scrutiny Committee working groups

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

A long standing working group is the Depot Services Working Group which is a legacy group to put a lens against all things Ubico related. The group summarises their scrutiny activity through an annual report to the main committee. The next report is due shortly and will include the oversight of key projects such as the new vehicle fleet procurement, the successful rollout of phase one in-cab technology and general finance and operational aspects in delivering the main Ubico contract.

A key working group that has just been stood up is the Flood Risk Management Working Group. This was necessary as the group will have a key role to play in considering the lessons learnt from the recent flooding events in January 2024. The flooding had a massive impact on the lives of our communities with over 120 households directly impacted by flood waters. The council's emergency plan was instigated twice in quick succession to respond to and recover from the recent winter floods. Recovery actions are still in progress such as the extension to the flood grant payments. A report to the main Overview and Scrutiny Committee is scheduled for July 2024.

Other areas of review

Performance management - quarterly reporting and monitoring

The committee has a key role in scrutinising the delivery of actions within the Council Plan. To achieve this, it receives detailed information through a performance tracker document including key performance indicator data and a variety of financial reports.

The tracker provides a range of qualitative and quantitative information so the committee can determine the progression of actions, review missed target dates, monitor financial performance and, where appropriate, refer for a response or action from the Executive Committee. The document aims to provide a good overview of what is going on across all aspects of the council's business and the impact the Council is having on the community it serves.

Given the breadth of the document, this generates a multitude of questions with further scrutiny where required, for example: how the committee can maximise its effectiveness in relation to service improvements such as the Development Management Continuous Improvement programme. Subsequently an all-member seminar was delivered in January 2024 providing an update on the progress of the programme. There has also been additional scrutiny of the cessation of the commercial waste project.

A key criticism, as raised verbally during the year, was that too much of the previous plan lacked clear targets and meaningful measures. The committee will be involved in the new council plan to ensure that actions are truly measurable and outcome focussed.

Housing and Homelessness Strategy 2022-26- action plan report

12 September 2023.

The Housing and Homelessness Strategy recognises how important it is for residents to access good quality housing and housing related services. Not only is housing important for the health and well-being of individuals and families, but it is an important part of building and maintaining strong communities and supporting the overall economic prosperity of the borough.

As part of their key role in monitoring the strategy, the committee were presented the progress made on the delivery of the strategy's action plan since it was approved in April 2022.

The committee discussed the impact of the cost of living and how this would have affected the strategy's actions. Nevertheless, they felt it wasn't possible to ascertain from the information provided what had been achieved and the difference it was making to communities. It was agreed that given the discussions and the fact that the landscape had changed significantly since the strategy had been written, that a recommendation be made to the Lead Member for Housing, Health and Wellbeing to review the ambitions and delivery of the strategy, ensuring focussed outcomes were reported at the next update.

Ubico annual performance report 2022/23 11 July 2023

The committee plays a key role in monitoring Ubico's performance. Ubico has been delivering our high-profile waste, recycling, grounds maintenance and street cleaning services since April 2015. These services have a direct impact on our communities and so it is important to ensure it is delivered effectively and efficiently.

In July a detailed outturn report for 2022/23 was brought to the committee giving an update on performance of its finance and services, including health and safety throughout the year.

Following a range of questions from members on the information provided, one of the discussions that took place was around performance comparisons- year-by-year trends and comparing against other authorities. Ubico's Managing Director confirmed this would be incorporated into the next report, to help the committee identify if the services being delivered are effective and efficient.

The committee appreciated the range of information provided, with Members pleased to hear Tewkesbury Borough had a low number of missed bins in context to the total number of bins collected throughout the year. Members were also updated on the successful implementation of the first phase of in-cab technology, helping Ubico to increase efficiency in managing collection rounds, which ultimately will provide a better service for our residents. Phase two of this exciting project will look at rolling this technology out to the grounds maintenance service.

Workforce Development Strategy- annual review

11 July 2023

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

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

At its meeting in July 2023 the committee received a progress report on the 2022/23 action plan. The report highlighted achievements around workforce resilience seeing an increased number of candidates per advertised role, developed new systems to capture equalities data, and continue our health and wellbeing commitment

The committee had discussions around the voluntary staff turnover which had seen an increase when compared to the previous year. The Senior HR and Organisational Development Adviser confirmed Covid-19 pandemic had an impact following reflection on peoples' personal circumstances but also measures had been addressed, this involved developing a recruitment management and retention strategy. The voluntary turnover rate is now regularly monitored through the quarterly performance report as a key performance indicator.

The committee congratulated the fantastic achievement on the formal accreditation from Gloucestershire Healthy Workplaces, which highlights the dedication to the health and wellbeing of our staff.

Have your say (4 C's) annual report

24 October 2023

Understanding and responding to customer feedback forms an essential element of the council's customer care and helps indicate how well the council is performing. On an annual basis the committee receive a complaints report detailing the level of complaints received by the council and the services areas they relate to. The complaints process forms part of our 'Have your say' approach which was introduced in May 2021. The 4 C's include- Compliments, Comments, Concerns and Complaints.

The report looks in detail at which service areas are receiving the feedback and more specifically for complaints, how they are managed, and any lessons learned.

For 2022/23, the committee was informed the council responded to 110 formal complaints relating to council services. With 34 found to be justified and 36 partially justified. 19 complaints were escalated to stage two (of those 3 were found to be justified) and one complaint was investigated by the Local Government and Social Care Ombudsman. The committee noted the low level of complaints and when benchmarked against others, the council was performing well.

Communications Strategy annual report 5 December 2023

Communications has a vital role to play in helping the council deliver its vision, priorities and objectives to local people across the borough. To communicate effectively means to listen as well as broadcast and it only works when what we are saying is clear and easy to understand. Given that the council delivers a wide range of complex services to more than 90,000 residents, it needs a clear communications strategy to help face the challenges of communicating effectively.

As part of an annual review on the Communications Strategy action plan, the committee was informed about the range of work being carried out by the communications team and was pleased to see most of the action plan being achieved. The committee understood that the team delivers this action plan alongside its day-to-day work, as well as being instrumental in communicating council's response to flooding events etc.

Discussions took place around the council 'broadcasting' well but felt more could be done on 'listening' well and mentioned communication between the council and Town and Parish Councils had fallen short since the pandemic. The committee were informed a new Communications Strategy for 2024 will be developed which will align with the emerging new Council Plan and the council's ambition to become a high performing organisation and improve engagement. The committee requested that a Communications Strategy workshop be held in order to be more informed on the proposals of the new strategy.

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

The committee would like to extend a big thank you to councillors George Porter, Gemma Madle and Matt Dimond-Brown who represent the council on these outside bodies.

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

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

Looking forward

Overview and Scrutiny committee's work programme for the year ahead is now being reviewed in line with the new council plan and, as always, the programme will be flexible so any new areas for review can be added when required.

The committee will be at the forefront of ensuring our key strategies, policies and services are delivered effectively. This will include the finalisation of the council's Economic and Development and Tourism Strategy and the continued monitoring of other key strategies. Alongside this, the committee will receive the first performance report of the new Council Plan (2024- 2028), which will include a new vision, values, priorities and focus areas.

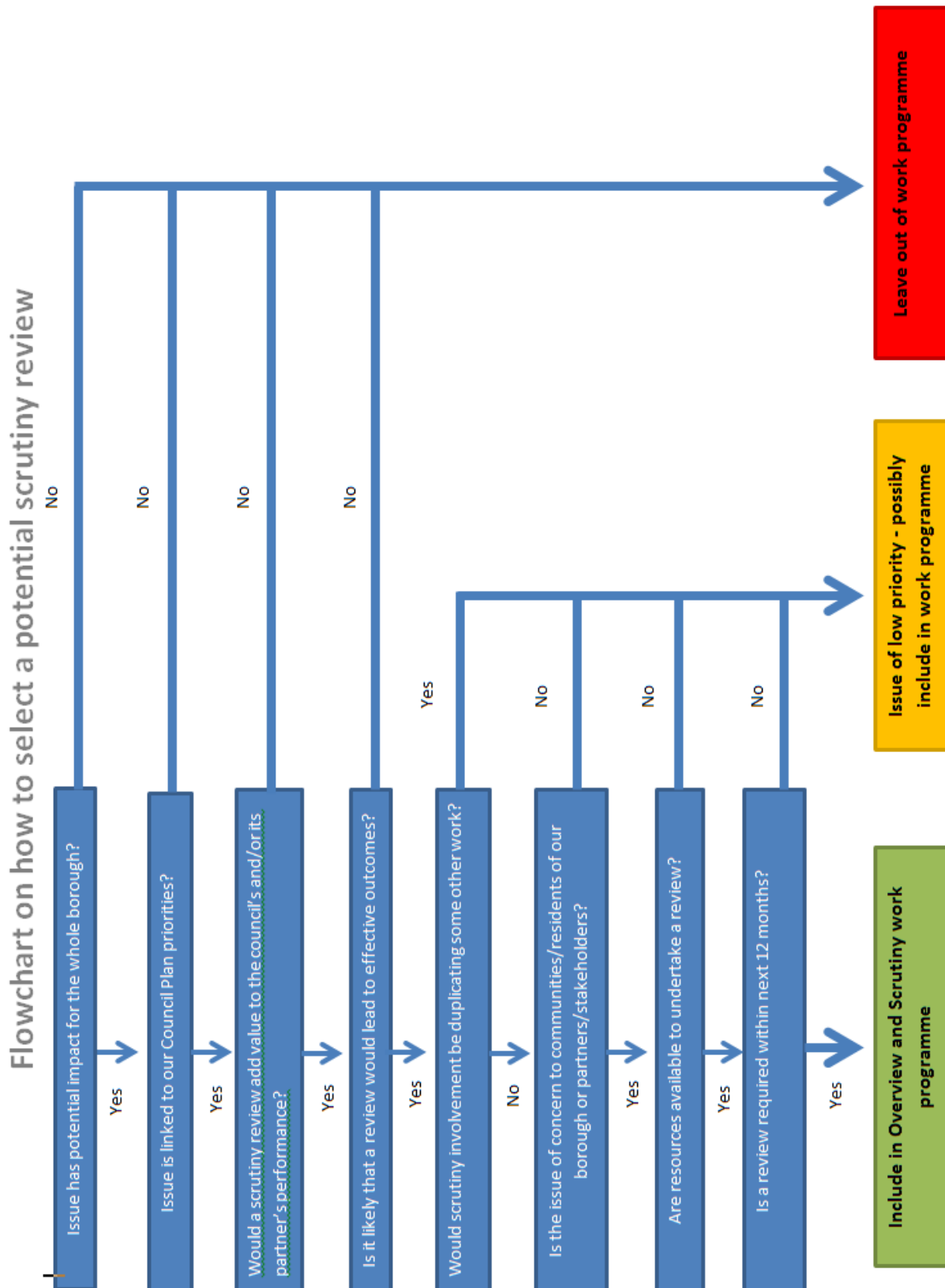
As a committee we are keen to promote both internally and externally, the reinforcement of transparency and accountability within the democratic process and implement new changes to become a real critical friend to the Executive Committee, Lead Members and Lead Officers. We are really keen to play a pivotal part in the strategy framework that will support delivery of the new Council Plan.

Positive discussion has also taken place with the Executive Director: Resources and S151 Officer on how the committee can become involved more effectively in the scrutiny of the council's financial management framework. This will be essential given the financial challenges currently facing Local Government generally.

Overall, looking forward this is an exciting year for scrutiny as we make the committee the best it can be and support the delivery of fantastic outcomes for our communities.



How to select a potential scrutiny review



Tewkesbury Borough Council
Tel: 01684 295010
email: governanceteam@tewkesbury.gov.uk



Health Overview and Scrutiny Committee - 12 March 2024

Full agenda papers (and minutes to follow) available at:

<https://glostext.gloucestershire.gov.uk/ieListDocuments.aspx?CId=772&MId=11555&Ver=4>

Key Items

Trust response to Panorama programme on Maternity Services:

There was a heartfelt recognition that there were 3 deaths (2 babies and 1 mother) under the care of the Trust that should and could have had different outcomes. However, although the current Chief Executive – Kevin McNamara – has only been in post for 9 weeks he highlighted the following responses the Trust has made and is making to these tragedies:

- Following the deaths the cases were referred to MNSI (Maternity and Newborn Safety Investigations) and the key recommendations were to undertake a leadership and governance review and to improve risk assessments for planned locations of births
- Since then significant work has been done and changes made to leadership. The temporary closure of the Stroud birthing unit and the ongoing closure of the Cheltenham unit were to maintain patient safety. Stroud has reopened for birthing but its postnatal care and Cheltenham's birthing unit will remain closed until staffing is at a level that will enable safe opening. Two external reviews have been commissioned to investigate both maternal and neonatal mortality rates.
- The new Chief Executive of the Glos Hospitals Foundation Trust is focused on organisational culture. Staff survey results in the past have been poor but Kevin emphasised that he is improving visibility at Board level, that he is confident in the changes that have been made at leadership level and a speak up freedom guardian is in place for staff should they have any concerns they want to raise. He described it 'as improving not improved yet'.
- It was raised that the mortality rate the BBC quoted for Gloucestershire was inaccurate and that an independent organisation 'Embrace' linked to Oxford University had verified this. The BBC did not respond to the Trust's request to correct this or to visit the Trust to enable them to respond within the programme. The Chair of the HOSC Committee has undertaken to write to the BBC to express his concern that they have put out misinformation and did not give the Trust a chance to share how they were responding to the incidents and concerns about staff culture. HOSC have also resolved to invite Embrace to the May meeting to answer questions about their interpretation of the statistics. It was emphasised that none of this is intended to take away from the awfulness of the experiences of the families who were impacted by the Trust's shortcomings and HOSC have requested an update later this year on progress in addressing the recommendations from the internal and external reviews.

Update from the Gloucestershire Local Medical Committee (GLMC)

GLMC asked to present an update to HOSC, raising their concerns about the gaps between funding for GPs and rising patient needs.

- Between 60-90% of General Practice budgets is spent on staffing yet Central Government funding assumes it will be just 44% so they are left to find the shortfall.
- We were told that there are 20% more appointments offered now in Gloucestershire than in 2019 and need is increasing.
- The GMC recommendations are for 1600 patients per person, in Gloucestershire the ratio is approx 1850:1
- Our local surgery in Winchcombe recently published a statement sharing how stretched their budgets and capacities are. They said they had been unable to afford to replace 4 members of staff who recently left and that partner income fell by 20%

last year. They were encouraging self-management of minor illnesses and asking patients to bear with longer waiting times or to be prepared to be asked to go elsewhere for care e.g. local pharmacy. I asked whether there were other practices in Gloucestershire that had also reached a point of putting out a public statement and what was being done to support these practices. I was told that the ICB are being proactive providing Accountants to help with budget setting and other practical support. But the point was made by GLMC that patients are looking for a General Practice that doesn't exist anymore and with the best will in the world GPs can't provide what they did whilst current funding arrangements stand. HOSC will continue to receive updates and monitor progress.

- During questions concerns were raised about the ineffectiveness in the application of S106 in supporting medical centres to improve or increase facilities, something that may be worth picking up on in TBCs S106 policy reviews. I've asked for more information on the specific issues and how these could be addressed.

SWAST Update

We were joined by John Martin, Chief Executive of the SW Ambulance NHS Trust who provided an update on SWAST.

- Ambulance response times are still higher than in Jan 2021 for both Cat 1 & 2
- Cat 1 in Jan 24 10.3 mins (county range 7.2 in Glos to 14.6 in Cotswold – England average 8min 26 seconds) but are slowly improving (albeit up and down each month)
- Cat 2 in Jan 24 35.4 mins (county range 34.2 in Chelt to 51.1 in Cotswold – England average 40min06)
- So there's clearly a rural issue in our county with such variation so responses made by SWAST are:
 - o Increase first responders from 95 to 100
 - o Working with Basics charity to provide Doctor care alongside paramedics and first responders to provide earlier intervention
 - o Increasing the number of double crewed ambulances in rural areas

CAHMS

Following an update on statistics on children and young people's mental health and that over 500 young people are still waiting for CAHMS treatment (numbers have stayed over 500 each month in the last quarter) HOSC has decided to set up a working group to review cyp mental health in the county. This will be added to the workplan.