

15 July 2024

Committee	Overview and Scrutiny
Date	Tuesday, 23 July 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 meetings held on 26 March and 15 May 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 - 38
6.	OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2024/25 AND ACTION LIST To consider the forthcoming work of the Overview and Scrutiny Committee and the actions arising from previous meetings.	39 - 66
7.	UBICO REPORT 2023/24 To consider the 2023/24 outturn performance update on the services provided by Ubico.	67 - 94
8.	REVISED HOUSEHOLD WASTE AND RECYCLING COLLECTION SERVICE POLICY AND PROCEDURES To endorse the revised Household Waste and Recycling Collection Service Policy and Procedures and recommend to the Executive Committee that it be approved.	95 - 112
9.	COUNCIL PLAN PERFORMANCE TRACKER - QUARTER FOUR 2023/24 To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.	113 - 198
10.	GLOUCESTERSHIRE HEALTH OVERVIEW AND SCRUTINY COMMITTEE UPDATE To receive an update from the Council's representative on matters considered at the last meetings (21 May and 16 July 2024).	199 - 200
11.	NOMINATION TO GLOUCESTERSHIRE ECONOMIC STRATEGY SCRUTINY COMMITTEE To appoint one representative to sit on the Gloucestershire Economic Strategy Scrutiny Committee for the ensuing Municipal Year.	

DATE OF NEXT MEETING
TUESDAY, 10 SEPTEMBER 2024
COUNCILLORS CONSTITUTING COMMITTEE

Councillors: N D Adcock, C Agg, H J Bowman, C L J Carter (Vice-Chair), C F Coleman, M Dimond-Brown (Chair), P A Godwin, 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, 26 March 2024 commencing at 4:30 pm

Present:

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

and Councillors:

H J Bowman, P A Godwin, G C Madle, H C McLain, J P Mills (Substitute for C E Mills), G M Porter, E C Skelt, M J Williams, P N Workman and I Yates

also present:

Councillors S Hands, R J Stanley and M G Sztymiak

OS.71 ANNOUNCEMENTS

- 71.1 The evacuation procedure, as noted on the Agenda, was advised to those present.
- 71.2 In accordance with Procedure Rule 1.2 of the Council's Constitution, the Chair indicated that he had exercised his discretion to vary the order of business so that Agenda Item 9 – Housing and Homelessness Strategy Action Plan Monitoring Report would be taken after Agenda Item 10 – Customer Care Strategy Action Plan Update.

OS.72 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

- 72.1 Apologies for absence were received from Councillors C Agg, N D Adcock, T J Budge and C E Mills. Councillor J P Mills would be a substitute for the meeting.

OS.73 DECLARATIONS OF INTEREST

- 73.1 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.
- 73.2 There were no declarations made on this occasion.

OS.74 MINUTES

- 74.1 The Minutes of the meeting held on 13 February 2024, copies of which had been circulated, were approved as a correct record and signed by the Chair.

OS.75 EXECUTIVE COMMITTEE FORWARD PLAN

75.1 Attention was drawn to the Executive Committee Forward Plan, circulated at Pages No. 21-34. 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.

75.2 Members were advised that the Executive Committee Forward Plan would be informed by the policies and strategies which would be part of the Council Plan as well as actions arising from service plans which were currently being updated. As such, there would be a lot of changes over the coming weeks and months and the plan would be more populated when it was brought to the Overview and Scrutiny Committee in June.

75.3 A Member asked how the Waste Depot project was progressing and was advised that an update had recently been provided to the Depot Services Working Group. Whilst progress to date had been slow, there was now a possibility of another partner coming on board which meant that costs could be more reasonable. It was hoped that a report would be taken to the Executive Committee in the first quarter of 2024/25.

75.4 It was

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

OS.76 OVERVIEW AND SCRUTINY COMMITTEE ACTION LIST

76.1 Attention was drawn to the Overview and Scrutiny Committee action list setting out the outstanding actions arising from meetings of the Overview and Scrutiny Committee between 17 January 2023 and 16 January 2024, circulated at Pages No. 35-54. Members were asked to consider the action list.

76.2 The Director: Corporate Services advised that of the 50 actions, 20 were yet to be implemented, three of which were more than six months old – they related to the strategic project around in-cab technology and the GIS system, the Ubico sweeper schedule and what was planned for the annual workforce development strategy review. In terms of Page No. 43 and the action in relation to reporting short and medium term delivery of employment land via the Strategic Local Plan (SLP), he was not aware that anything had been received by the Committee in relation to that and asked if Members were satisfied this could be signed off. The Chair indicated that he would write to the Associate Director: Planning to seek clarification on how that action had been completed.

76.3 A Member drew attention to Page No. 47 of the report and the outstanding action around Section 106 which now had a target date of June 2024. She found the delay worrying given there had been significant issues with the Section 106 process. The Director: Corporate Services advised that the Section 106 action plan was being considered by the Audit and Governance Committee the following day and a Member session was also being arranged so he would speak to the relevant Officer to confirm the date following the meeting.

76.4 It was

RESOLVED That the Overview and Scrutiny Committee action list be **NOTED**.

OS.77 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2023/24

- 77.1 Attention was drawn to the report of the Director: Corporate Resources, circulated at Pages No. 55-70, which attached, at Appendix 1, the draft Overview and Scrutiny Committee Work Programme 2024/25. Members were asked to approve the Work Programme.
- 77.2 The Chair advised that the Work Programme was relatively light at this stage for the same reasons as the Executive Committee Forward Plan considered earlier in the meeting and, following the adoption of the new Council Plan, there would be an opportunity for the Overview and Scrutiny Committee to look at the key strategies, policies and services to inform its Work Programme. Between now and June, Members of the Overview and Scrutiny Committee would meet informally with Officers and Lead Members to discuss how to achieve the right level of scrutiny in those three areas. In addition, the Committee was interested in understanding the finances of the Council and conversations had begun around the types of thing which the Overview and Scrutiny Committee could look at in relation to the Medium Term Financial Strategy (MTFS). He hoped Members would approve the draft Work Programme with the knowledge it was a base to build upon over the coming months.
- 77.3 It was subsequently
- RESOLVED** That the Overview and Scrutiny Committee Work Programme 2024/25 be **APPROVED**.

OS.78 FINANCIAL UPDATE REPORT

- 78.1 The report of the Associate Director: Finance, circulated at Pages No. 71-102, outlined the financial performance information for the third quarter of 2023/24. Members were asked to consider the report.
- 78.2 Members were advised that the overall position on the revenue budget position was a surplus of £201,522 which was the best estimate, at the end of December, as to the position at the end of 2023/24. The main variances were unchanged from previous quarters with a significant increase in the Materials Recovery Facility (MRF) gate fee which was £234,000 overbudget; cessation of the trade waste service which had made estimated savings of £94,000; increased licensing and planning income; and treasury activities performing above budget expectations. The capital budget was showing an underspend of £232,000 which was largely in relation to the vehicle replacement programme due to longer lead times than anticipated; however, it was planned to acquire new vehicles by the end of the financial year. Reserves had been set aside from previous years to fund known future costs and expenditure incurred to date was shown at Appendix D to the report. As part of the Financial Management Code, the report now included a number of Key Performance Indicators (KPIs) in relation to bad debt and variances and, to comply with the CIPFA Prudential Code and Treasury Management Code of Practice, the Prudential Indicators were reported quarterly as part of the financial update as set out at Appendices C and F to the report.
- 78.3 With regard to Appendix C, a Member sought clarification as to what the planned capital expenditure of £4.58m was for in 2024/25 and was advised the majority was for the new waste and recycling fleet replacement with the remainder for Disabled Facilities Grants (DFG), expenditure on ICT and some grant schemes such as the UK Shared Prosperity Fund (UKSPF). A Member drew attention to Page No. 74, Paragraph 2.5 of the report which set out that only four pool cars were being used and he asked if there was a reason for that. In response, the Associate Director: Finance advised that an assessment of usage had shown it was possible to operate with four pool cars rather than five. In response to a query regarding how often

investment properties were valued and their current valuation, Members were informed they were reviewed annually and always reported at market value within the accounts; she undertook to circulate the current figures following the meeting.

- 78.4 A Member queried whether revenue reserves was an annual allocation or open ended as the figures for climate change and flood support looked relatively small given these were two key areas for the authority. In response, the Associate Director: Finance confirmed that revenue reserves were one-off amounts; managers put in requests at year end which were considered by the Chief Officer Group and allocated to specific projects before being approved by the Executive Committee in June/July. The reserve for climate change was relatively small but around £500,000 had recently been put into the heating replacement and solar canopy projects with two additional posts also being funded. This would be reviewed at year end to establish what reserves were available and they would be allocated in line with resources. A Member asked what the Medium Term Financial Strategy (MTFS) equalisation reserve was for and was advised that it was a contingency fund comprising one-off money to balance the budget in the medium term.
- 78.5 In respect of Appendix E, a Member noted there was £3m of aged debt, mainly within planning, communities and corporate resources, and asked if there was a target recovery rate and what was being done in terms of that. The Associate Director: Planning advised there were many types of debt including statutory debt, such as housing benefit and licensing debt, with different ways of recouping. There were no debt recovery targets for the whole authority but there should be targets within services and managers received monthly reports on outstanding debt. It was noted that some debt was paid back in instalments which could take a long time. The Executive Committee had recently written-off some debt as all avenues for recovery had been exhausted. The Audit and Governance Committee had recently requested that any debt over one year old be reported to the Committee on an annual basis which was something she welcomed. A Member indicated that he would like to know how much debt had been written off over the last 10 years and the Associate Director: Finance advised this information could be provided outside of the meeting. In terms of Appendix F, a Member drew attention to Page No. 99 of the report and raised concern that the Council seemed to be significantly above the liability benchmark. The Associate Director: Finance explained that volatile income streams were very normal for local government and Tewkesbury Borough Council's long term borrowing had an interest rate of 1-2% so the risk was very minimal.
- 78.6 It was
- RESOLVED** That the financial performance information for the third quarter of 2023/24 be **NOTED**.

OS.79 CUSTOMER CARE STRATEGY ACTION PLAN UPDATE

- 79.1 The report of the Director: Digital and Organisational Change, circulated at Pages No. 133-142, provided an update on the progress made against the actions within the Customer Care Strategy 2023/24 action plan. Members were asked to consider the report.
- 79.2 The Communications and Customer Experience Manager explained that the Council Plan 2020-2024 included the promise to put the needs of customers at the heart of what the Council did and to listen to what they said, treating people fairly and without bias; there was also an ethos that whatever the Council did would be better for customers and business. The Customer Care Strategy ran alongside the Council Plan and customer care was recognised as a Council-wide priority. There was a dedicated Customer Services team which acted as the first point of contact and customer care was embedded across the organisation. To help achieve the commitments set out in the Customer Care Strategy, it was supported by an annual

action plan which was focused on the strategy themes and detailed how these would be delivered. As set out at Appendix 1 to the report, 10 out of 14 actions in last year's action plan had been achieved and it was important to note that this progress had been made during an unsettled period for the Customer Services team as a result of staff changes. Highlights included a new structure for the Customer Services team with a new Communications and Customer Experience Manager and the replacement of a Customer Services Team Leader post with a Senior Customer Services Advisor post; investment in a new customer contact system that would allow use of multiple channels to interact with customers – this would completely reinvent the way the Council interacted with customers; and, the Customer Services team being instrumental in ensuring the customer experience was at the heart of the Council's digital services as set out in the update in relation to Action 4c. Four actions had not been achieved last year as detailed at Page No. 135, Paragraph 2.3 of the report. Following the management restructure which brought together customer-focused services of digital, IT, communications and customer care, consideration was currently being given to how best ensure excellent customer care was provided through strategy delivery, and a suite of new strategies were set to be delivered following the launch of the new Council Plan. One idea was to develop a new set of customer care standards to set out what customers could expect from the Council when they contacted the organisation. In addition to this, the Council would be introducing its new omni-channel customer care portal from May which would provide meaningful insight and data in relation to customer demand which would help shape and inform the future approach.

- 79.3 A Member asked how people were selected for the Citizens' Panel and was advised that it had been set up so that anyone who wanted to be on the Panel was able to join; however, this approach was being reviewed to ensure it was as representative as possible. This was in the early stages but the current thinking was that a proportion of addresses across the borough would be randomly selected with the residents being given the opportunity to sit on the Panel; if possible, an incentive would be provided for joining. Another Member noted that the Citizens' Panel had been consulted on the new Council Plan and asked how many had responded. The Business Transformation Programme Manager advised that 79 people had opened the email but it was not possible to know how many had gone on to complete the survey. The Chair stressed the importance of the Citizens' Panel being truly representative of the diversity of the community and indicated that he would welcome Officers coming to a future meeting to talk about the role of the Citizens' Panel going forward, particularly in terms of young people. The Director: Corporate Resources explained that an area of focus in the new Council Plan was likely to be young people and one suggestion was to have a dedicated youth forum which could be used to sense check policies and strategies with young people in the borough.
- 79.4 A Member asked whether Public Services Centre signage would be included as part of the office refurbishment work and the Executive Director: Resources advised that the project was to refurbish the first floor of the building. This work had recently commenced and improved signage would be introduced as part of that; however, the public areas of the building had already been refurbished so he was unsure whether this would extend to signage in the public areas and undertook to circulate a response following the meeting. A Member noted there was an action in respect of working with Parish Councils and other partners to provide access to services across the borough which included working with Parish Councils in each of the Advice and Information Centre (AICs) areas to establish if a similar approach to the Brockworth arrangement could be adopted. She questioned whether the Council provided any funding to Brockworth Parish Council to account for staff time. In response, the Communications and Customer Experience Manager explained that the AICs had initially been run in four locations across the borough – Brockworth and Bishop's Cleeve were no longer attended in-person but remained as drop-in stations for anyone with enquiries; the staff who worked permanently at those

locations were briefed by the Customer Services team. The number of enquiries was very low and almost exclusively in relation to people picking up food caddies and handing in post for Revenues and Benefits. The Executive Director: Resources advised that, in terms of the base budget for 2024/25, there was no decision to support any funding for staff time; if the Parish Council wanted to put in a request then it would be considered as part of the budget for 2025/26.

- 79.5 A Member noted this was the final year of the four year programme and asked how the customer experience had changed as a result of what had been done and how that had been measured to assess how successful the programme had been. The Communications and Customer Experience Manager advised that the strategy had been developed at a time when there was less focus on data and outcomes and more on customer experience. With the way things currently operated and the systems in place it would be difficult to report in a measurable way which was why introducing customer care priorities was vital. The Director: Corporate Resources explained that a lot of the improvements to the customer experience over the last three years had come from the work of the Business Transformation team which was monitored via the Transform Working Group, for instance, online payments, missed bin reporting via in-cab technology, work on the planning application tracker and work to improve the licensing service – this was not necessarily all seen by the Overview and Scrutiny Committee. The Chair expressed the view that the Overview and Scrutiny Committee had asked to consider the Customer Care Strategy and, if it was to continue to do so, it was necessary to see it in a holistic sense – it was nonsense for another Working Group to look at one aspect and he felt that the governance needed to be tidied up moving forward.

- 79.6 It was

RESOLVED That the Customer Care Strategy Action Plan update be **NOTED**.

OS.80 HOUSING AND HOMELESSNESS STRATEGY ACTION PLAN MONITORING REPORT

- 80.1 Attention was drawn to the report of the Head of Service: Housing, circulated at Pages No. 103-132, which asked Members to consider the progress made against delivery of the Housing and Homelessness Strategy Action Plan.
- 80.2 The Head of Service: Housing advised that Housing and Homelessness Strategy 2022-26 had been approved by Council in April 2022 and contained three key priorities. The update report covered the six months since the last report to the Committee in September. In terms of Priority 1, there was continued success in respect of the objective to prioritise delivery of social rented properties with 26 units delivered throughout quarters one to three of 2023/24. Another focus for the second year of the strategy was in relation to utilising land in Tewkesbury Borough Council's ownership to support the delivery of affordable housing and encouraging other public bodies to do the same; a few potential sites had been identified and a Modern Methods of Construction (MMC) provider would conduct site visits to establish their suitability. With regard to Priority 2, the Council had changed its approach to provision of social rented units so they would have better energy efficiency and £1.7m committed sums had been committed to support new build schemes. Recent projects included the regeneration of Crown Close where poorly performing flats and a garage site would be replaced by housing with improved parking arrangements and green space. There were tight timescales to build units with Bromford and 12 social rented properties had been delivered through the Local Authority Housing Fund scheme which would support the response to international resettlement cases before being made available for general use. Finally, in relation to Priority 3, work was being done to build on the customer experience through listening to customers and engaging staff with training to improve knowledge and working practices, and temporary accommodation options had been identified to

further support those in need. This would be the last update report on the current strategy which was being reviewed and refreshed to include more objectives and to better demonstrate the progress being made.

- 80.3 With regard to action a) utilise land in Tewkesbury Borough Council's ownership to support the delivery of affordable housing and encourage other public bodies to do likewise, a Member sought clarification as to which public bodies this was referring to. In response, the Head of Service: Housing advised this included the County Council and Town and Parish Councils, for instance, Tewkesbury Borough Council had proposed a land swap for an area of land owned by the County Council which was used as farmland to improve the land offer. There was also engagement with diocese as they were one of the largest landowners in the country. A Member noted that Page No. 112 of the report referred to 510 empty homes and he asked for the current figure and whether that would be impacted by the proposed Council Tax changes to encourage the owners of second properties to bring them back into full time use and occupation through the imposition of premiums. In response, the Head of Service: Housing advised that he did not have up to date figures; however, a review had been conducted as part of the new Empty Homes Strategy and the Environmental Health team had started to review each property; the Council Tax changes would provide the incentive for properties to be brought back into use. A Member asked whether the 510 empty homes included rooms or flats above shops and the Director: Communities advised that he assumed it did but he would check and advise Members following the meeting. The Member indicated that it could be the case that someone paid business rates on the whole building therefore perhaps would not know if they were empty. Another Member indicated that Page No. 112 of the report also stated that 24.9% of households were older persons only – the highest in the county - but she could not see anything in the action plan to address that and asked if it would be covered in the new Council Plan. The Head of Service: Housing advised that the strategy was being reviewed in order to compare figures to see how things were changing and, whilst it did not directly link to an action, the need to increase accessibility to enable people to stay in their homes for longer was recognised. A Member asked if there was any update to the figure of 11,700 new homes which had been identified at Page No. 112 of the report as being required in the period 2021-2041 and confirmation was provided that the new figures around housing need would be included in the emerging Strategic Local Plan (SLP); the local housing need assessment exercise, which was now almost five years old, would be repeated in the next couple of years.
- 80.4 With regard to Objective 4 – Support rural communities to grow organically, a Member asked what was being done to make homes in rural areas affordable for young people. The Head of Service: Housing advised that a project in relation to that was being funded with Gloucestershire Rural Community Council (GRCC) which would involve engaging more widely with local groups beyond the Parish Council. Rural exemption sites were one way to bring forward which may not be developed in normal circumstances; however, this was reliant on finding sites and local will etc. Consideration was being given as to how commuted sums could be used more creatively to do something different. It was intended to run a Member session in relation to the project with GRCC and Members would be notified of the date in due course. Another Member drew attention to Page No. 128, Priority 2, action b) develop plans to ensure accessible homes are available to people who need them, and asked if there was a timescale for this. In response, the Head of Service: Housing explained that the Council played an enabling role which involved encouraging registered social landlords to include an accessibility rating for their properties; this had been met with resistance although one registered provider had started to do this.

80.5 In response to a query as to how well the Council was performing in relation to meeting housing need, the Head of Service: Housing advised that the annual figure from the local housing need assessment was 129 affordable housing units per year, of which social rented tenures formed 60% of the total affordable dwellings. The Council was not currently meeting that need but there was a time lag between the social rented housing now being secured via planning permissions coming to fruition - there was a legacy of affordable rented housing being delivered through older planning permissions which first needed to clear. The Chair indicated that the Committee had found it difficult to scrutinise the success of the Housing and Homelessness Strategy over the last year based on the data provided and he hoped the KPIs would be reviewed as the end of financial year approached. The strategy itself was very ambitious but it was unclear how the Council was performing against the 17 objectives and he asked if any update could be provided in relation to that. The Head of Service: Housing agreed it was an ambitious programme and the approach that had been taken when developing the strategy was that nothing should be discounted. Two years in, it was acknowledged that it was difficult to understand how the Council was performing against the targets and new KPIs would be developed based on the new Council Plan which would help to address that issue. The Chair indicated that he would like some information about what had been achieved over the last two years and the Head of Service: Housing undertook to circulate key bullet points following the meeting. In response to a query as to the timetable for the revised strategy, the Head of Service: Housing advised that it was intended to bring a draft revised strategy to the Overview and Scrutiny Committee for feedback in June.

80.6 It was

RESOLVED That progress made against the Housing and Homelessness Strategy Action Plan be **NOTED**.

OS.81 DEPOT SERVICES WORKING GROUP ANNUAL REPORT

81.1 The report of the Head of Service: Waste and Recycling outlined the progress made by the Depot Services Working Group during 2023/24. Members were asked to consider the report.

81.2 The Lead Member for Clean and Green Environment advised that, 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 relationship with the Council. The Terms of Reference for the Working Group stated that it would 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 had met on three occasions in 2023/24 and considered a wide range of subjects as set out within the report including the projects listed in section two. The future of the Depot Services Working Group would be considered going forward as part of the discussions regarding the Overview and Scrutiny Committee Work Programme.

81.3 A Member drew attention to Page No. 145, Paragraph 2.8.3 of the report and asked if there was a timeframe for the decision in relation to whether Tewkesbury Borough Council continued to cut County Council owned land. In response, the Head of Service: Waste and Recycling advised there had been a recent development with the County Council making clear it intended to take back responsibility for maintaining the highways land which Tewkesbury Borough Council currently cut on its behalf, although, formal notification was still awaited. The Director: Communities explained that there would be a level of risk associated with this as Tewkesbury Borough Council currently cut the land 10-12 times per year, significantly more than

the required two cuts per year – when this had been trialled in 2018 there had been considerable complaints from members of the public. A Member indicated that part of the problem was the lack of clarity in terms of who owned the land and she asked if it was possible to create a map plotting ownership which included the County Council land. In response, the Associate Director: IT, Cyber and Digital advised it may be possible to create an internal map for Councillors to look up land ownership but there was a discussion to be had as to whether that should be made publicly available. In response to a query as to whether the map could include Parish Council owned land, he advised that parish data was not currently available to Tewkesbury Borough Council – it would be helpful to build a data set with Parish Councils but that would be a significant piece of work.

81.4 A Member noted that the report made no reference to street cleansing and advised that residents wanted to know which roads would be swept and when. The Director: Communities advised that a sweeper schedule was being implemented as part of the in-cab technology project which could be made available.

81.5 It was

RESOLVED That the Depot Services Working Group update be **NOTED**.

OS.82 OVERVIEW AND SCRUTINY COMMITTEE ANNUAL REPORT 2023/24

82.1 The report of the Director: Corporate Resources, circulated at Pages No. 151-166, attached, at Appendix 1, the Overview and Scrutiny Committee Annual Report 2023/24. Members were asked to approve the report, as required by the Council's Constitution, to ensure the activities of the Overview and Scrutiny Committee were promoted, both internally and externally, to reinforce transparency and accountability in the democratic process.

82.2 In response to a query regarding the flow chart at Page No. 165 of the report which set out how to select a potential scrutiny review, the Chair advised this was an indicative flow chart which had been included as a way of assisting the Committee in determining its work plan. The Director: Corporate Resources indicated that some of the reports which the Committee received throughout the year would not have come forward for consideration had the flow chart been applied and it may be a helpful tool for Members to refer to when choosing scrutiny topics; however, that was not to say that topics which would otherwise not meet the criteria could not be brought forward if the Committee felt they had merit. Another Member raised concern that the penultimate paragraph of the message from the Chair of the Overview and Scrutiny Committee, as set out at Page No. 156 of the report, stated "...this will truly put the Committee at the heart of the decision-making process" but he personally did not feel the Committee made decisions. The Chair agreed that the Committee was not a decision-making body, but it did have a role in scrutinising the decisions the Council had made and making recommendations in relation to those decisions.

82.3 It was

RESOLVED That the Overview and Scrutiny Committee Annual Report 2023/24 be **APPROVED**.

OS.83 GLOUCESTERSHIRE POLICE AND CRIME PANEL UPDATE

83.1 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 22 March 2024.

83.2 A Member asked whether any explanation had been given for the downgrading of sex offenders classified as low risk for only six months to 'reactive management' and was advised this was due to a lack of resources to maintain active management of sex offenders. Another Member was disappointed that the report was at odds with the picture that had been presented by the Police and Crime Commissioner at the Member seminar held in January. The Council's representative on the Gloucestershire Police and Crime Panel pointed out that Gloucestershire Constabulary was in special measures until recently so there had been some improvements, albeit not at the pace that was hoped for. A Member asked if it was possible for the Police and Crime Commissioner to come back to address Members again in the future and the Chair indicated that the Committee could request regular all Member briefings. A Member felt it would be beneficial for a report to be produced ahead of any such briefing.

83.3 It was

RESOLVED

1. That the Gloucestershire Police and Crime Panel update be **NOTED**.
2. That the Gloucestershire Police and Crime Commissioner be requested to attend regular all Member briefings with a report provided in advance if possible.

OS.84 GLOUCESTERSHIRE HEALTH OVERVIEW AND SCRUTINY COMMITTEE

84.1 Attention was drawn to the report from the Council's representative on the Gloucestershire Health Overview and Scrutiny Committee, circulated at Pages No. 167-168, which gave an update on matters considered at the meeting held on 12 March 2024.

84.2 A Member noted that the report stated that the General Medical Council recommendation was for 1,600 patients per person and she questioned if that was correct. The Council's representative on the Gloucestershire Health Overview and Scrutiny Committee advised this should read 'per GP' rather than 'per person'.

84.3 Accordingly, it was

RESOLVED

- That the Gloucestershire Health Overview and Scrutiny Committee update be **NOTED**.

The meeting closed at 6:25 pm

Overview and Scrutiny Committee Action List – 26 March 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"> Waste Depot Update – move from pending items to relevant meeting. 	Director: Communities indicated he hoped to take the report in the first quarter of 2024/25.	Director: Communities	
6.	Overview and Scrutiny Committee Action List	<p>Page No. 43 – O&S Meeting on 5 December 2023 - Performance Tracker Quarter Two 2023/24 – Objective 2 – Action a) Deliver employment land through allocating land in the SLP – Chair to write to Associate Director: Planning to seek clarification on how that action had been completed.</p> <p><i>NB – This action is repeated at Page No. 45 – Objective 2 – Action a) Ensure adequate land is allocated within the SLP.</i></p>		Chair of Overview and Scrutiny Committee	

Overview and Scrutiny Committee Action List – 26 March 2024

AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE)
		Page No. 47 – O&S Meeting on 5 December 2023 – Performance Tracker Quarter Two 2023/24 – Objective 1 – Action d) Review the Section 106 process - Date for Member session on Section 106 to be confirmed.	Member briefing held on 30 May.	Director: Corporate Services	Yes
8.	Financial Update – Quarter Three 2023/24	Members to be advised of: - the current value of investment properties; and - how much debt had been written off over the last 10 years.	Emailed on 16 April 2024.	Associate Director: Finance	Yes
9.	Housing and Homelessness Strategy Action Plan Monitoring Report	P112 - Members to be advised as to whether the 510 empty homes referenced included rooms and flats above shops.		Director: Communities	
		Member briefing on Gloucestershire Rural Community Council project to be arranged.	Project delayed – Head of Service: Housing consulting with GRCC as to preferred date.	Head of Service: Housing / Head of Service: Democratic and Electoral Services	No.

Overview and Scrutiny Committee Action List – 26 March 2024

AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE)
		Information to outline the key achievements over the last two years of the strategy to be circulated to Members.		Head of Service: Housing	
		Draft revised Housing and Homelessness Strategy to be taken to the Overview and Scrutiny Committee in June.	Added to O&S Work Programme for September at request of Head of Service: Housing following cancellation of June meeting.	Head of Service: Democratic and Electoral Services	Yes
10.	Customer Care Strategy Action Plan Update	Officers to come to a future meeting to talk about the role of the Citizens' Panel going forward.	Particular reference made to young people and the part they played.	Director: Corporate Resources.	
		Members to be informed as to whether Public Services Centre signage would be part of the office refurbishment work.		Executive Director: Resources	

Overview and Scrutiny Committee Action List – 26 March 2024

AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No <small>(IF NO MUST INCLUDE TARGET DATE)</small>
		Consideration to be given as to how the success of the programme can be measured and its governance going forward.	Concern that Transform Working Group receives updates on customer experience improvement projects so O&S does not have a holistic picture.	Communications and Customer Experience Manager	
11.	Depot Services Working Group Annual Report	Street cleansing schedule to be made available to residents once this had been implemented via the in-cab technology project.	Noted that street cleansing was omitted from the report.	Head of Service: Waste and Recycling	
13.	Gloucestershire Police and Crime Panel Update	Police and Crime Commissioner to be requested to attend regular all Member briefings with a report provided in advance if possible.		Director: Communities	

TEWKESBURY BOROUGH COUNCIL

Minutes of a Meeting of the Overview and Scrutiny Committee held at the Council Offices, Gloucester Road, Tewkesbury on Wednesday, 15 May 2024 commencing at 6:45 pm

Present:

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

and Councillors:

N D Adcock, C Agg, H J Bowman, C F Coleman, H C McLain, C E Mills, G M Porter, E C Skelt, P N Workman and I Yates

OS.1 ELECTION OF CHAIR

1.1 The Mayor opened the meeting by seeking nominations for the Chairmanship of the Committee.

1.2 It was proposed and seconded that Councillor M Dimond-Brown be nominated as Chair of the Committee. Upon being put to the vote it was

RESOLVED That Councillor M Dimond-Brown be elected as Chair of the Overview and Scrutiny Committee for the ensuing Municipal Year.

OS.2 APPOINTMENT OF VICE-CHAIR

2.1 Councillor M Dimond-Brown took the chair and invited nominations for Vice-Chair of the Committee.

2.2 It was proposed and seconded that Councillor C L J Carter be nominated as Vice-Chair of the Committee. Upon being put to the vote it was

RESOLVED That Councillor C L J Carter be appointed as Vice-Chair of the Overview and Scrutiny Committee for the ensuing Municipal Year.

OS.3 NOMINATION TO GLOUCESTERSHIRE HEALTH OVERVIEW AND SCRUTINY COMMITTEE

3.1 The Chair invited nominations for a representative and a reserve representative to sit on the Gloucestershire Health Overview and Scrutiny Committee for the ensuing Municipal Year.

3.2 It was proposed and seconded that Councillor I Yates be the representative on the Gloucestershire Health Overview and Scrutiny Committee for the ensuing Municipal Year. There were no nominations for a reserve representative. Accordingly it was

RESOLVED That Councillor M Dimond-Brown be appointed as the Council’s representative on the Gloucestershire Health Overview and Scrutiny Committee for the ensuing Municipal Year.

The meeting closed at 7:00 pm

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 17 July 2024

- Roses Theatre Grant Application
- Cleeve Hill Golf Clubhouse Write-Off – deferred from March meeting to be heard in open business.
- Annual Food Law Service Plan
- Productivity Plan
- Appointment to Community Infrastructure Levy Joint Committee

Deletions from 17 July 2024

- Council Plan Performance Tracker - Quarter Four 2023/24 – O&S Committee in June cancelled.

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	<p>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.</p> <p><i>(Financial management framework supports delivery of all priorities within the Council Plan)</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: 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
Economic Development and Tourism Strategy	<p>The strategy outlines how the Council will help promote a strong and diverse local economy, support business growth, inform spatial planning strategy, support regeneration, encourage inward investment and maximise visitor numbers to the area.</p> <p><i>(This is an area of focus within the new Council Plan 2024-2030)</i></p>	Head of Service: Community and Economic Development	Lead Member for Economic Development	<p>Current strategy and action plan (2017-2021)</p> <p>Agenda for Overview and Scrutiny on Tuesday, 23 November 2021, 4:30 pm - Tewkesbury Borough Council</p>	<p>Deferred from October 2023 pending the outcome of Gloucestershire County Council's strategy.</p> <p>Overview and Scrutiny Committee will consider the draft strategy at its meeting on 23 July 2024.</p> <p>Moved to October 2024.</p>
Updated Waste and Recycling Policy	<p>To align the Council's policy with the Gloucestershire Resources and Waste Interim Strategy re: rollout of smaller bins for new developments.</p> <p><i>(The introduction of smaller bins for new developments is a specific action within the new Council Plan)</i></p>	Head of Service: Waste and Recycling	Lead Member for Environmental Services	<p>Interim strategy approved by Executive Committee 6 September 2023</p> <p>Minutes - Tewkesbury Borough Council</p>	No.

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
Revised Complaints Policy	<p>The Local Government and Social Care Ombudsman (LGSCO) has introduced a new complaint's handling code. This will require a new policy to be written.</p> <p><i>(Key governance framework)</i></p>	Director: Corporate Resources	Lead Member for Governance	<p>Complaint Handling Code - Local Government and Social Care Ombudsman</p> <p>Current Complaints Policy approved by Executive Committee 31 March 2021:</p> <p>Agenda for Executive on Wednesday, 31 March 2021, 4:00 pm - Tewkesbury Borough Council</p>	No.
Carbon Reduction Programme Annual Report	<p>To consider progress against year four of the plan and to approve the year five action plan.</p> <p><i>(Climate and ecology is a key area of focus in the new Council Plan)</i></p>	Head of Asset Management	Lead Member for Climate and Ecology	<p>Previous annual update to Executive Committee 6 September 2023</p> <p>Minutes - Tewkesbury Borough Council</p>	No

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
Pavement Licensing Policy	To approve the policy.	Licensing Team Leader	Lead Member for Environmental Services	None	Moved from pending items – was due to be considered in September 2023 but moved to 2024/25 due to delay with legislation.
Procurement Strategy	Updated strategy to reflect the new Procurement Bill. <i>(Key governance strategy)</i>	Head of Service: Asset Management	Lead Member for Finance and Asset Management	Overview of new legislation in link below: The Procurement Act 2023 – a short guide for senior leaders (publishing.service.gov.uk)	

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	<p>To receive and respond to the findings of the Overview and Scrutiny Committee’s review of quarter one performance management information - this is a report from the Chair of Overview and Scrutiny Committee</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 10 September 2024.	No.
Economic Development and Tourism Strategy	<p>The strategy outlines how the Council will help promote a strong and diverse local economy, support business growth, inform spatial planning strategy, support regeneration, encourage inward investment and maximise visitor numbers to the area.</p>	Head of Service: Community and Economic Development	Lead Member for Economic Development	<p>Current strategy and action plan (2017-2021)</p> <p><u>Agenda for Overview and Scrutiny on Tuesday, 23 November 2021, 4:30 pm - Tewkesbury Borough Council</u></p>	<p>Deferred from October 2023 pending the outcome of Gloucestershire County Council’s strategy.</p> <p>Deferred from 17 July 2024 - Overview and Scrutiny Committee will consider the draft strategy at its</p>

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
	<i>(This is an area of focus within the new Council Plan 2024-2030)</i>				meeting in September rather than July.
Fees and Charges Strategy	<p>The strategy provides a framework to consider fees and charges and make proposals to ensure cost of services are being recovered and opportunities to expand income sources.</p> <p><i>(Links to the budget setting process)</i></p>	Executive Director: Finance	Lead Member for Finance and Asset Management	None – new strategy.	No.
Flood Preparedness Report	<p>A report to provide assurance to Members and communities as to the Council’s approach and readiness to respond proactively to flooding events.</p> <p><i>(Flood resilience is a focus area in the new Council Plan)</i></p>	Executive Director: Place	Lead Member for Environmental Services	None – new report.	No

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
Place Programme	<p>Report that details the framework and governance for the new Place Programme and development of local 'place plans'.</p> <p><i>(Place is a focus area in the new Council Plan)</i></p>	Executive Director: Place	Lead Member for Planning and Place Making	None currently – it is the intention this will be first presented to Overview and Scrutiny Committee in September 2024. This will be added as a background paper when it is ready.	
Communications Strategy	<p>To approve the revised Communications Policy.</p> <p>Good communication can create a positive experience for those who interact with the Council; it helps residents, councillors, employees, partners, and the media understand the Council's objectives, values, services, challenges and achievements.</p> <p><i>Note: this will be a recommendation from</i></p>	Director: Transformation	Leader of the Council	<p>Current Communication Strategy (2020/2024) action plan is reviewed on an annual basis by Overview and Scrutiny Committee.</p> <p>Minutes - Tewkesbury Borough Council</p>	No

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
	<p><i>Overview and Scrutiny Committee</i></p> <p><i>(Key strategy that underpins strategic and operational objectives – in terms of governance protects the reputation of the Council)</i></p>				
<p>Equalities, Diversity and Inclusion Policy and action plan</p>	<p>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.</p> <p><i>(ED & I is a key governance framework to support the core values within the new council plan 2024-2030)</i></p>	<p>Executive Director: Resources</p>	<p>Lead Member for Staff and Culture/Lead Member for Communities and Housing</p>	<p>None</p>	<p>Removed from pending items where it was placed on 21 September 2022.</p>

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	<p>The second quarterly monitoring report on the outturn position of the Council’s revenue budget. The report also details the expenditure to date against both the capital programme and approved reserves.</p> <p><i>(Financial management framework supports delivery of all priorities within the Council Plan)</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
Workforce Development Strategy	<p>The purpose of the strategy is to identify how the Council will meet current and future workforce needs to ensure it has skilled people to deliver high quality services.</p> <p><i>(Key strategy to support the Council’s High Performing Organisation ambition)</i></p>	Executive Director: Resources	Lead Member for Staff and Culture	<p>Current strategy (2019/2024) was approved by Executive Committee on 3 April 2019.</p> <p>Minutes - Tewkesbury Borough Council</p> <p>Overview and Scrutiny Committee</p>	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
				has previously monitored the strategy on an annual basis. Last update was 11 July 2023. Minutes - Tewkesbury Borough Council	
Digital Strategy (including IT and Customer Experience)	A strategy building upon the Council's current digital ambitions, connecting technology and further improving our customer access. <i>(Key strategy to support the council's High Performing Organisation ambition)</i>	Director: Transformation	Lead Member for Transformation	Digital Approach Strategy (2022/2024) approved by Executive Committee 2 March 2022. Minutes - Tewkesbury Borough Council Customer Care Strategy approved by Executive Committee 3 February 2021	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
				Minutes - Tewkesbury Borough Council IT Strategy (2020-2024) approved by Executive Committee 5 February 2020. Minutes - Tewkesbury Borough Council	

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 two performance management information - this is a report from the Chair of Overview and Scrutiny Committee</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).	<p>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.</p> <p><i>(Key financial strategy to support delivery of the priorities of the Council)</i></p>	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) Strategy	<p>To recommend to Council, a range of statutorily required polices and strategies relating to treasury and capital management.</p> <p><i>(Key strategies to support financial governance)</i></p>	Associate Director: Finance	Lead Member for Finance and Asset Management	<p>Current strategies (2024/25) approved by Council 23 January 2024.</p> <p>Agenda for Council on Tuesday, 23 January 2024, 6:00 pm - Tewkesbury Borough Council</p>	No
Data Strategy	<p>A strategy to create a common vision and purpose for data across the Council. It will articulate the Council's ambitions for using data and the practical actions to be taken to achieve those ambitions.</p> <p><i>(Key strategy to support the ambition to be a High Performing Organisation)</i></p>	Associate Director: Finance	Lead Member for Transformation	None – new strategy	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
Health and Wellbeing Strategy	An overarching strategy to reduce health inequalities within the borough. <i>(Health and wellbeing is an area of focus within the new Council Plan)</i>	Director: Communities	Lead Member for Community and Housing	None – new strategy	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. <i>(Approval of a balanced budget is a statutory requirement)</i>	Executive Director: Resources	Lead Member for Finance and Asset Management	None	No
Financial Update – Quarter Three 2024/25	The third quarterly monitoring report on the outturn position of the Council's revenue budget. The report also details the expenditure to date against both the capital programme and approved reserves. <i>(Financial management framework supports delivery of all priorities within the Council Plan)</i>	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: 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	To receive and respond to the findings of the Overview and Scrutiny Committee’s review of quarter three performance management information - this is a report from the Chair of Overview and Scrutiny Committee <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 11 February 2025.	No.

PENDING ITEMS (To be scheduled)

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	Has agenda item previously been deferred? Details and date of deferment required
CIL Review of Charging Schedule(s) with the new 'draft' Charging Schedule submitted for approval to go out to formal public consultation.	To consider and make a recommendation to Council.	Associate Director: Planning	Lead Member for Planning and Place Making	None	Added to pending in January 2022. JSP partners to undertake the review at the same time.
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 Environmental Services	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		Agreed with Lead Member in August 2023 to defer the previous review and for a new review to be carried out in 2024/25.

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	Has agenda item previously been deferred? Details and date of deferment required
Pavement Licensing Policy	To approve the policy.	Licensing Team Leader	Lead Member for Environmental Services	None	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. Moved to September 2024.

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).**

Additions to 23 July 2024

- Council Plan Performance Tracker – Quarter Four 2023/24
- Waste and Recycling Policy Review
- Gloucestershire Health Overview and Scrutiny Committee Update – 21 May 2024

Deletions from 23 July 2024

- Review of Winter Flooding Response and Recovery – ‘Lessons Learnt’ – deferred to 10 September.
- Financial Outturn Report 2023/24 – included in Council Plan Performance Tracker report.
- Gloucestershire Police and Crime Panel Update – meeting now not taking place until 26 July.

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.

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.
Housing and Homelessness Strategy	To endorse the revised strategy and recommend to the Executive Committee that it be adopted.	Head of Housing	Lead Member for Community and Housing	No. – Yes - moved to 22 October 2024 to balance Agenda.
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	Yes – deferred from 11 June due to the business voice panel consultation and from 23 July 2024 to balance Agenda.
Review of Winter Flooding Response and Recovery – ‘Lessons Learnt’	To consider the report.	Director: Communities	Lead Member for Environmental Services	Yes – deferred from 23 July 2024 to balance Agenda.
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.
Communications Strategy	To endorse the revised strategy and recommend to the Executive Committee that it be adopted.	Director: Transformation	Leader of the Council	No.
Housing and Homelessness Strategy	To endorse the revised strategy and recommend to the Executive Committee that it be adopted.	Head of Housing	Lead Member for Community and Housing	Yes – deferred from 10 September to balance Agenda.
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.
Community Safety Partnership	To endorse the new strategy and recommend to the Executive Committee that it be adopted.	Director: Communities	Lead Member for Community and Housing	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.

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.
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 Community and Housing	No.
Health and Wellbeing Strategy	To endorse the new strategy and recommend to the Executive Committee that it be adopted.	Director: Communities	Lead Member for Community and Housing	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.
Depot Services Working Group Annual Report	To consider the progress made by the Working Group in 2024/25.	Director: Communities	Lead Member for Environmental Services	No.
Overview and Scrutiny Committee Work Programme 2025/26	To consider and approve the forthcoming Committee work programme.	Director: Corporate Governance	Lead Member for Governance	No.
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 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). New Community Safety Strategy scheduled for December 2024 meeting	Director: Communities	Lead Member for Community	February 2023 – Moved to 3 December 2024
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: Communities	Leader of the Council	5 December 2023

Overview and Scrutiny Committee – 17 January 2023 – 7 February 2024

COMMITTEE DATE: 7 March 2023					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No <small>(IF NO MUST INCLUDE TARGET DATE)</small>
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 report a problem system has been redesigned as part of the in-cab phase two project. The new system will launch at the beginning of October 2024. As part of the project, new GIS maps have been produced to show the land we own and the land we maintain for the County. We have approached the County for more information on land they own and maintain themselves so that more proactive information can be provided to residents when they are reporting the problem.	Director: Transformation	No. September 2023 May 2024 Oct 2024

Overview and Scrutiny Committee – 17 January 2023 – 7 February 2024

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	Tewkesbury Projects – Sweeper schedule to be made available to Members on the Council’s website once implemented and trialled.	<p>The sweeper schedule has been rolled into phase two of the Alloy (in cab technology) project which is near completion.</p> <p>This will include detailed mapping of grounds areas which needs to happen before the system can go live.</p> <p>Due to technical issues the go-live date for streets and grounds has had to be moved to end of October 2024.</p>	Director: Communities	<p>No.</p> <p>End of June 2024.</p> <p>End of July 2024</p> <p>October 2024</p>

Overview and Scrutiny Committee – 17 January 2023 – 7 February 2024

COMMITTEE DATE: 11 July 2023					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE)
8.	Annual Workforce Development Strategy Review	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.	<p>The workforce development strategy actions for 23/24 are contained on appendix A of the O&S report in July 2023.</p> <p>Appendix 1 2023 - 24 Workforce Development Action Plan.pdf (tewkesbury.gov.uk)</p> <p>A new strategy is scheduled for approval late in 2024.</p>	Associate Director: People, Culture & Performance	Yes

Overview and Scrutiny Committee – 17 January 2023 – 7 February 2024

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.	The committee's work programme for 2024/25 is currently being formulated in discussion with Lead Members and officers.	Chair: Overview and Scrutiny Committee/Director: Corporate Resources	No July 2024 August 2024
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

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Overview and Scrutiny Committee – 17 January 2023 – 7 February 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. Work has now commenced on the formal complaints review.	Director: Transformation	No. March 2024 September 2024
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 booked the van for February Half Term to do some outreach work	Head of Asset Management	No End of March 2024 August 2024.

Overview and Scrutiny Committee – 17 January 2023 – 7 February 2024

COMMITTEE DATE: 24 October 2023					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE)
			across the borough. They have also engaged with care homes to provide exercise classes and talks on promoting activities. A schedule of outreach work will be circulated once received from the Leisure Centre.		

Overview and Scrutiny Committee – 17 January 2023 – 7 February 2024

COMMITTEE DATE: 5 December 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 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.	See action above- 24 October 2023 item 5.	Chair of Overview and Scrutiny Committee	No July 2024 August 2024
7.	Performance Tracker Quarter Two 2023/24	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.
		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	New KPIs are being considered as part of the new Council Plan and will be reported to O&S	Director: Communities/ Head of Service: Housing	No September 2024

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Overview and Scrutiny Committee – 17 January 2023 – 7 February 2024

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		accommodation and affordable housing – New housing KPIs need to reflect the Council’s performance.	Committee via the performance tracker in September 2024.		
		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"> 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 August 2024
		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.	Member session on planning contributions (S106 and CIL) was held on 30 May 2024.	Executive Director: Place// AD: Planning	Yes
		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.	Consultation has took place with County Highways and their retained consultants (Atkins Realis) who are delivering the J9/A46 project and of note is that there is a requirement for the business case scheme development process to consider active travel needs. This is a request by the DfT for any business case submission. The actual outcome of this work will then be part of the	Executive Director: Place/ AD: Garden Communities	Yes

Overview and Scrutiny Committee – 17 January 2023 – 7 February 2024

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			<p>consultation processes as the business case develops.</p> <p>In addition, TBC is in the process of determining a sustainable (active) travel movement strategy in conjunction with County highways and Homes England (the funders). This strategy will also help the development of the right proposals as well as understanding the infrastructure necessary, funding required and timing for delivery etc.</p>		
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.	Director: Transformation/ Communications and Customer Experience Manager.	No September 2024
		O&S Workshop to be held in relation to the new Communication Strategy by the end of the financial year.	New communication strategy is scheduled for presentation to Overview and Scrutiny Committee on 23 July. A session with committee Members will be held on 17 July 2024.	Director: Transformation	Yes

Overview and Scrutiny Committee – 17 January 2023 – 7 February 2024

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.	The forward plan has been re-populated with an extensive number of agenda items added. Those pending items which have an established timeline have now been programmed.	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 work programme of the committee is being reviewed in its entirety. Pending items and their relevance will form part of this review.	Director: Corporate Resources	Yes
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	Yes
		Consideration to be given as to the relationship between the Aston Project,	Linked to the above	Chair of Overview and Scrutiny Committee	Yes

Overview and Scrutiny Committee – 17 January 2023 – 7 February 2024

COMMITTEE DATE: 16 January 2024					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE)
		Community Safety Partnership and Tewkesbury Borough Council and Members' role.			
8.	Active Gloucestershire We Can Move Project Progress Report	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.	The future scrutiny of this project is being considered as part of the committee's future work programme.	Chair of the Overview and Scrutiny Committee	No

Overview and Scrutiny Committee – 17 January 2023 – 7 February 2024

COMMITTEE DATE: 7 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. 	The content of the productivity plan has been approved by the relevant lead members.	Executive Director: Resources	Yes
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 – 17 January 2023 – 7 February 2024

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COMMITTEE DATE: 7 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	Invite was extended to Lead Members.	Chair of Overview and Scrutiny Committee	Yes
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.	Members will be notified on the masterplan consultation dates as soon as they have been agreed.	Head of Service: Community and Economic Development	No July 2024
		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.	Intelligence has been sought from Inform Gloucestershire regarding this query and information circulated to the committee membership.	Head of Service: Community and Economic Development	Yes.

Overview and Scrutiny Committee – 17 January 2023 – 7 February 2024

COMMITTEE DATE: 7 February 2024					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE)
		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 land supply which could include the annual number of homes built and percentage of affordable housing.	KPI's are being reviewed as part of the new performance tracker. These will be reported with quarter one tracker report in September 2024.	Associate Director: Planning	No. September 2024
		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.	It is currently not possible to tell whether all homelessness cases have been dealt with successfully as they are spread across several reporting figures. But all KPIs are being reviewed as part of the new Council Plan.	Head of Service: Housing	Yes.

Overview and Scrutiny Committee – 17 January 2023 – 7 February 2024

COMMITTEE DATE: 7 February 2024					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE)
		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.	Performance update session run with both members of the Planning Committee and wider all Council briefing. This included details of appeals lost as a proportion of overturns and costs. Further appeals training session will be organised as part of Committee Training programme for all members during 24/25.	Associate Director: Planning	Yes.
		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. 	All registered litter pickers (over 400) have been contacted and 220 have replied. We are just chasing those who have not responded and it is envisaged that this will take a further 2 months. Happy to arrange a	Head of Service: Environmental Health	No Sept 2024 for database Dec 2024 for thank you event

Overview and Scrutiny Committee – 17 January 2023 – 7 February 2024

COMMITTEE DATE: 7 February 2024					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE)
			thank you event once this is completed		
		<ul style="list-style-type: none"> Website to be reviewed to see if it is possible to better advertise the scheme. 	The page comes top of relevant google searches and is clearly advertised on the EH page. However, it is not clear from the council's main page. Head of Service to speak with BTT to see if it can be promoted on main page.	Head of Service: Environmental Health	No August 2024
		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.	Not completed. Breakdown not available on Waste Data Flow. Head of Service to speak to check with Waste Team/Ubico	Head of Service: Environmental Health	No August 2024

Overview and Scrutiny Committee – 17 January 2023 – 7 February 2024

COMMITTEE DATE: 7 February 2024					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE)
		Presentation given by the Business Transformation Team to Transform Working Group on the work it is doing in year to be circulated to Members.	BTT regularly report on their programme to TWG. The programme is endorsed by Chief Officer Group.	Director: Transformation	Yes
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. Awaiting update.	Councillor Porter	No August 2024
		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. Awaiting update.	Councillor Porter	No August 2024

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TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	23 July 2024
Subject:	Ubico Report 2023/24
Report of:	Head of Service: Waste and Recycling
Head of Service/Director:	Director: Communities
Lead Member:	Lead Member for Environmental Services
Number of Appendices:	2

Executive Summary:

This report provides the annual update on the Ubico contract for waste and recycling collections, street cleansing and grounds maintenance services. It covers the service overview, fleet management, health and safety performance and a section benchmarking against other Ubico contracts.

Ubico has maintained good performance during the year with improvements in the numbers of missed bin collections and collection accuracy. There has been pressure within the grounds service due to flooding, which has impacted winter works and the start of the grass cutting season.

Key pieces of data are highlighted within the body of the report, with further detail contained in the full Ubico reports at Appendix 1 and 2.

Recommendation:

To CONSIDER the 2023/24 outturn performance update on the services provided by Ubico.

Financial Implications:

There are no specific implications arising from this report.

Legal Implications:

There are no specific implications arising from this report.

Environmental and Sustainability Implications:

There are no specific implications arising from this report.

Resource Implications (including impact on equalities):

There are no specific implications arising from this report.

Safeguarding Implications:

There are no specific implications arising from this report.

Impact on the Customer:

There are no specific implications arising from this report.

1.0 INTRODUCTION

- 1.1** Ubico has been delivering the Council's waste, recycling, and street cleansing services since 1 April 2015. A five year extension was agreed by Tewkesbury Borough Council starting in April 2022. The Overview and Scrutiny Committee reviews the performance of the contract on an annual basis.
- 1.2** The Overview and Scrutiny Committee receives the annual report and regular updates on service and financial performance.

2.0 PERFORMANCE REPORTING

- 2.1** Performance information is collated by Ubico and presented to the Council on a regular basis at meetings - including monthly contract meetings and quarterly ESPB meetings - and the opportunity is made available for colleagues from the client-side monitoring, Head of Service and Finance Officers to discuss the monthly financial position statements and data. The 2023/24 financial summary can be found in Appendix 1.
- 2.2** Reports to the quarterly ESPB meeting inform the Council of the service-related performance information found in Appendix 2.

3.0 FINANCIAL PERFORMANCE

- 3.1** At the end of the financial year, the full year spend on the Tewkesbury Borough Council contract stood at £5,510,215. The final spend represents a contract overspend of £35,265.
- 3.2** Notable variations to the budget included:
- A £108k underspend on diesel costs.
 - £86k supplies and services overspend linked to the trade waste service variation.
 - An £86k overspend due to vehicle hire costs.
 - Increased utilities costs resulting in a £38k overspend.
 - An underspend of £53k from lower tipping charges.
 - Lower PPE costs resulting in a £32k underspend.
- 3.3** The following financial year's budget setting takes place in quarter three to ensure timescales meet the Council's budget setting process.

4.0 FRONTLINE SERVICES PERFORMANCE

- 4.1** Collection accuracy improved with a focus on missed collections. Total missed collections reduced across all services year on year with overall missed collections dropping from 1,881 to 1,673, a decrease of 11%. This improvement has been attributed to the introduction of the Alloy in cab system for collections.
- 4.2** Collection accuracy has been increased from 99.96% to 99.97%. This exceeds the 99.9% target.
- 4.3** Repeated missed collections remained below target, with the 2023 figure reducing to 21 from 30 the previous year.

- 4.4 Fly tipping requests increased by 27% to 621 in 2023; however, this figure is lower than earlier years.
- 4.5 Dead animal removal requests increased by 32% to 87 in 2023, however there has been a wider trend of steadily reducing requests over the last five years.
- 5.0 HEALTH AND SAFETY**
- 5.1 A positive trend from 2022 continued into 2023, with over 1,900 near misses or safety concerns reported. These are issues which did not cause an accident but could have, so high levels of reporting can lead to potential issues being identified and accidents being prevented.
- 5.2 No 'Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013' (RIDDOR) reportable incidents were recorded in 2023. Seven minor personal accidents occurred during the year.
- 6.0 FLEET MANAGEMENT**
- 6.1 The fleet compliance audit score has stayed consistently high throughout 2023, with a score of 100% achieved and retained.
- 7.0 BENCHMARKING**
- 7.1 The benchmarking section demonstrates generally strong performance for the Tewkesbury Borough Council contract when compared to other Ubico contracts.
- 7.2 Levels of missed collections, fleet audit scores and safety concerns being reported are areas performing particularly well in relation to Ubico as a whole.
- 8.0 FUTURE WORK**
- 8.1 While this is a report looking back at 2023/24, it is worth noting planned improvements within the contract. The use of the Alloy system will be expanded to street cleansing and grounds maintenance services, which will bring improvements to service performance and data capture.
- 8.2 Diesel vehicles will be moving to the use of Hydro-treated vegetable oil (HVO). This will bring significant reductions in greenhouse gas emissions. Two street cleansing cage vehicles will be replaced with fully electric models, further reducing emissions.
- 9.0 CONSULTATION**
- 9.1 None
- 10.0 ASSOCIATED RISKS**
- 10.1 None
- 11.0 MONITORING**
- 11.1 The Ubico contract will continue to be monitored through updates to the Overview and Scrutiny committee and quarterly partnership board meetings.

12.0 RELEVANT COUNCIL PLAN PRIORITIES/COUNCIL POLICIES/STRATEGIES

12.1 None

Background Papers: None

Contact Officer: Head of Service – Waste and Recycling
01684 272038 richard.trout@tewkesbury.gov.uk

Appendices: Appendix 1 – Ubico Finance Report
Appendix 2 – Ubico Performance Report



Ubico – Tewkesbury P12 Report

9th July 2024



2023/24 P12 Actuals

Employment cost £26k below budget

- £16k - Removal of market supplement for vehicle technicians
- £15k - Delays in recruitment of vehicle technician

Diesel £108k saving

- Budget set at £1.40 Q1 forecast adjusted to £1.25; £90k saving
- Removal of Trade waste £15k saving

Supplies & Services £86k above budget

- £94k The budget adjustment for Trade waste was a single entry against supplies and services



2023/24 P12 Actuals

Hire of Other vehicles- increased cost £86k

- **£39k** Increase in food waste, additional round and vehicle off the road
- **£26k** Hire of Caged tippers as vehicle beyond economical repair
- **£22k** Additional costs due to repairs of aging fleet

Support Services Increased cost £38k

- Increase in service charges – mainly utilities



2023/24 P12 Actuals

Period 12	March 2024 Budget	P12 forecast	P12 v budget variance
Employment Costs	3,512,232	3,485,863	(26,369)
Training	14,348	15,115	767
Hire of Other Vehicles	61,678	147,663	85,985
Diesel	468,326	360,445	(107,881)
Tyres	79,500	83,837	4,337
Supplies and Services	65,757	151,666	85,909
PPE	71,870	39,886	(31,984)
Premises & Insurances	128,326	125,120	(3,206)
Repair & Maintenance	4,000	6,041	2,041
Other Transport Costs	28,463	46,145	17,682
Vehicle Repairs	228,225	256,251	28,026
Waste Tipping Charges	175,285	122,418	(52,867)
Asset Charge	0	0	0
Income	0	(5,902)	(5,902)
Support Services	209,051	246,641	37,590
Corporate Support	427,889	429,029	1,140
	5,474,950	5,510,215	35,265

Red variances are favourable to budget



Contract Variation

75

	£'000	
Original contract sum:	£5,499	
Variation 1:	£ 70	Pay Award
Variation 2:	(£ 94)	Trade Waste
Revised contract sum	£5,475	



2023/24 P12 Actuals

Period 12		March 2024 Budget	P12 forecast	P12 v budget variance
TEW610	Container Management	83,154	75,646	(7,508)
TEW611	Refuse Collection	1,184,407	1,174,262	(10,145)
TEW612	Trade Waste	325,298	310,389	(14,909)
TEW613	Bulky Waste	0	0	0
TEW633	Recycling	1,211,965	1,173,479	(38,486)
TEW634	Garden Waste	687,205	678,646	(8,559)
TEW635	Food Waste	793,629	861,480	67,851
TEW661	Grounds Maintenance	533,420	577,100	43,680
TEW666	Street Cleansing	636,872	652,106	15,233
TEW674	Fly Tipping	19,000	7,108	(11,892)
Total		5,474,950	5,510,215	35,265

Red variances are favourable to budget

TEWKESBURY O&S REPORT – INCLUDING BENCHMARKING & 5 YEAR REPORT

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Previous winter works

Despite anticipating a heavy workload and potential delays due to additional projects, Ubico's crews performed exceptionally well throughout the winter. They successfully completed all other assigned tasks, except for a few small areas which, due to a significant cut last year, did not require any maintenance this year. The tree planting efforts faced several challenges, including localized flooding, which necessitated the redeployment of Grounds Maintenance staff to fill, replenish, and deliver sandbags to affected Tewkesbury Borough residents. This required staff to work extended hours, sometimes up to seven days a week. Their dedication ensured the protection of residents' properties. With the future introduction of Alloy, an integrated digital system that enables live data processing by both Ubico and Tewkesbury Borough Council, we are optimistic that future winter works will be managed more efficiently. All tree inspections have been carried out, and all tree work has been completed.

Current Summer works (Grass cutting)

We have faced significant challenges due to inclement weather, which initially prevented Ubico's Grounds Maintenance teams from using ride-on mowers and heavy plant equipment, including tractors, to avoid damage to both the equipment and the land, thereby minimizing costly repairs. This delay extended Ubico's grass-cutting schedule from the planned 4-5 weeks to 6-7 weeks. This, in turn, posed additional challenges; by the time Ubico commenced the second scheduled cutting cycle, the grass had grown longer, necessitating more time for our operatives to service these areas. The inclement weather created ideal conditions for grass growth, further complicating efforts to adhere to the schedule. Nonetheless, a majority of our Grounds Maintenance operatives volunteered to work 14 consecutive days to ensure the timely completion of the second scheduled cutting cycle, thereby maintaining the aesthetic appeal of the main roads leading into and out of Tewkesbury ahead of Tewkesbury's big weekend. We faced multiple complaints of damaged trees caused via our strimming teams, to reduce this occurring Ubico are now doing the following two things. Firstly, we are now avoiding strimming around any immature trees. Secondly, we are utilising an advanced strimmer adaptor which has been designed to avoid damage to the base of mature trees, this adaptor is a cylinder style head with a gap of ½ an inch maximum rotation.

I am pleased to report that, currently, on the third scheduled cutting cycle, the crews have returned to a semblance of normalcy, as the grass growth has slowed and become more manageable. Ubico, in partnership with Tewkesbury Borough Council, has been trialing new grounds-cutting equipment, which, in the future, could enable us to manage long and fast-growing grass more effectively, facilitating adherence to our regular cutting schedule.

TEWKESBURY 5 YEAR REPORT



HEALTH & SAFETY INFORMATION

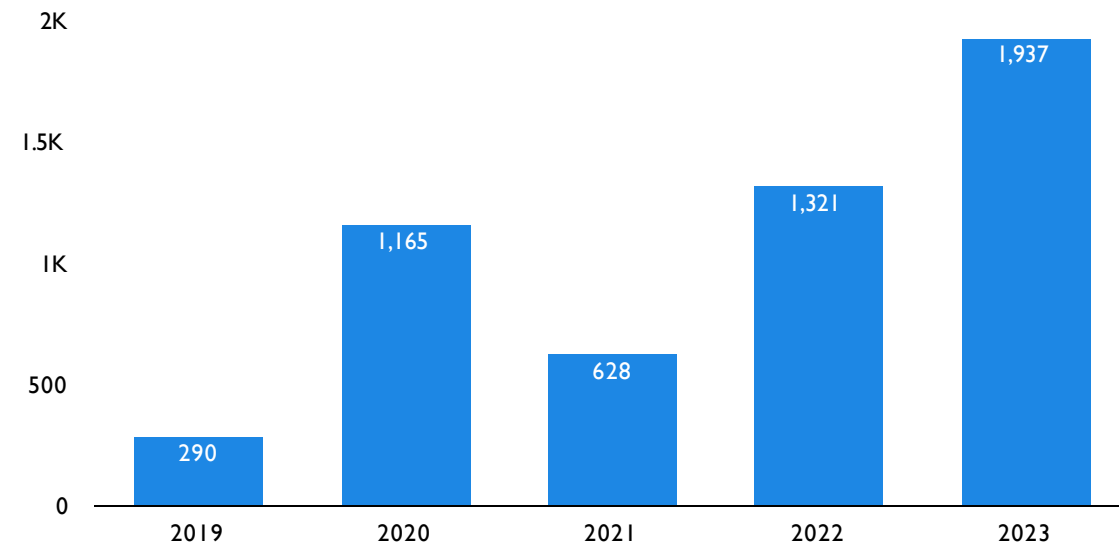
DEFINITIONS

SAFETY CONCERN (Near Miss) = any unplanned event that could have caused physical injury or property damage but didn't. An Environmental safety concern is made up from things such as – overflowing bins, loose dogs, low hanging trees etc.

RIDDOR ACCIDENT = an incident that resulted in physical injury and must be reported to Health & Safety Executive under the RIDDOR - Reporting of Injuries, Diseases and Dangerous Occurrences Regulations.

PERSONAL ACCIDENT = an incident that resulted in physical injury.

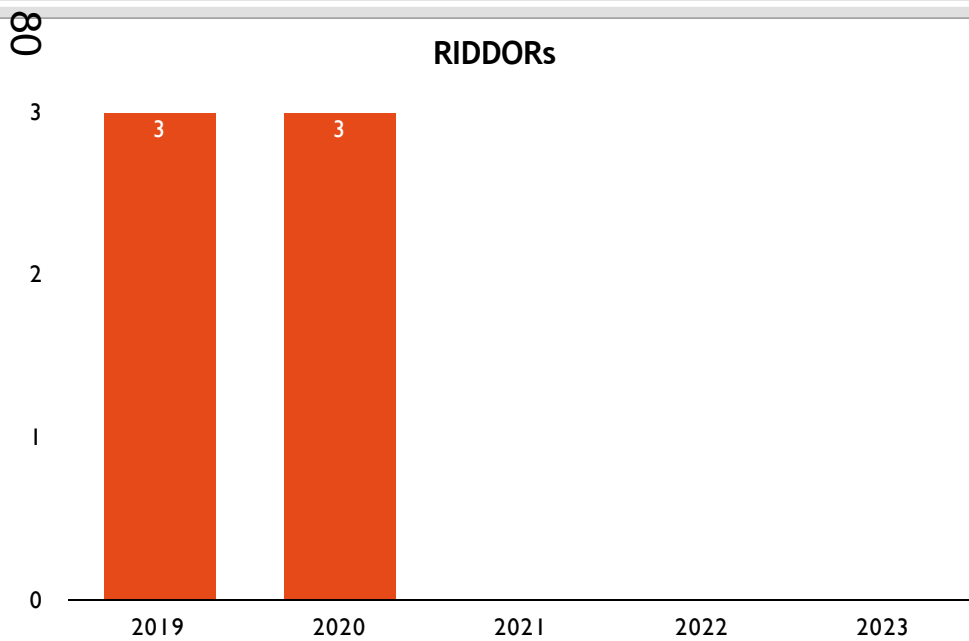
SAFETY CONCERNS



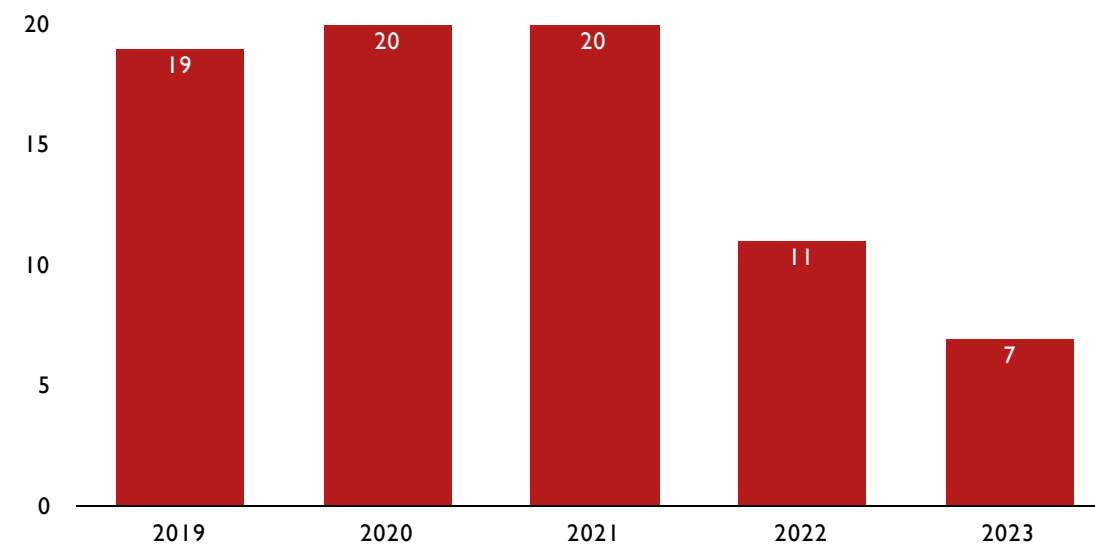
SAFETY CONCERNS - TOP 5

Incident Category	No. of Reports
Collision With An Object	645
Environmental	552
Hit By Moving Vehicle	551
Slips, Trips Or Falls	505
Strain/ Manual Handling	470

RIDDORs



PERSONAL ACCIDENTS



PERSONAL ACCIDENTS - TOP 5

Incident category	No. of Accidents
Slips, trips or falls	25
Collision with an object	13
Strain/ Manual Handling	11
Cut	10
Hit by a moving vehicle	8

Over the past two years, we have observed an increase in safety concerns. This is part of Ubico's initiative to adopt a more proactive approach to health and safety among its employees. The rise in reported concerns has coincided with a reduction in the number of personal accidents. Notably, there have been no RIDDOR reportable accidents under this contract for the past three years.

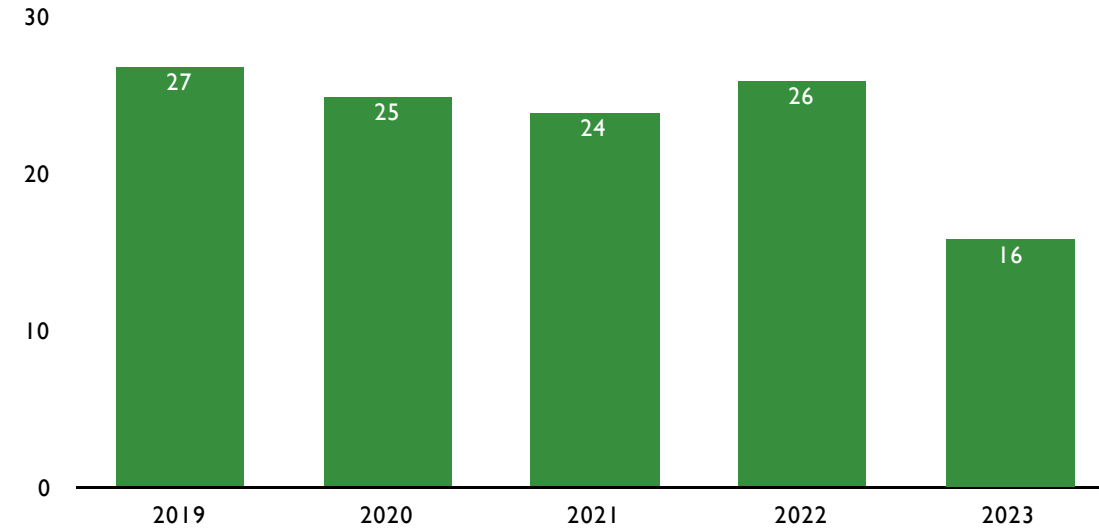
HEALTH & SAFETY INFORMATION

DEFINITIONS

VEHICLE ACCIDENT = any incident that is alleged to have involved a vehicle, or the vehicle crew during the activity, be it damage to another vehicle or property.

PROPERTY ACCIDENT = an incident which did not have a vehicle as primary use for the activity, for example using push-behind unregistered mowers, resulting in damage to any other property.

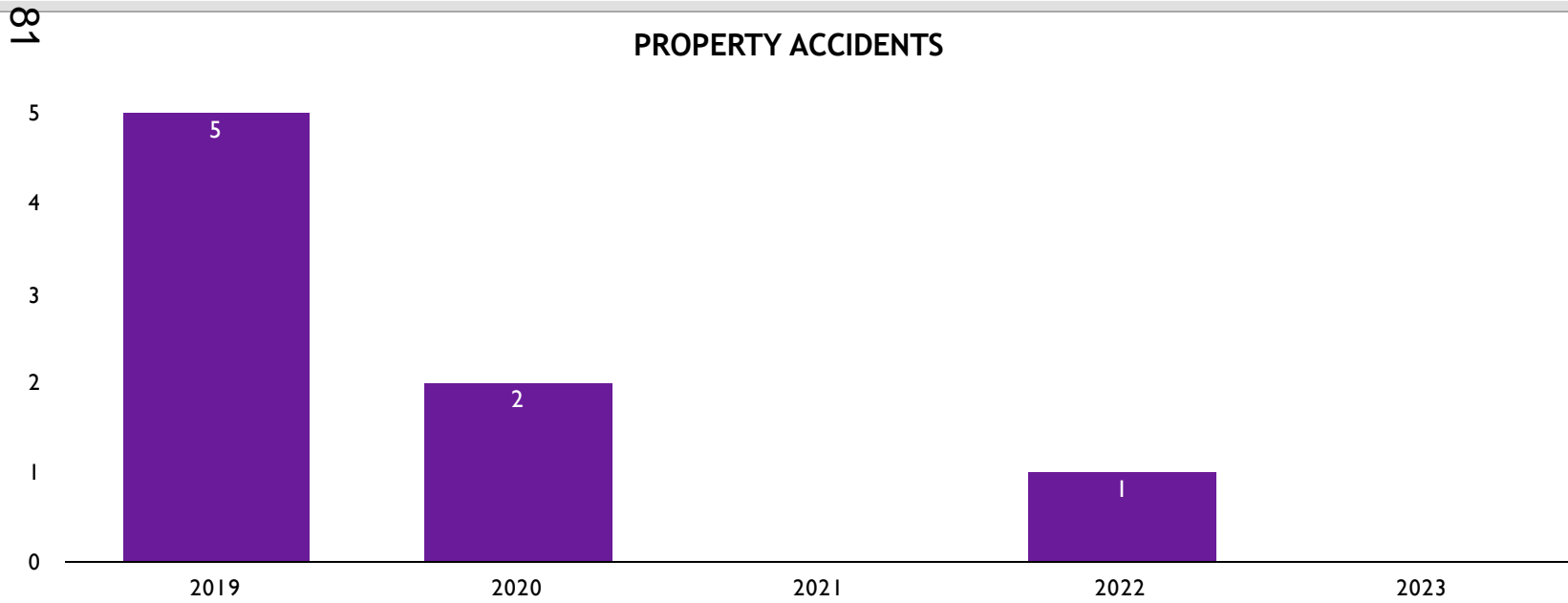
VEHICLE ACCIDENTS



VEHICLE ACCIDENTS - TOP 5

Incident Category	No. of Accidents
Reversing	29
Road traffic accident	27
Collision with an Object	26
Impact with a Stationary Vehicle	25
Access Issues	7

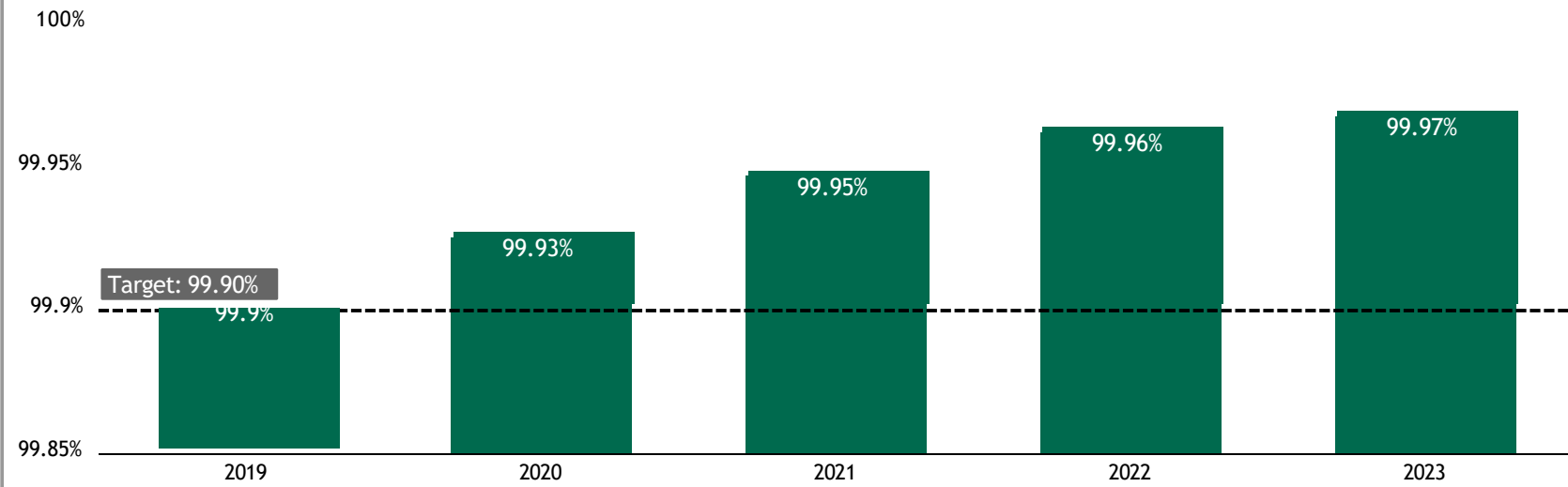
PROPERTY ACCIDENTS



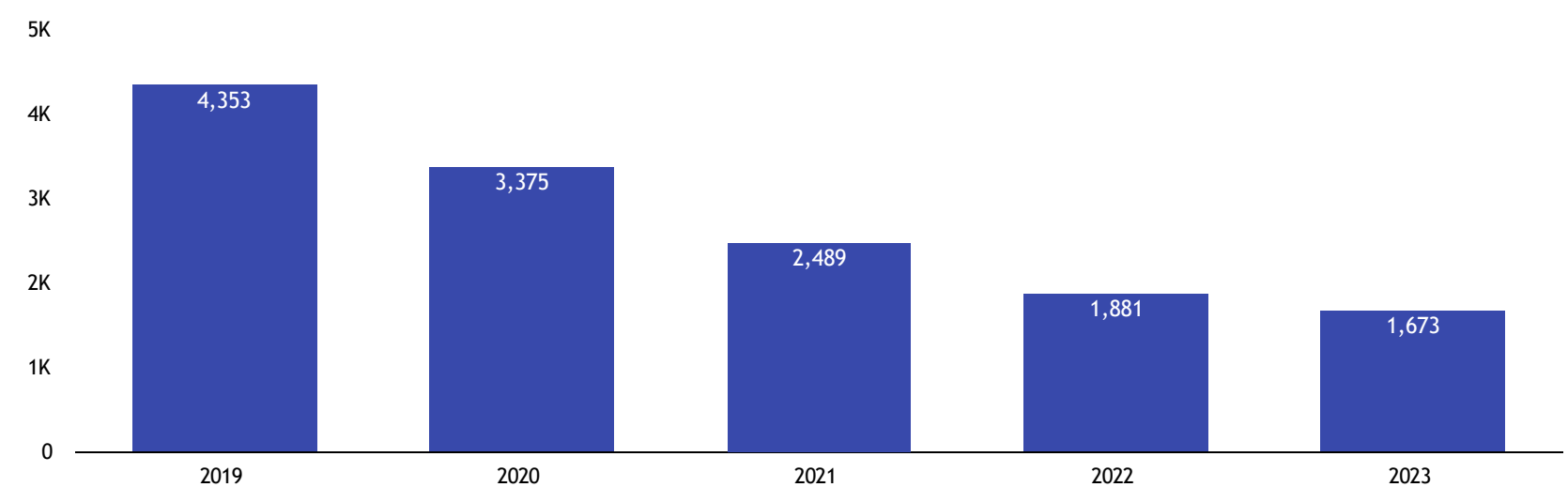
The management team within the Ubico Tewkesbury contract takes vehicle compliance very seriously, and 2023 saw a significant reduction in vehicle accidents. When vehicle accidents do occur, they are thoroughly investigated, and the driver must undergo a driver assessment before resuming their regular driving duties.

MISSED PROPERTIES

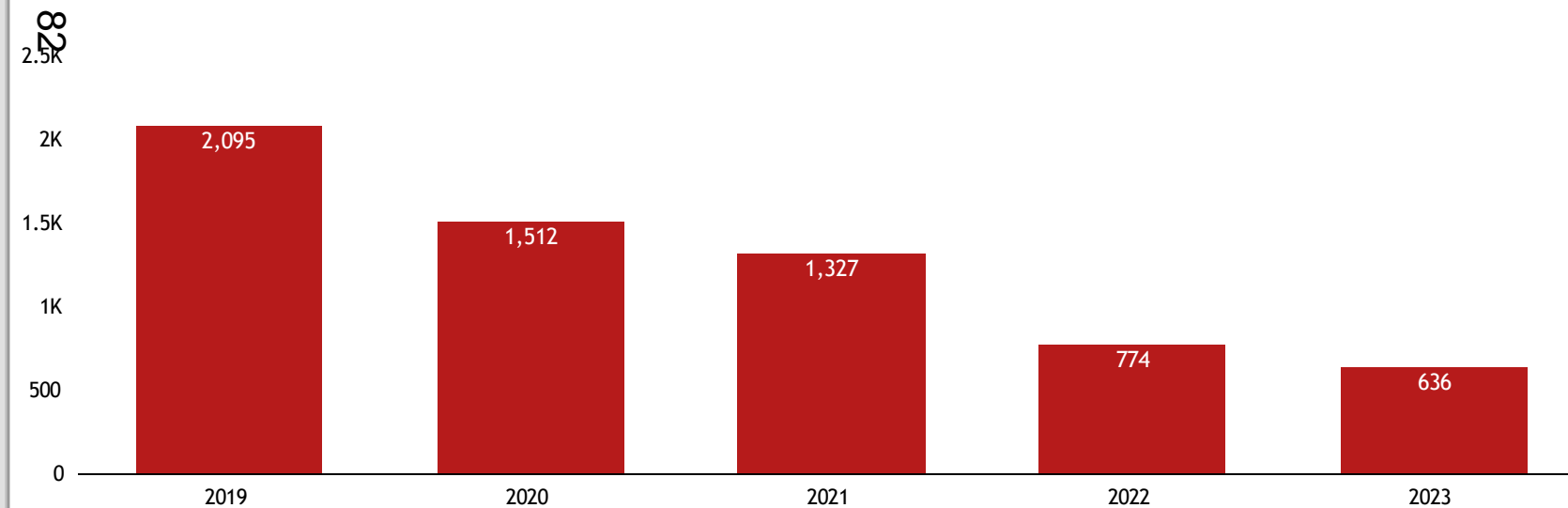
COLLECTION ACCURACY - ALL WASTE STREAMS



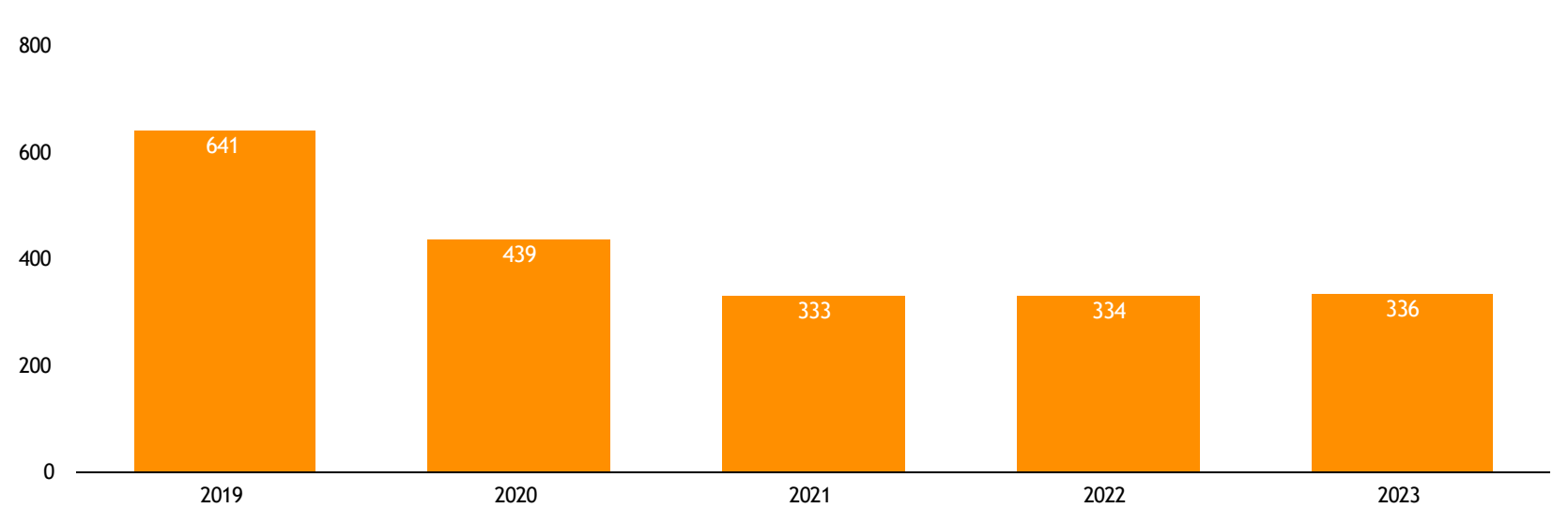
MISSED PROPERTIES - ALL WASTE STREAMS



FOOD - MISSED PROPERTIES



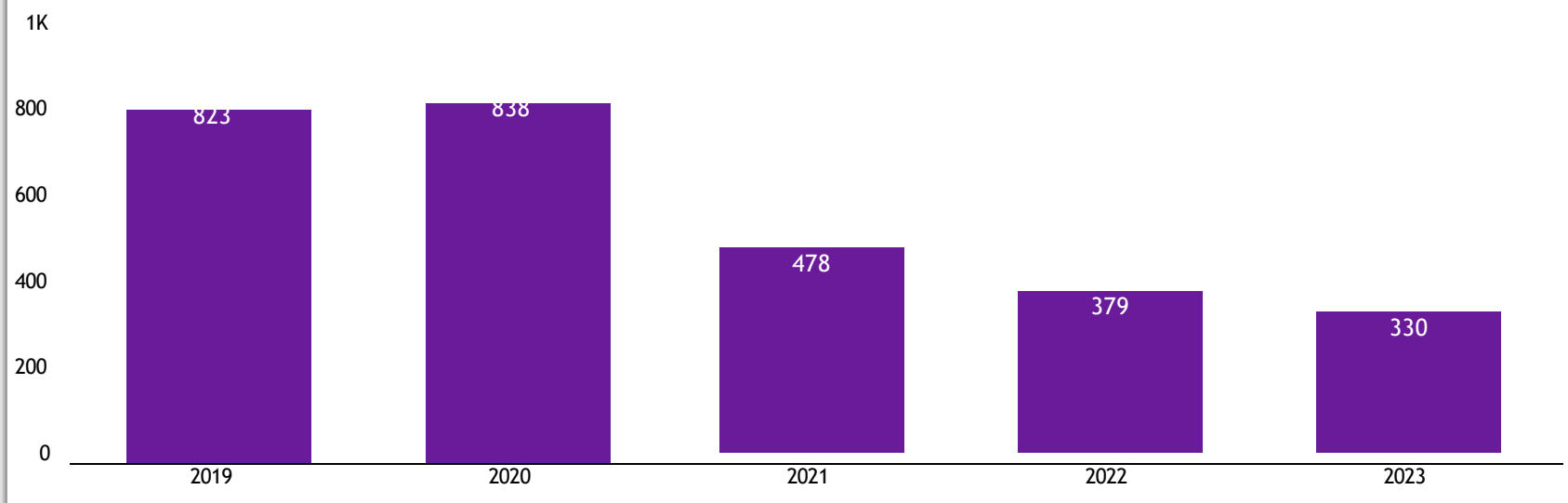
REFUSE - MISSED PROPERTIES



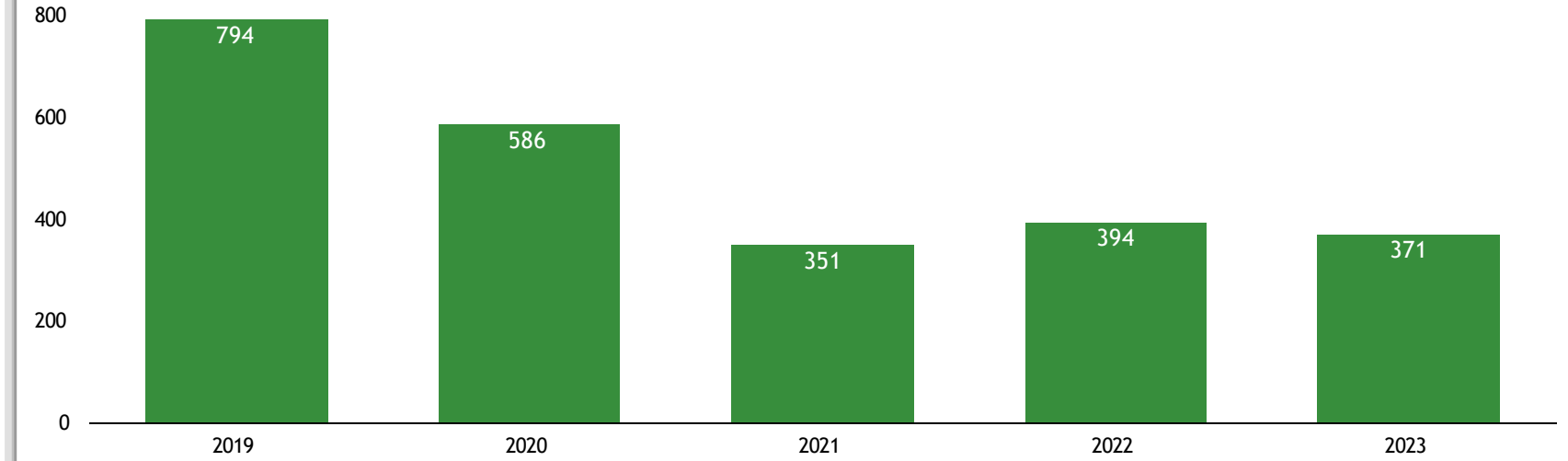
Over the past five years, the team has diligently worked to improve collection accuracy while reducing the number of missed collections. They have achieved a collection accuracy rate of 99.97%, significantly surpassing the agreed target level. This achievement is also reflected in the subsequent slide. Since September 2023 we have been using our new Alloy service this has aided in the reduction of missed bins resulting in less mileage being driven and lower carbon output, we are hopeful to reduce this even further as we go into 2024.

MISSED PROPERTIES

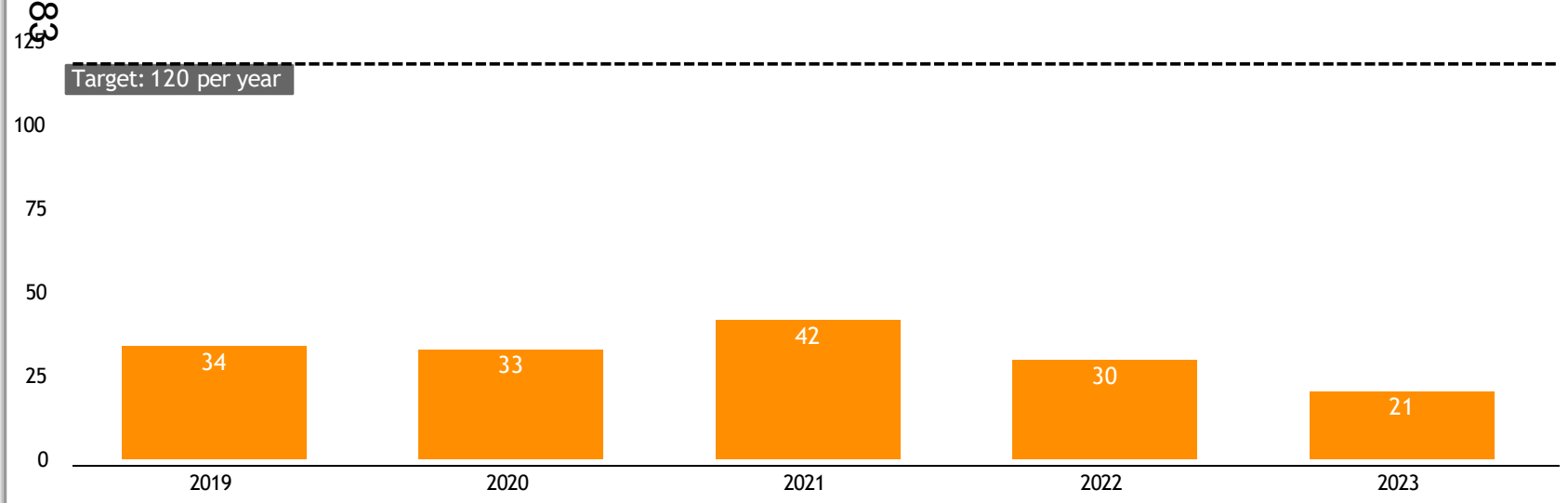
GARDEN WASTE - MISSED PROPERTIES



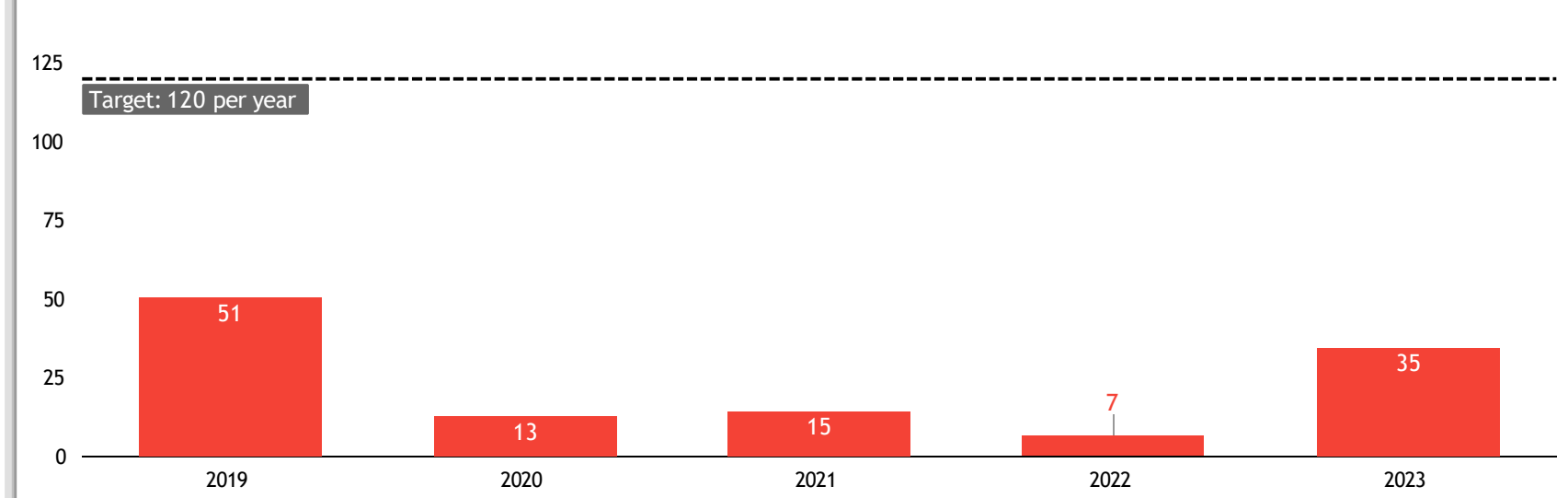
RECYCLING - MISSED PROPERTIES



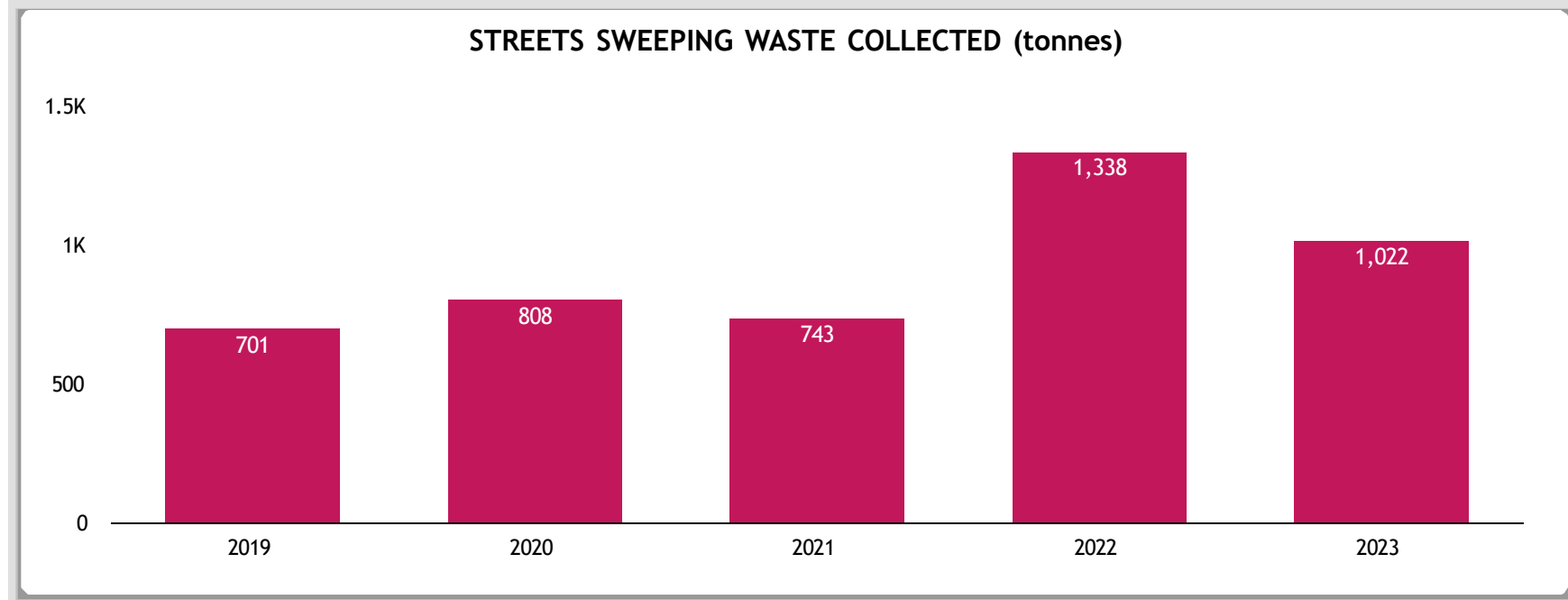
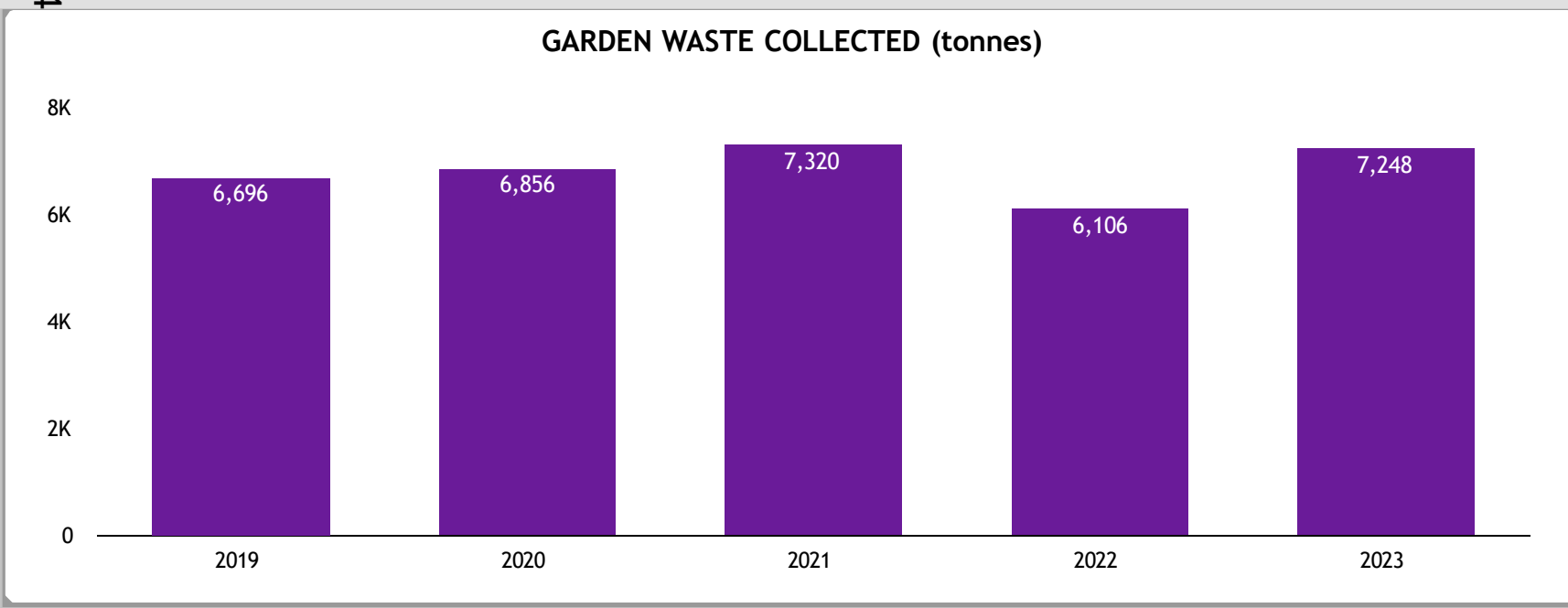
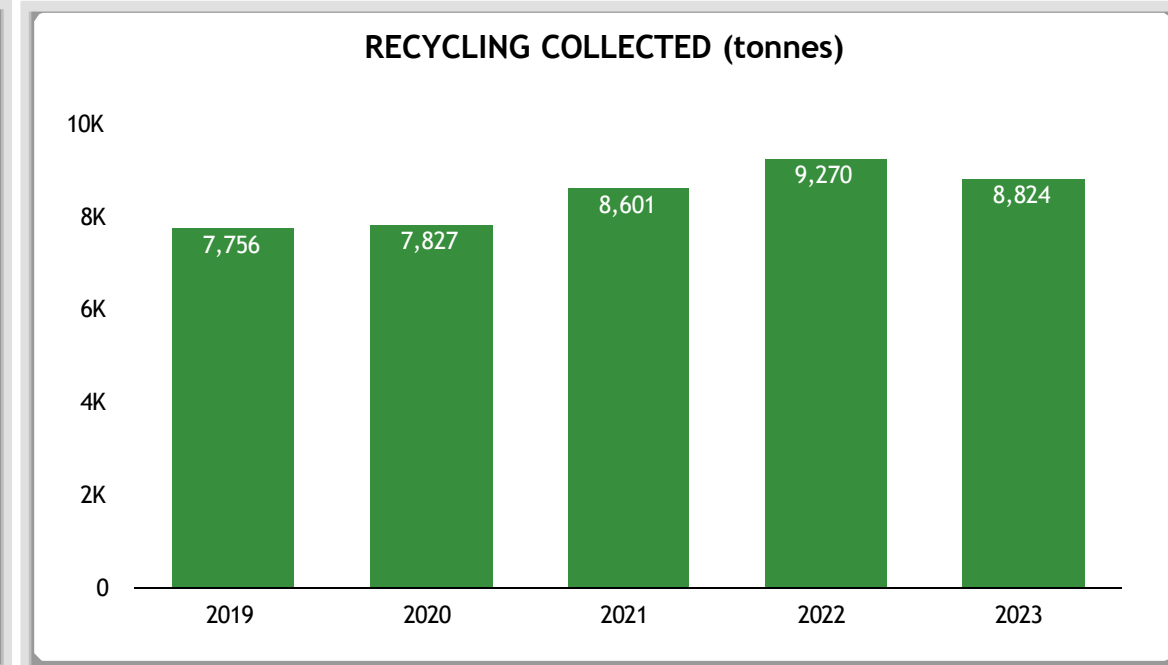
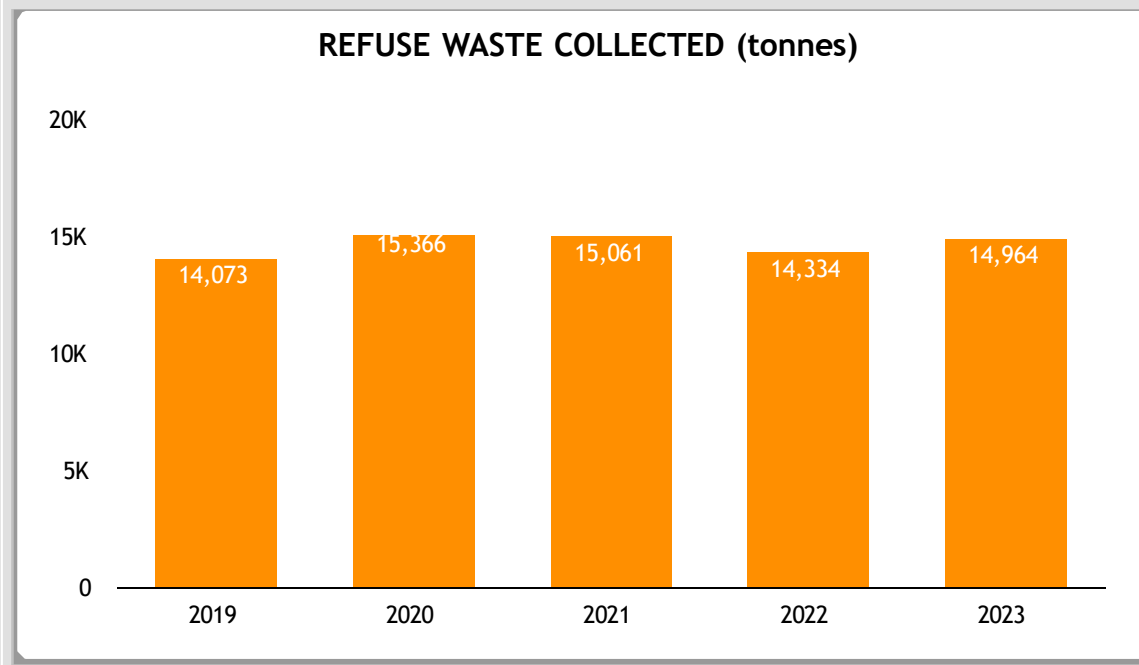
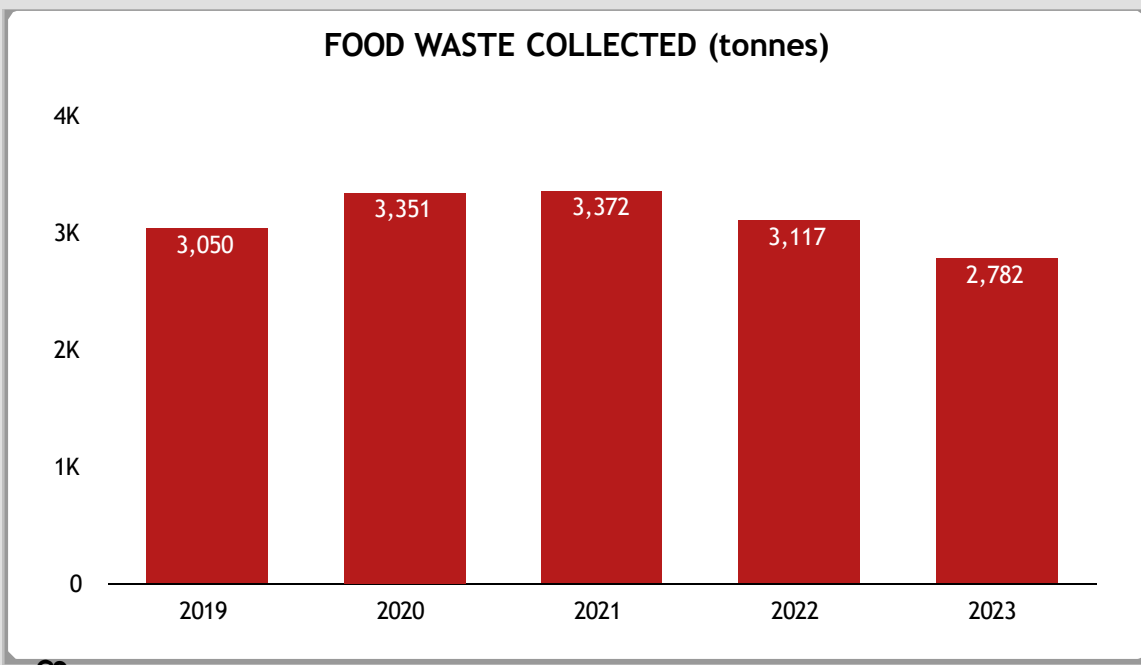
REPEAT MISSED PROPERTIES



REPEAT MISSED ASSISTED PROPERTIES



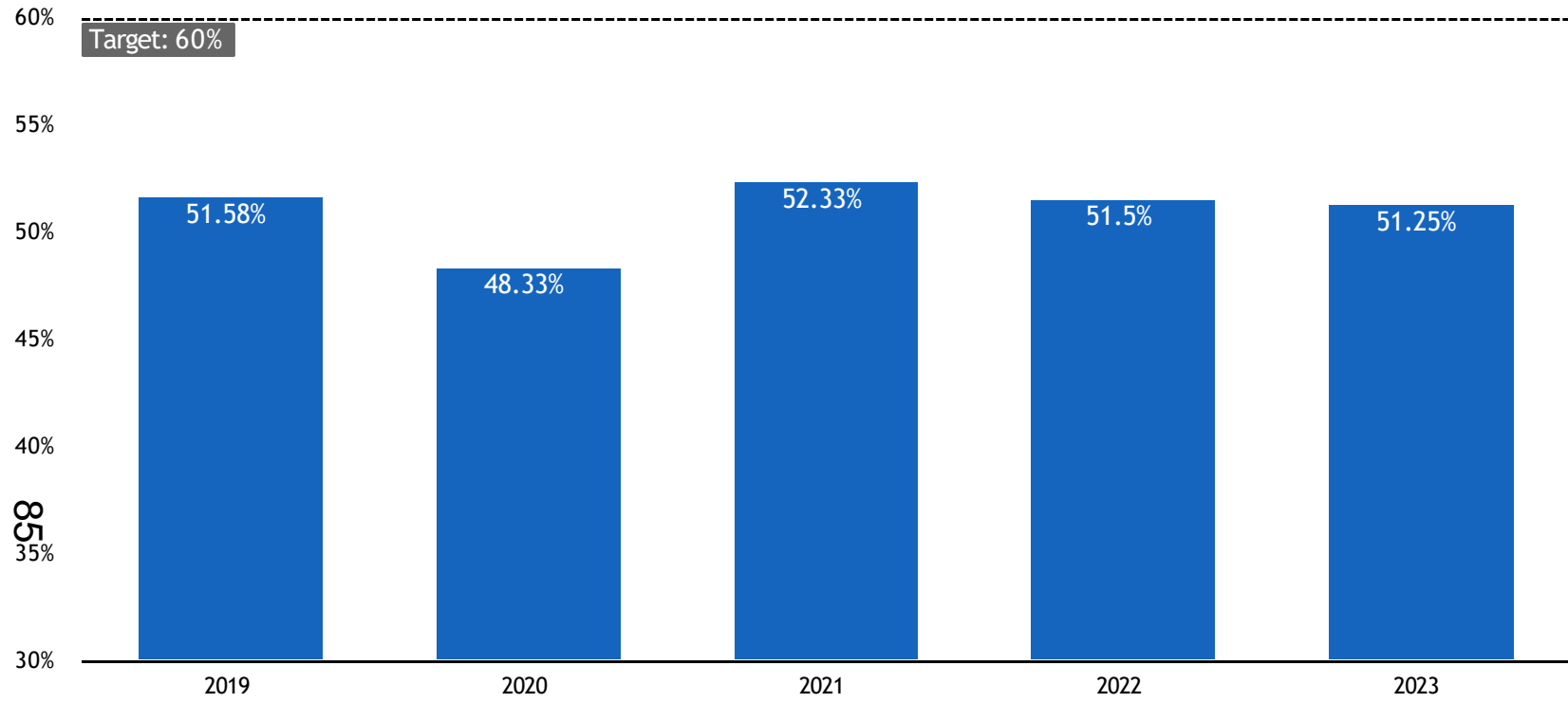
WASTE COLLECTED



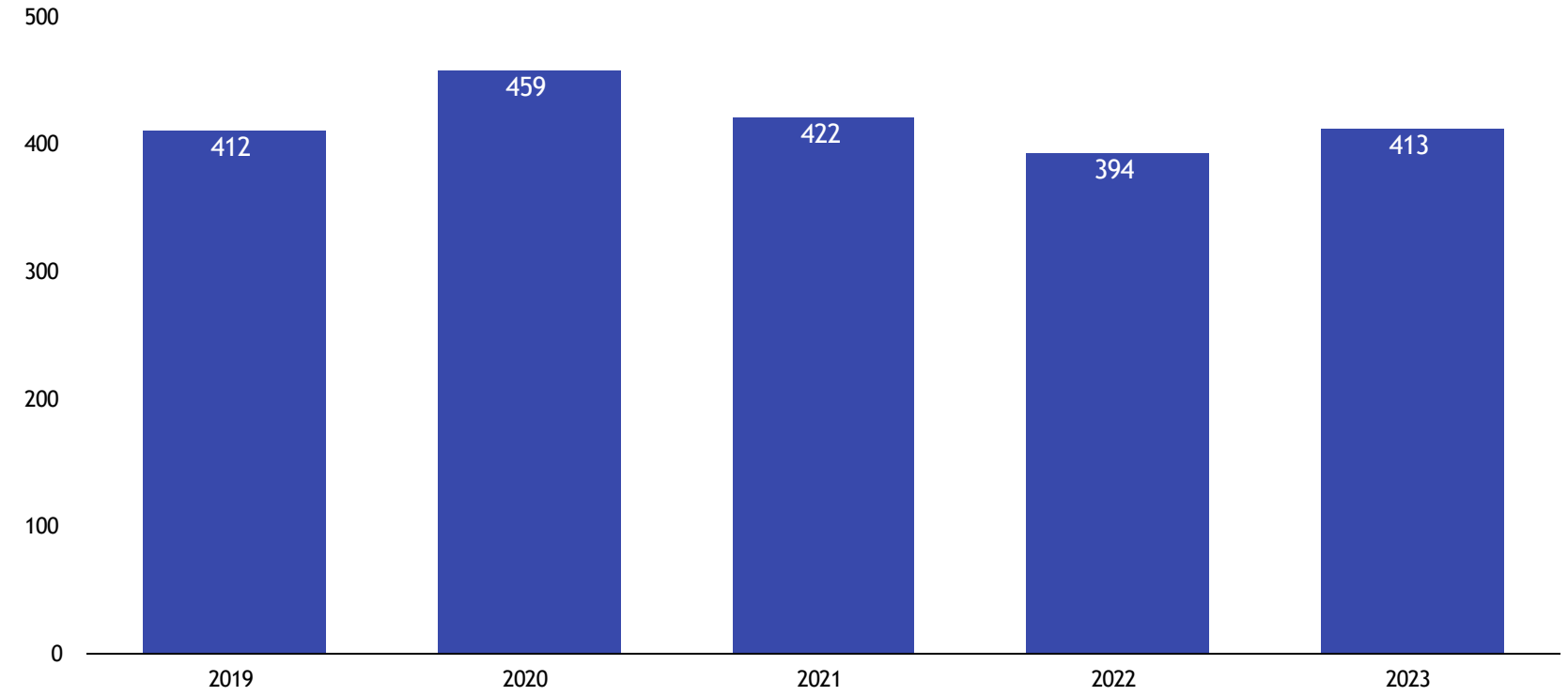
In close partnership with Tewkesbury Borough Council, Ubico aims to reduce residual waste and increase recyclable waste although the slight drop 2023. As evidenced by recent data, there has been a noticeable increase in recycling waste. In the latter half of 2023, we also observed a rise in food waste weights.

HOUSEHOLD WASTE - NATIONAL INDICATORS

NI 192 - HOUSEHOLD WASTE REUSED, RECYCLED & COMPOSTED (CUMULATIVE %)

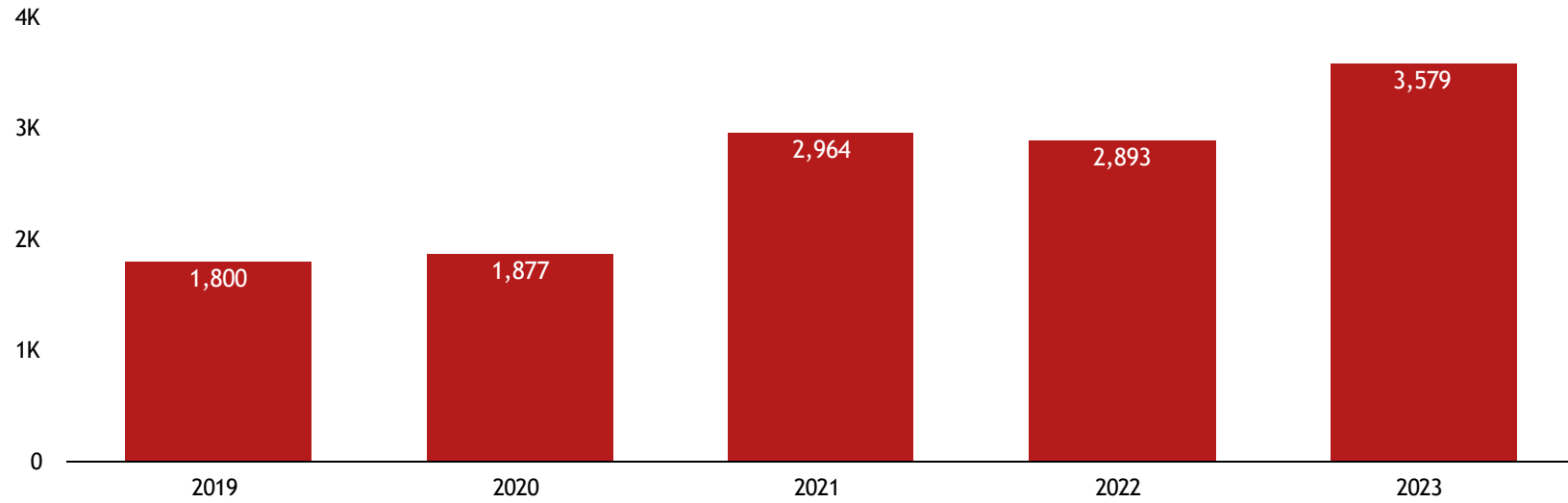


NI 191 - CUMULATIVE RESIDUAL HOUSEHOLD WASTE PER HOUSEHOLD (kg)

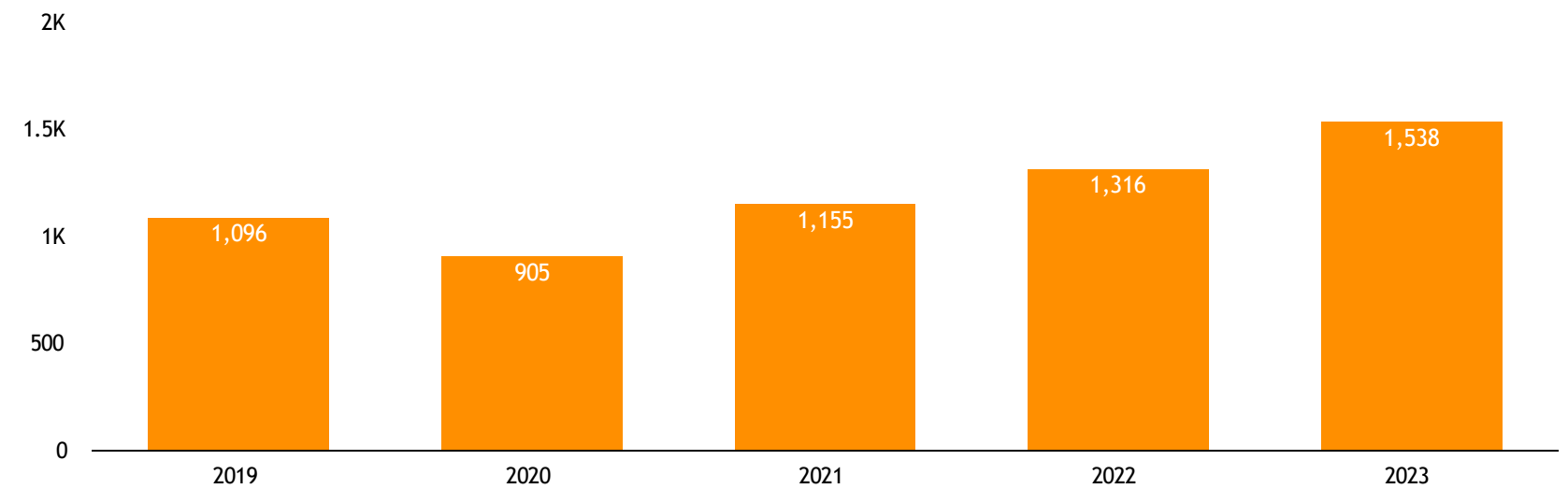


CONTAINER REQUESTS

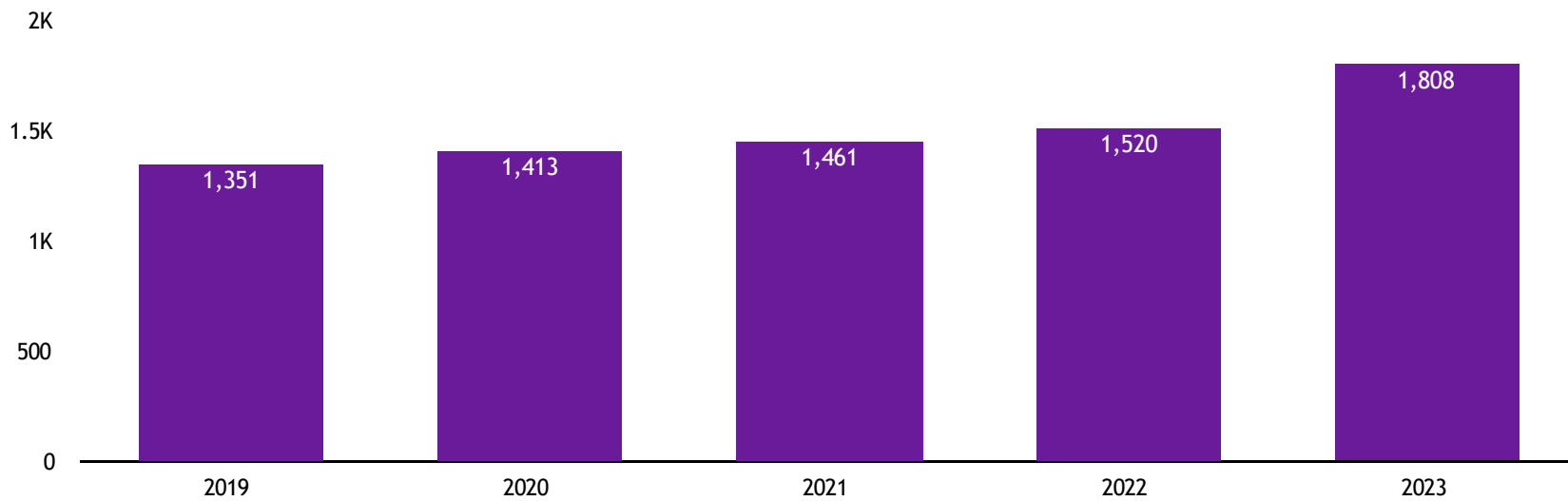
FOOD CONTAINERS REQUESTS



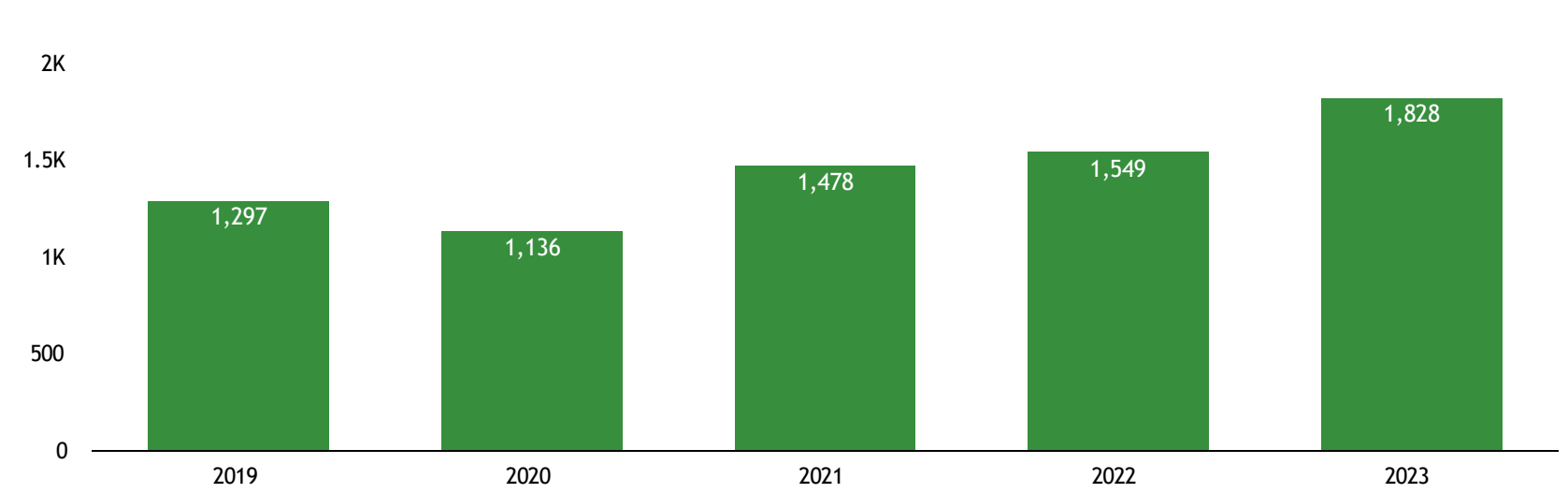
REFUSE CONTAINERS REQUESTS



GARDEN WASTE CONTAINERS REQUESTS



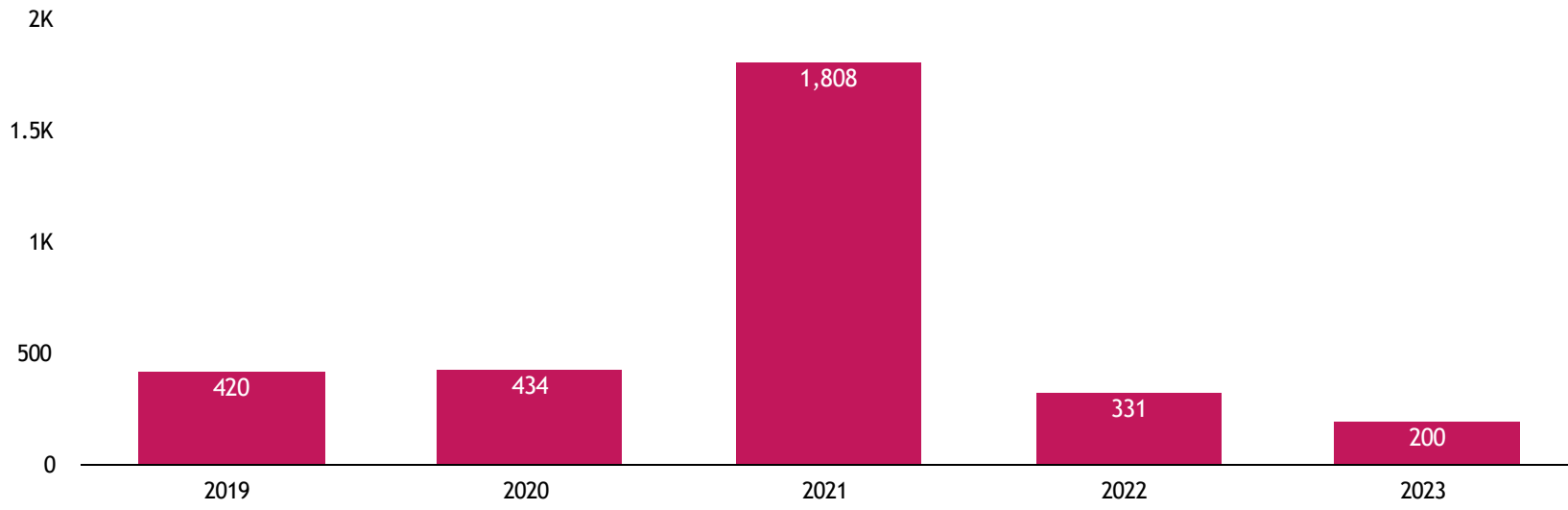
RECYCLING CONTAINERS REQUESTS



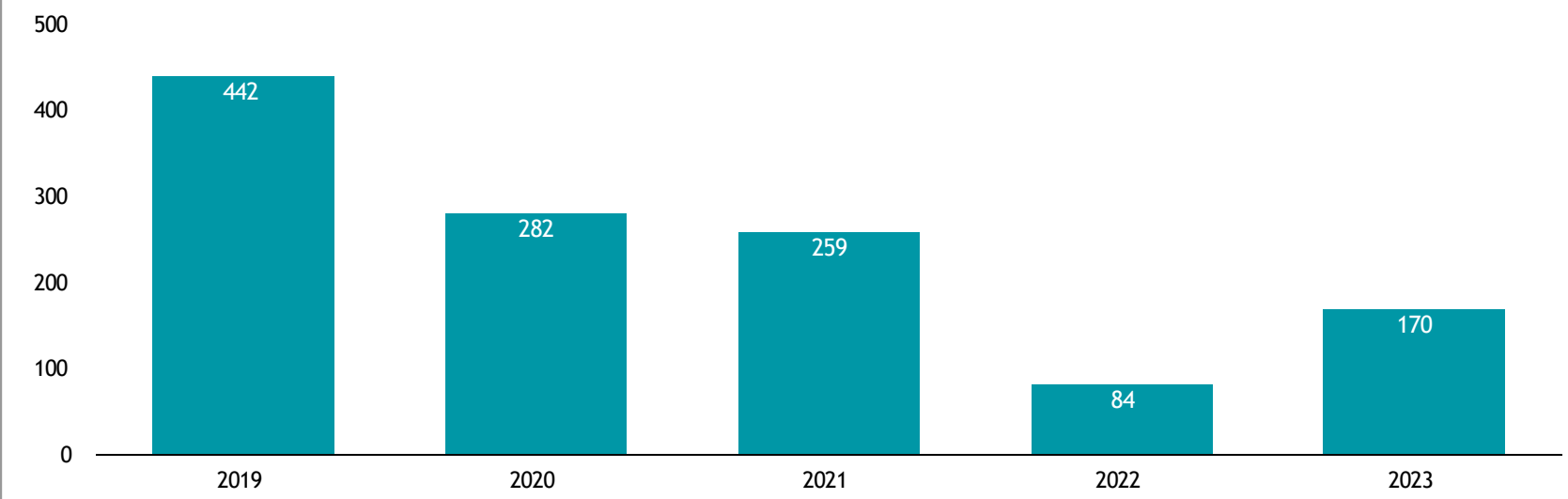
Over the past five years, we have observed a steady increase in the number of requested containers, coinciding with property growth. The team has worked diligently to meet this rising demand.

OTHER REQUESTS

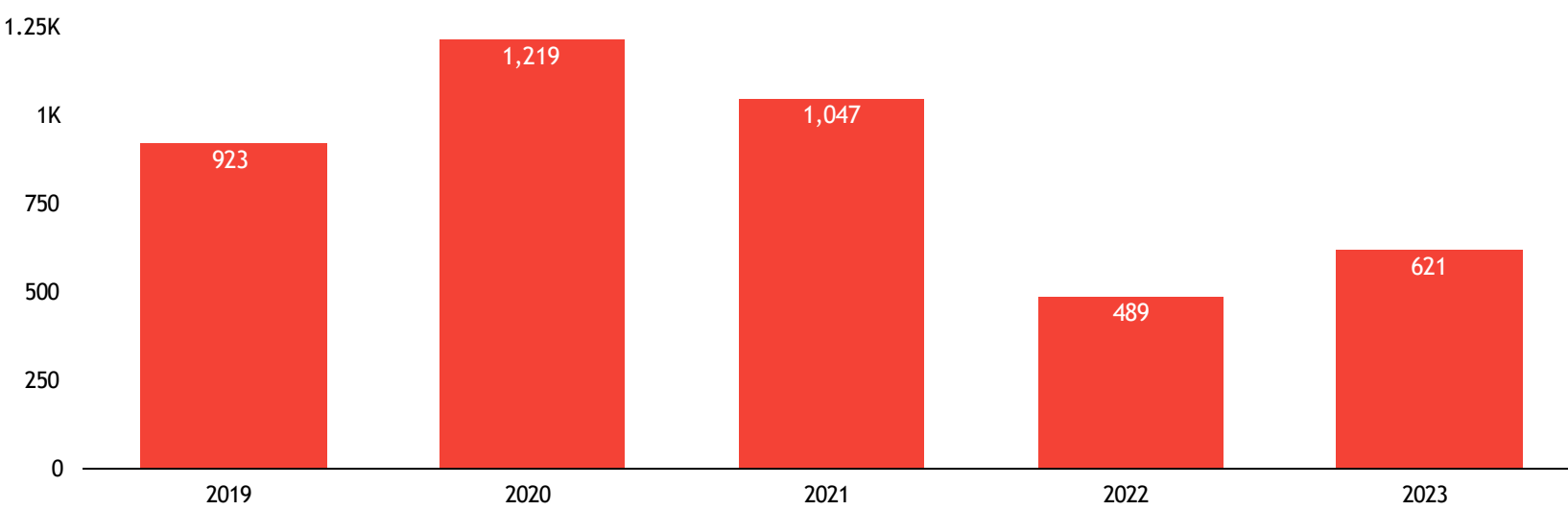
NUMBER OF NEW PROPERTIES RECORDED



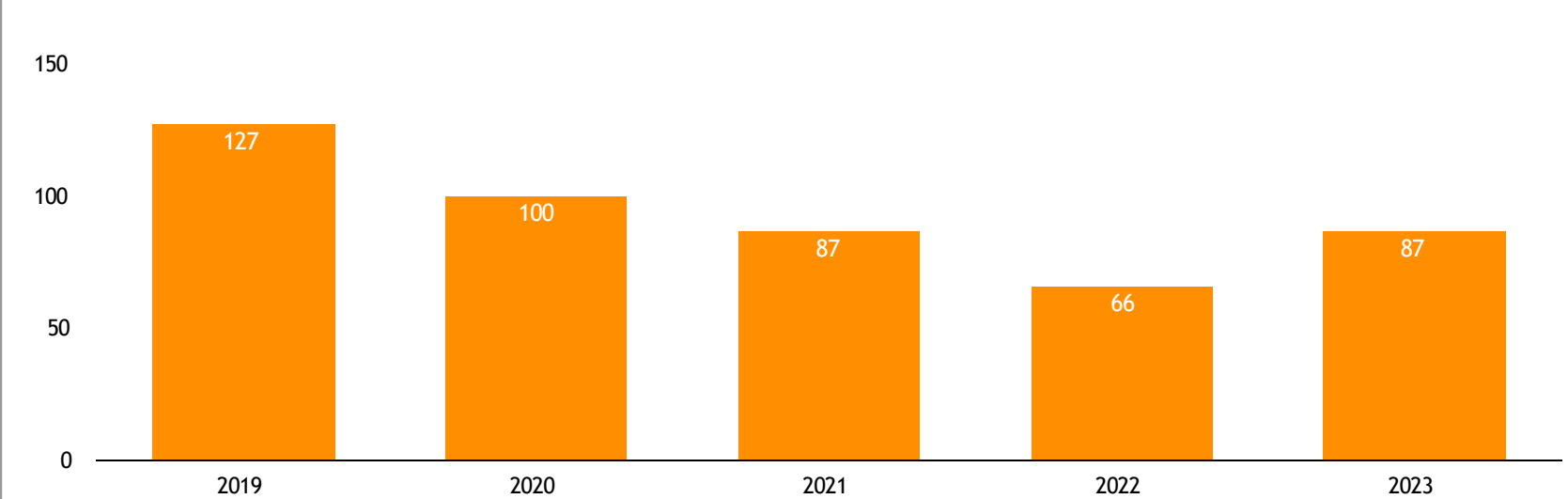
LITTER/ STREET CLEANSING REQUESTS



FLY-TIPPING REQUESTS

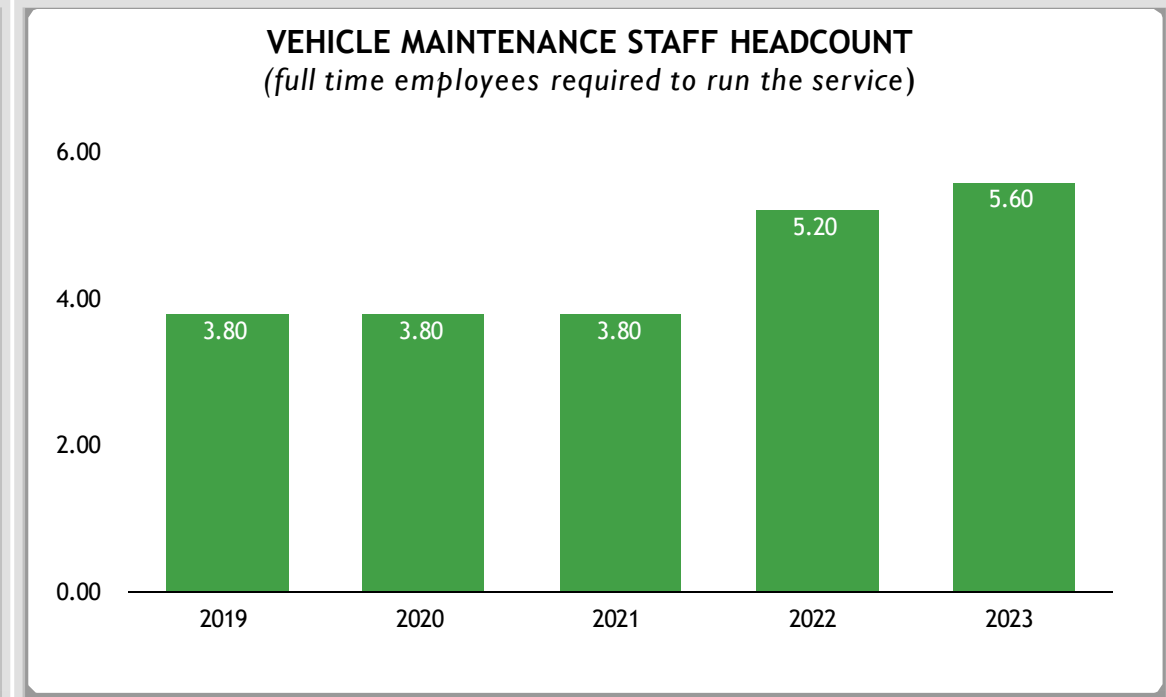
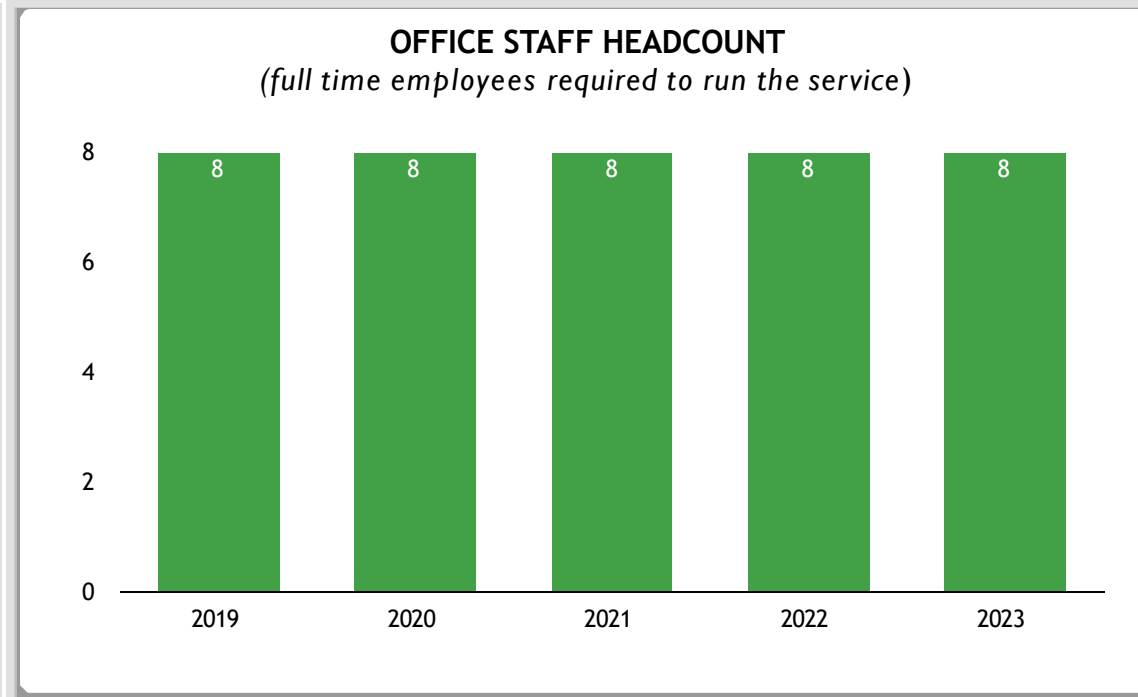
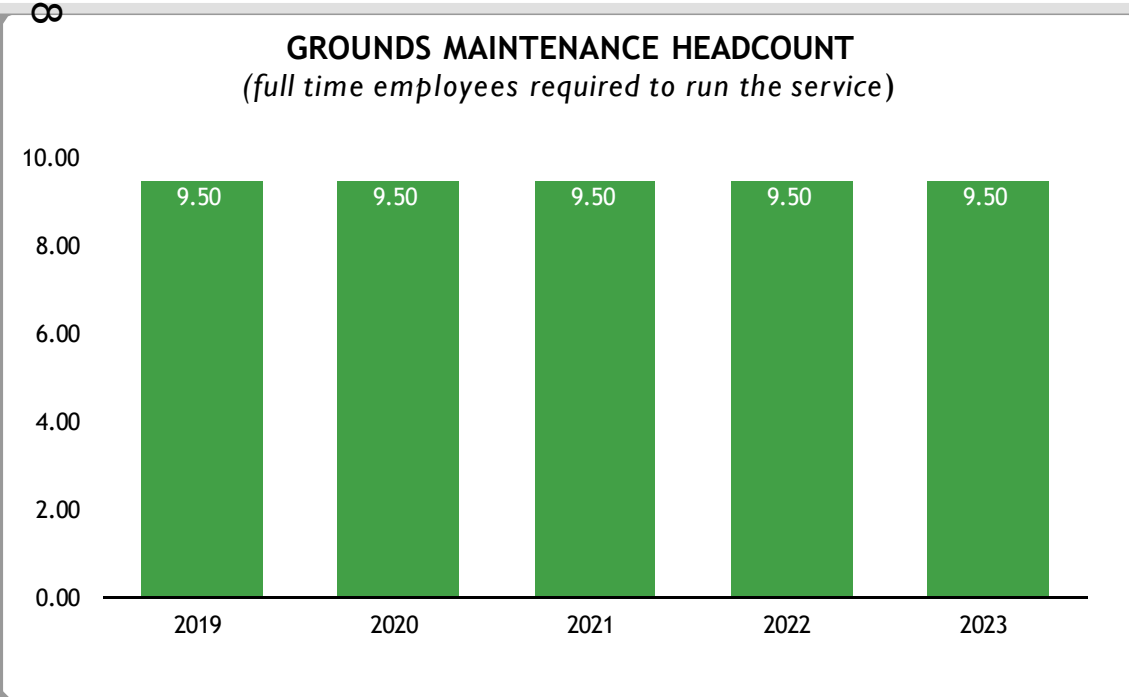
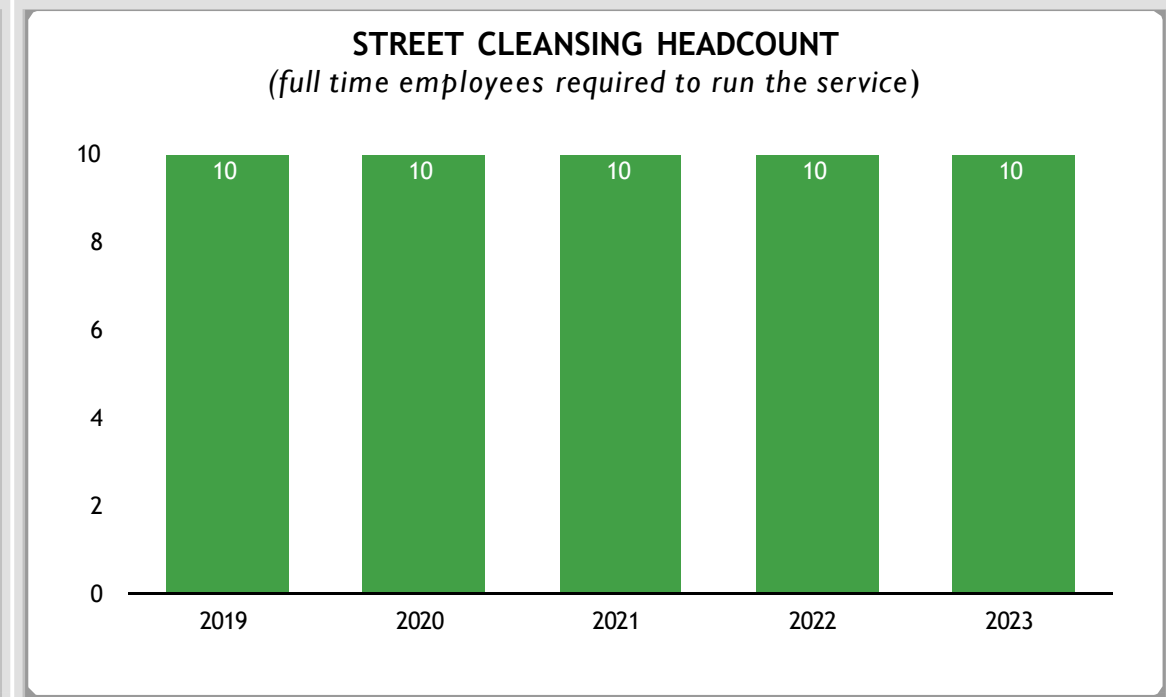
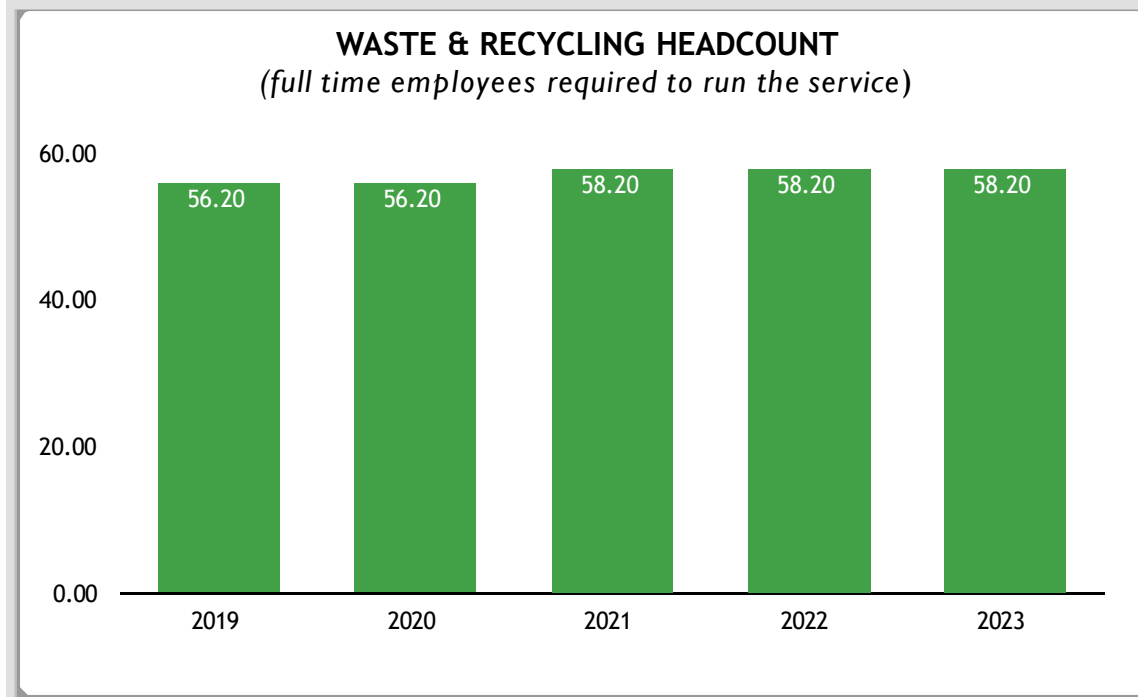
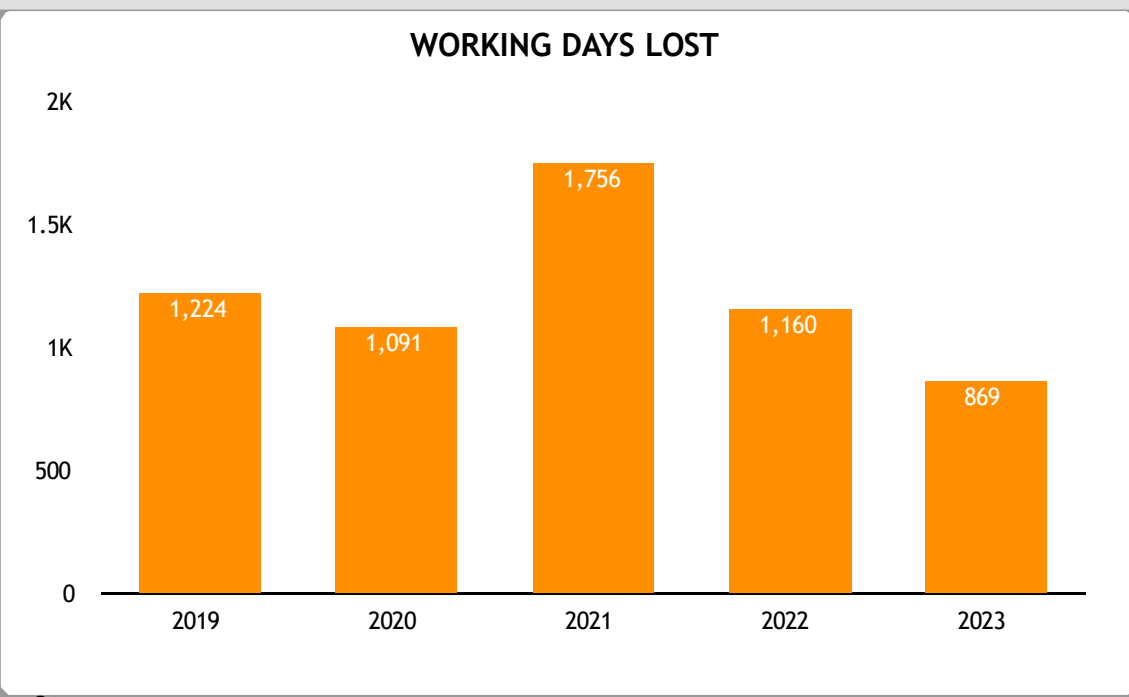


ANIMAL ASSOCIATED REQUESTS



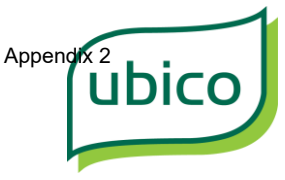
As evidenced by the above data, over the past five years, more than 3,000 properties have been added to our borough. Consequently, we plan to introduce new rounds in 2024 to accommodate this growth. Praise is due to both Tewkesbury's Environmental team and Ubico's Street Cleansing team for their efforts in reducing fly-tipping throughout the borough. This demonstrates what a working partnership can achieve.

ABSENCE & EMPLOYEE HEADCOUNT

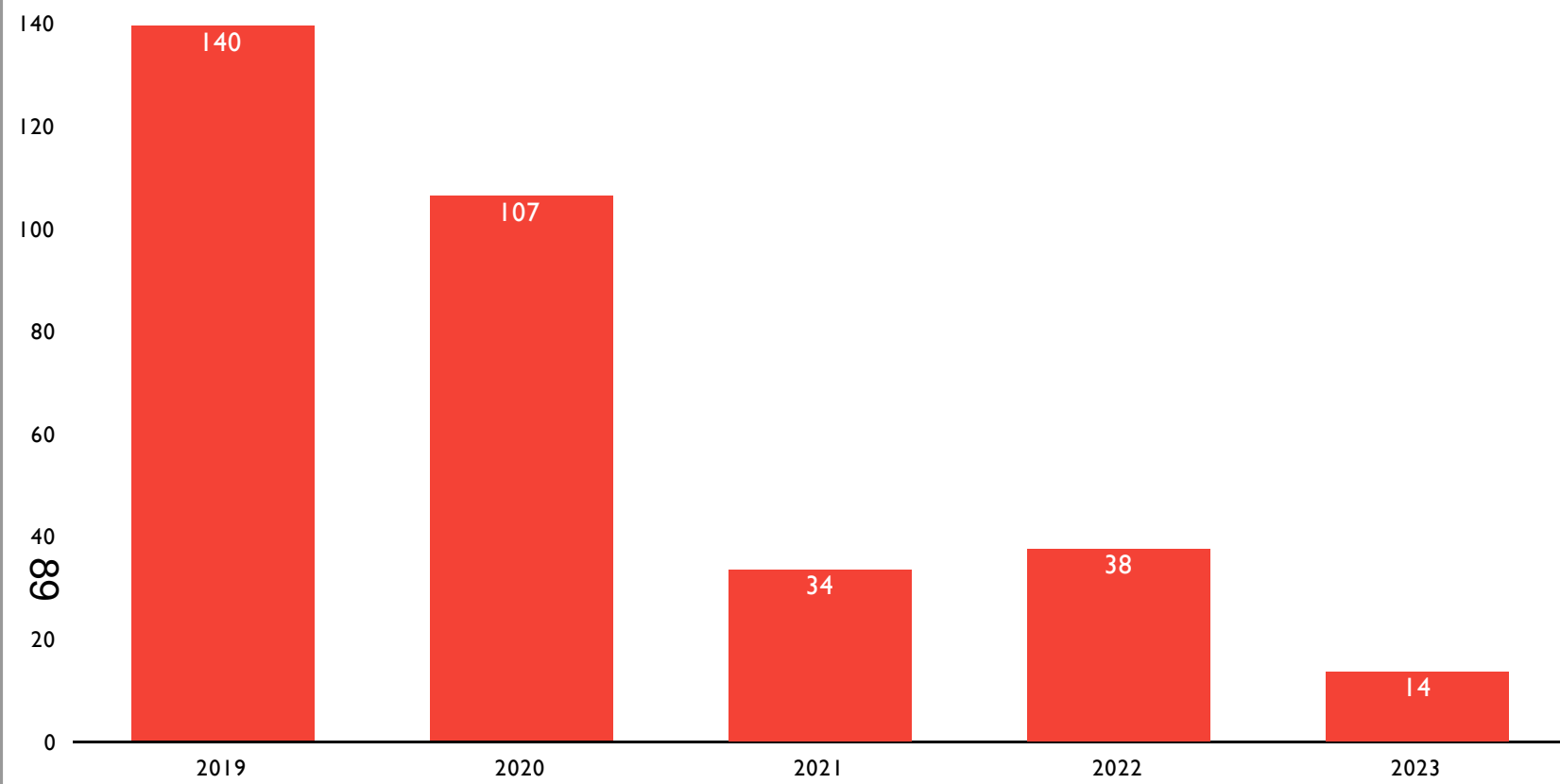


Over the past five years, headcounts have remained largely consistent with minimal growth. We have observed an overall reduction in working days lost, attributable to the Operations teams' strict adherence to sickness policies and close collaboration with our HR department.

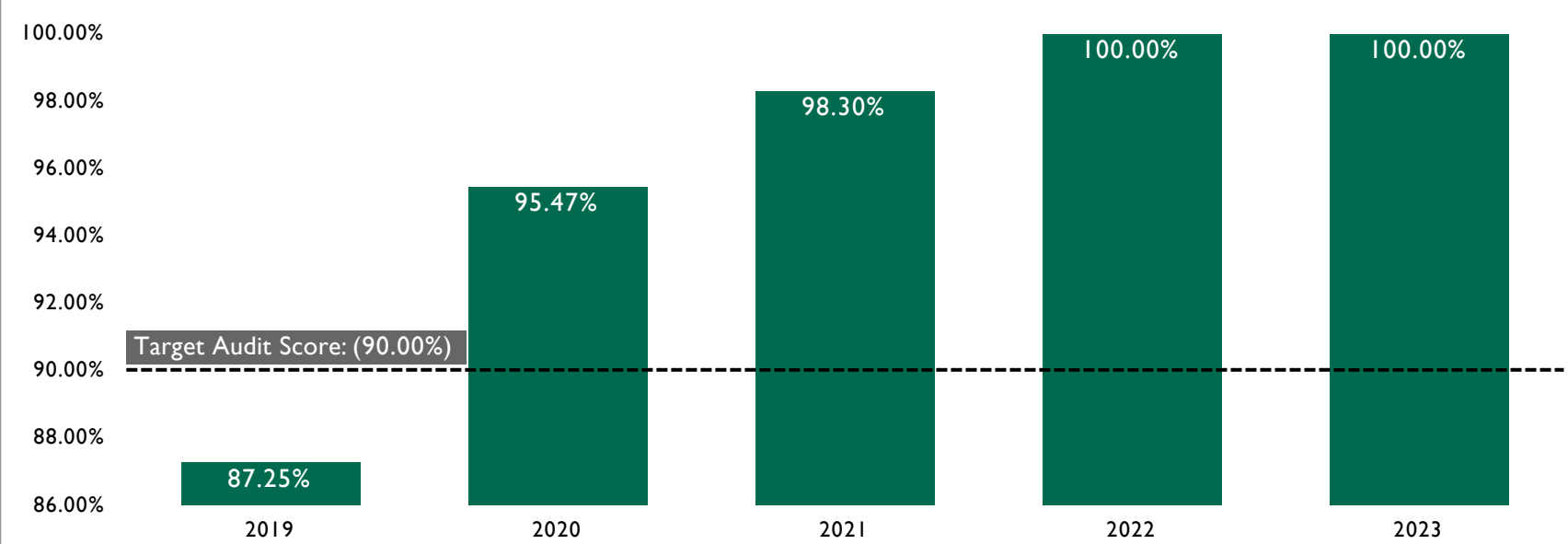
FLEET MANAGEMENT



OVER-WEIGHTS INSTANCES



FLEET AUDITS SCORES



The score comprises of seven sections made up of the following headings:

- 1. Transport Manager - certified and active
- 2. Driver First Use Check - checking completion
- 3. Driver Defect Control - are defects being rectified?
- 4. Maintenance Planning - 6-month plan required
- 5. Scheduled Maintenance Documentation - all records kept
- 6. Driver Hours Records - compliance with regulations
- 7. Auditors Observations / Operators License - general notes.

As previously mentioned, the management team at Tewkesbury takes fleet compliance very seriously, particularly as fleet management constitutes a substantial part of their roles. The team has worked diligently over recent years to enhance fleet compliance, resulting in a significant reduction in instances of overweight vehicles. Impressively, the management team achieved a 100% score on their fleet audit in 2022 and has maintained this achievement three times since then. They are the first and only contract within Ubico to attain this distinction.



UBICO BENCHMARKING

Tewkesbury Contract

06





1 Jun 2023 - 31 May 2024

TEWKESBURY BENCHMARKING* - HEALTH & SAFETY

*) This benchmarking exercise includes data from other Ubico contracts with similar services only.

SAFETY CONCERNS REPORTED PER 100 UBICO EMPLOYEES



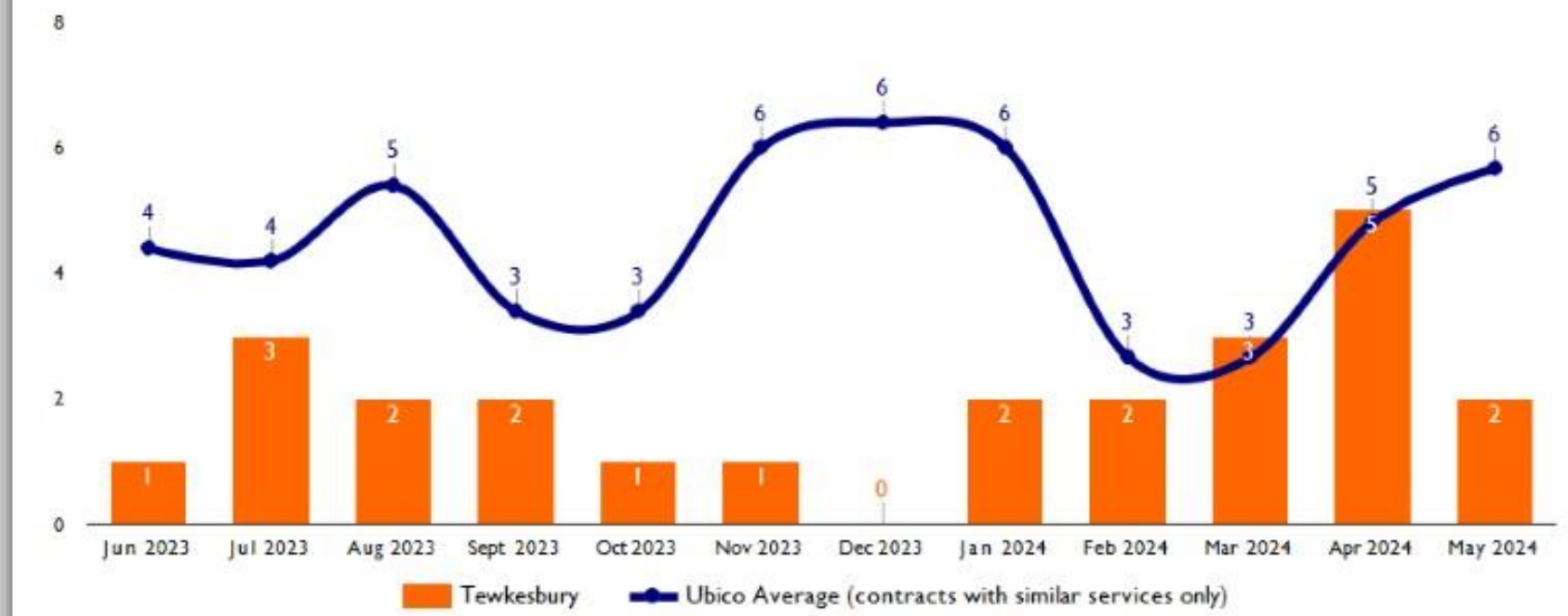
PERSONAL ACCIDENTS REPORTED PER 100 UBICO EMPLOYEES



VEHICLE ACCIDENTS PER VEHICLE



OVER-WEIGHTS INSTANCES



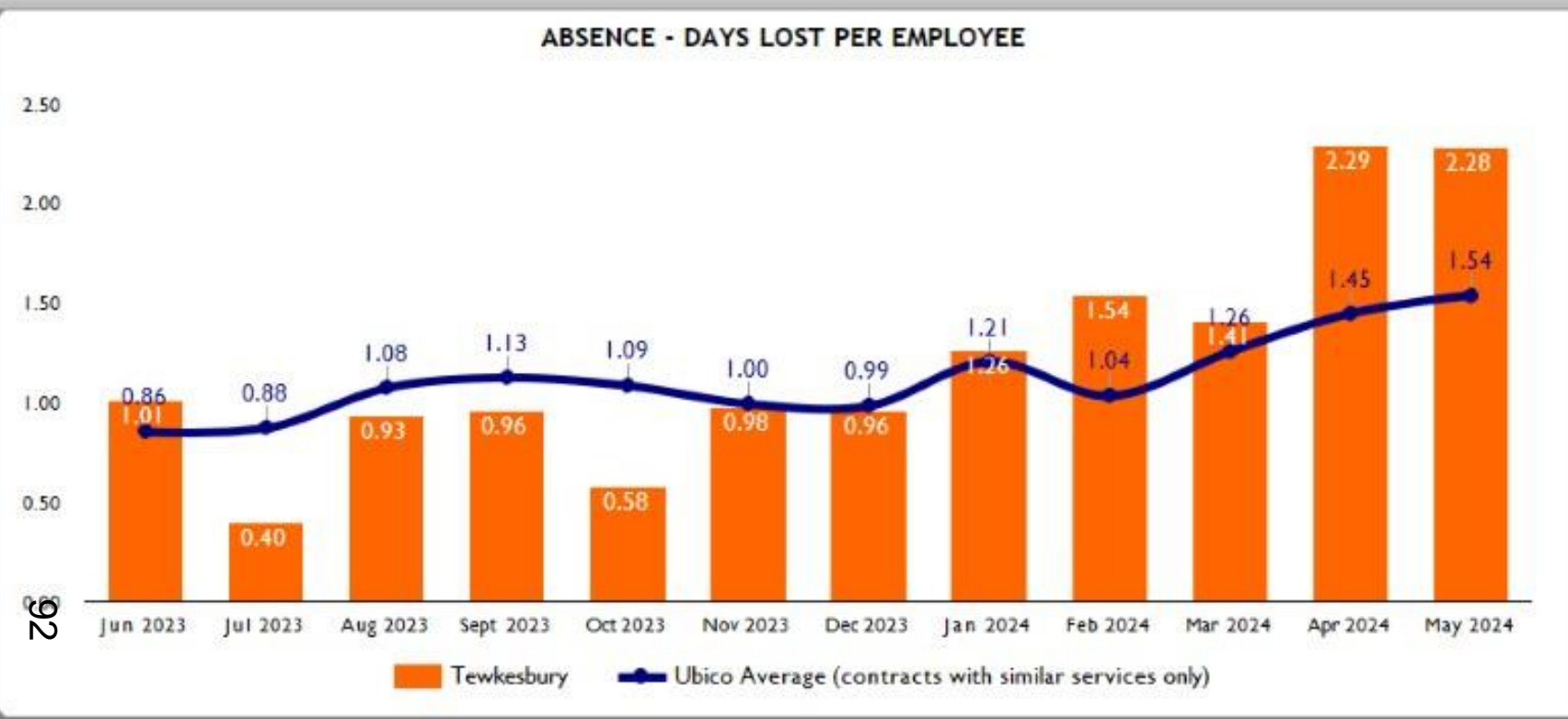


1 Jun 2023 - 31 May 2024

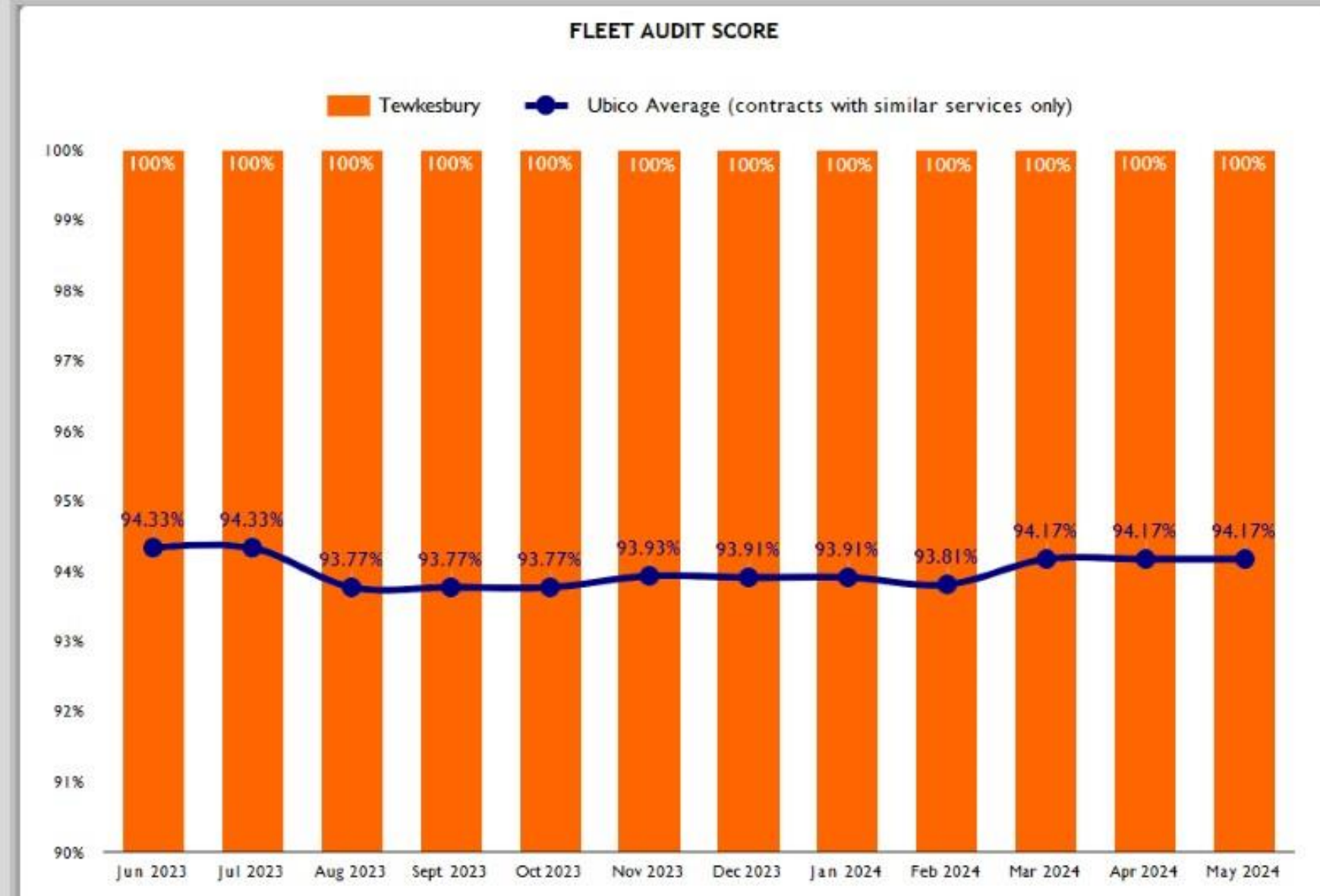
TEWKESBURY BENCHMARKING* - HEALTH & SAFETY

*) This benchmarking exercise includes data from other Ubico contracts with similar services only.

ABSENCE - DAYS LOST PER EMPLOYEE



FLEET AUDIT SCORE



The score comprises of seven sections made up of the following headings:

- 1. Transport Manager - certified and active
- 2. Driver First Use Check - checking completion
- 3. Driver Defect Control - are defects being rectified?
- 4. Maintenance Planning - 6-month plan required
- 5. Scheduled Maintenance Documentation - all records kept
- 6. Driver Hours Records - compliance with regulations
- 7. Auditors Observations / Operators License - general notes.



1 Jun 2023 - 31 May 2024

TEWKESBURY BENCHMARKING* - OPERATIONS

**) This benchmarking exercise includes data from other Ubico contracts with similar services only.*

COLLECTION ACCURACY (%) - ALL WASTE STREAMS



MISSED PROPERTIES PER 100,000 PROPERTY VISITS ALL WASTE STREAMS



GARDEN WASTE - MISSED PROPERTIES



RECYCLING - MISSED PROPERTIES

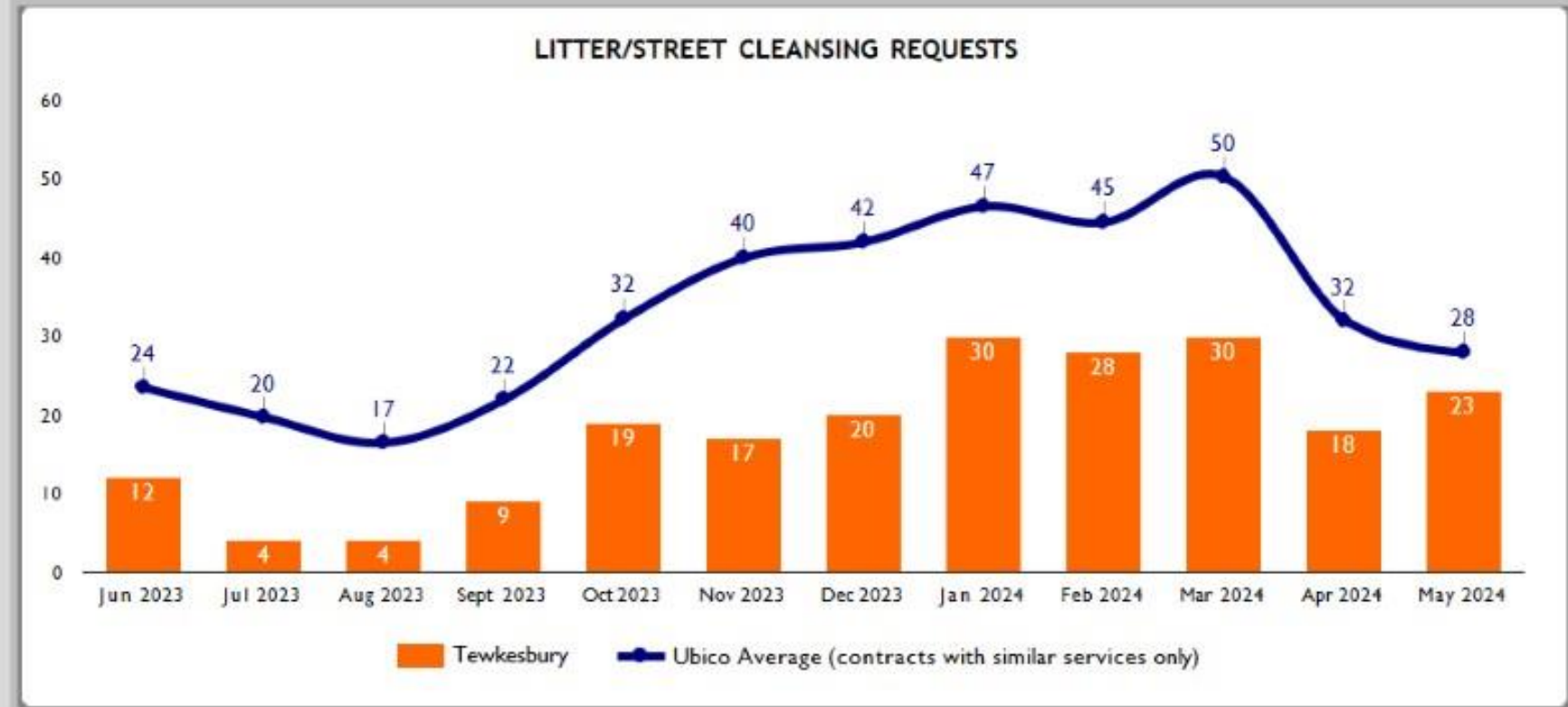
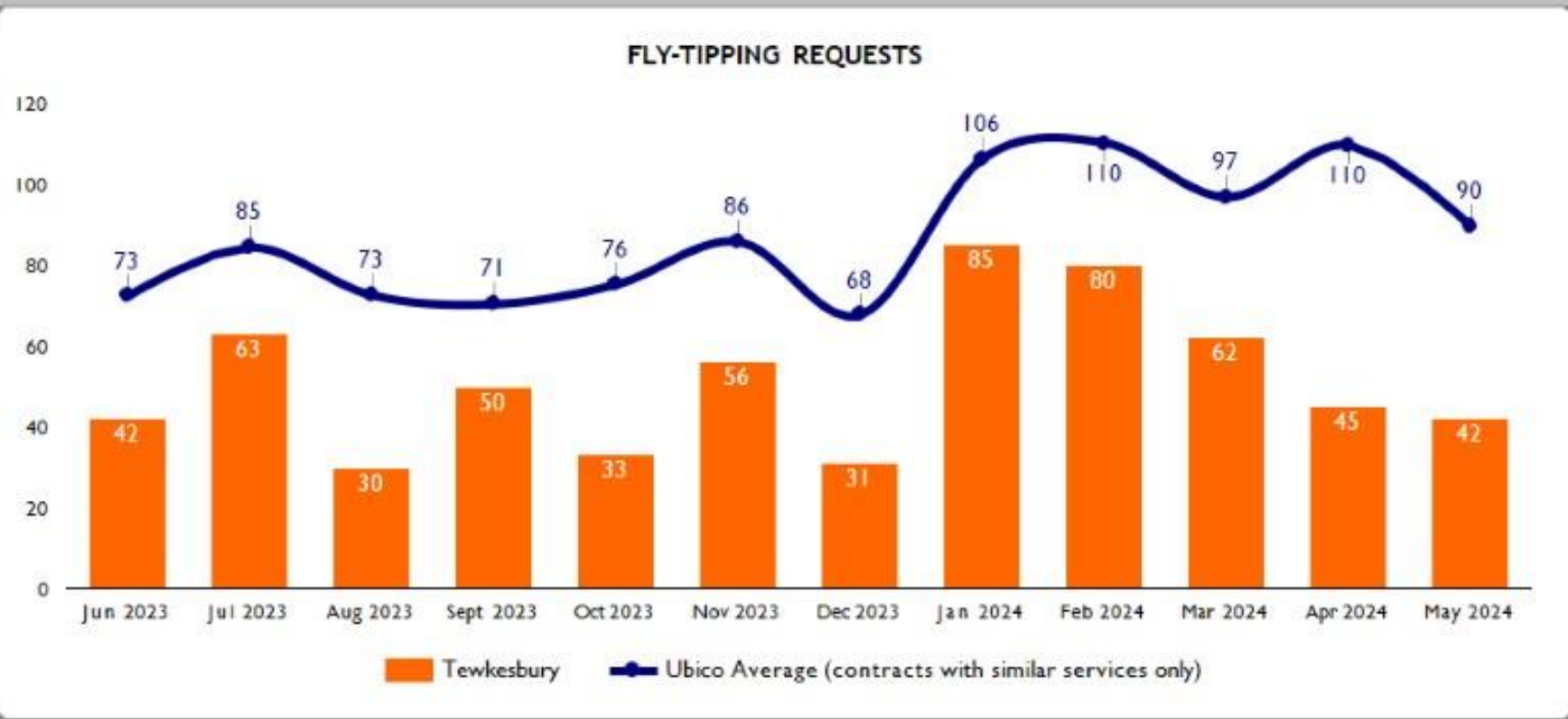
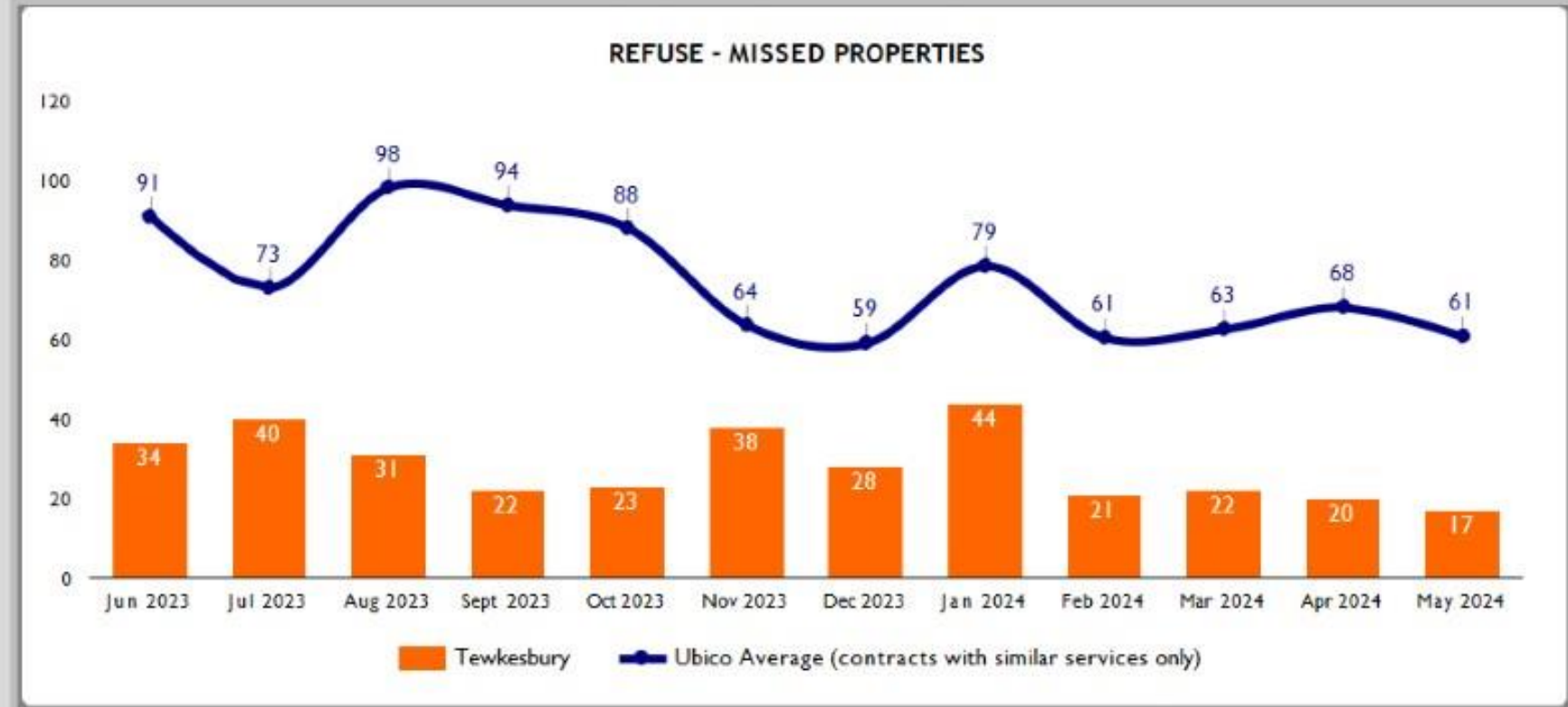
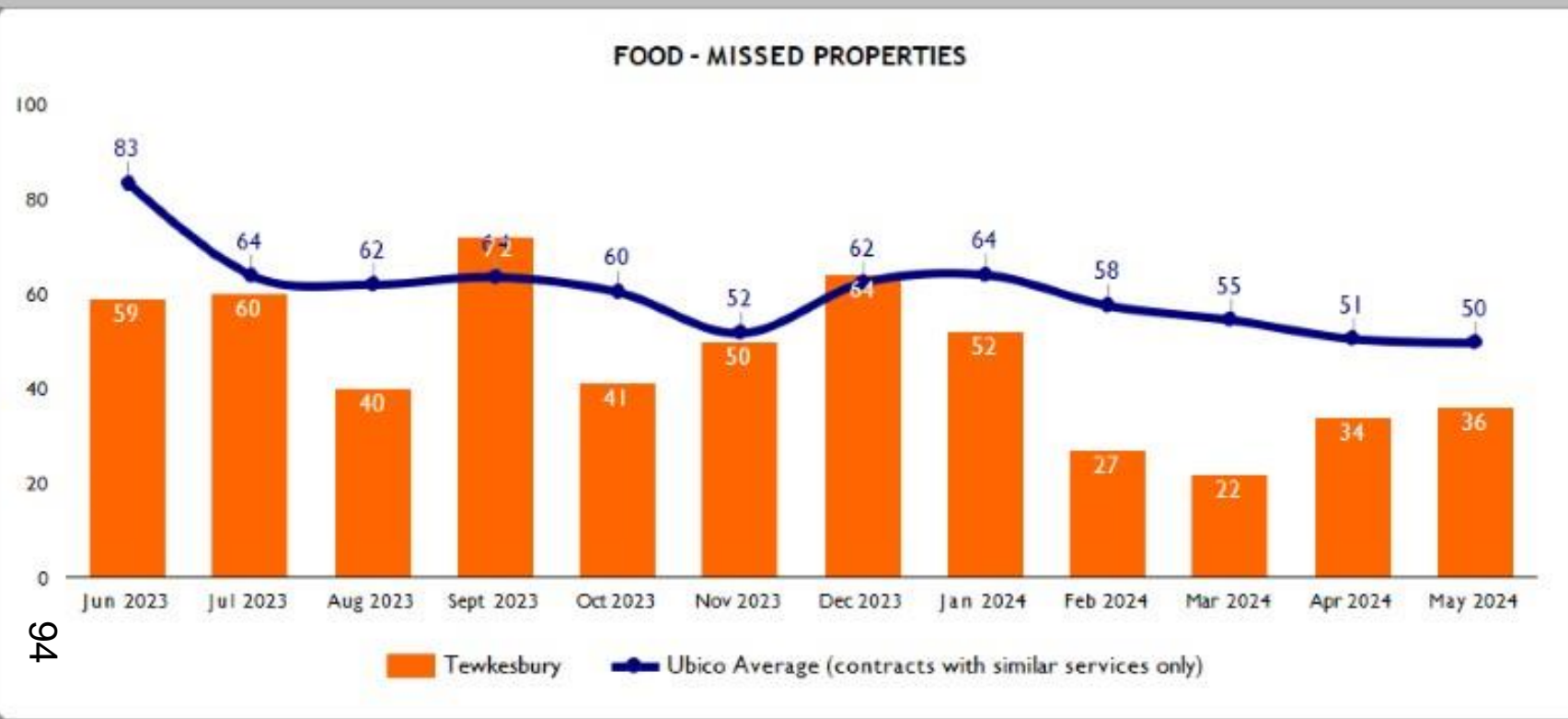




1 Jun 2023 - 31 May 2024

TEWKESBURY BENCHMARKING* - OPERATIONS

**) This benchmarking exercise includes data from other Ubico contracts with similar services only.*



TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	23 July 2024
Subject:	Revised Household Waste and Recycling Collection Service Policy and Procedures
Report of:	Head of Service: Waste and Recycling
Corporate Lead:	Director: Communities
Lead Member:	Lead Member for Environmental Services
Number of Appendices:	One

<p>Executive Summary:</p> <p>Waste and recycling collections are services which impact all households in Tewkesbury borough. It is important to have clear and concise guidance while remaining flexible enough to offer additional support where residents need it.</p> <p>The existing Household Waste and Recycling Collection Service Policy and Procedures was reviewed in order to meet the aims of the Gloucestershire Resources and Waste Interim Strategy i.e. reduce waste and increase recycling, which notably includes a move to 140 litre bins for refuse collections on a replacement basis and for new developments.</p>
<p>Recommendation:</p> <p>To ENDORSE the revised Household Waste and Recycling Collection Service Policy and Procedures and recommend to the Executive Committee that it be APPROVED.</p>
<p>Reasons for Recommendation:</p> <p>The proposed changes reflect the county-wide agreement to reduce residual waste arisings by reducing bin capacity. In addition, given the high-profile nature of the service, a regular review of our policy and approach is appropriate.</p>

<p>Resource Implications:</p> <p>None, other than Officer time.</p>
<p>Legal Implications:</p> <p>Tewkesbury Borough Council (“Council”) has a statutory duty with regards to waste collection. This statutory duty extends to allow the Council to specify specific receptacles required for waste collection, and to rely on such, the Council is required to serve notice on occupiers informing them of the requirements.</p> <p>It should also be noted that the Council also has a common law duty to consult where there is a legitimate expectation of consultation, and the Council should also demonstrate compliance with its best value duty.</p>

Risk Management Implications:

The policy does not introduce any new risk. Mitigations are in place for properties which have a genuine need for additional capacity.

Performance Management Follow-up:

The effectiveness of the policy will be regularly monitored to ensure it remains appropriate and accurate.

Environmental Implications:

This policy will continue to provide residents with suitable solutions for disposing of waste whether in the home or while in public areas of Tewkesbury Borough.

1.0 INTRODUCTION/BACKGROUND

- 1.1** The previous Waste and Recycling Collections Policy was agreed in 2022 and set out expectations for domestic collections including sizes of bins and frequency of collections. The litter bin protocol was added in 2022 to allow greater control of the number and location of new litter bins being installed.
- 1.2** At a county level, all Gloucestershire authorities have agreed the Gloucestershire Resources and Waste Partnership (GRWP) interim strategy, which commits authorities to the use of smaller bins for refuse collections from households in a bid to reduce waste and increase recycling.

2.0 POLICY REVIEW

- 2.1** The Waste and Recycling Collection Policy sets out what residents can expect from the Council's waste and recycling collections and what we expect of residents. The main elements of the service, such as the commingled recycling service and separate food waste, have remained the same since the previous 2022 policy review. The frequency of collections and operation of services such as assisted collections and bulky collections also remain unchanged.
- 2.2** The main change being proposed in the revised policy is a move from 180 litre to 140 litre bins for refuse collections. This will relate to new properties and for replacement bin requests rather than a wholesale move of bin replacement. This approach will allow a cost neutral, gradual shift towards smaller bins across the borough.
- 2.3** The GRWP proposed an interim strategy due significant potential change at a national level preventing the clarity of direction required for a longer term strategy. The focus is, therefore, on areas which can have the biggest impact on waste volumes without requiring a large change of collection scheme. A specialist report commissioned by the GRWP identified the lowest cost approach with the greatest impact to be the gradual replacement of refuse bins with a smaller size. This focus on new build properties and replacement bins focuses on the point a cost would already be incurred for a new bin.

- 2.4** Reducing the size of refuse bins has been shown by national research to reduce the tonnage of refuse collected and to increase recycling rates. This is due to residents recycling additional items due to the limited space in the refuse bin. Tewkesbury Borough Council currently uses 180 litre bins for refuse, but bin size varies across Gloucestershire from 140 litre bins used by Stroud District Council to 240 litre bins in some areas. Stroud District Council does experience lower levels of waste and higher recycling rates than the rest of the county, in part due to the smaller refuse bins used.
- 2.5** The GRWP interim strategy aims to ultimately make 140 litre bins the standard size across the county, so a move to 140 litre bins as the standard bin size on a replacement basis will prevent the need for further change at a later date. By reducing waste collected, smaller bins will bring the associated reduction in wider emissions.
- 2.6** The Simpler Recycling Reforms have been an area of national policy with significant potential changes required to Council recycling services and the detail of the reforms are now known. The main areas of focus are separate collection of recyclables, collection frequency of food waste and whether garden waste is treated as a statutory service.
- 2.7** Recycling collections must include the recycling streams of paper and card, plastic, glass and metal but these can be collected together in a commingled collection. An earlier consultation had proposed the mandatory separate collection of these four streams, but a change will not be required to the current commingled service.
- 2.8** Consultations had proposed making garden waste a statutory service and free to all households. This would have required additional vehicles and crews, while causing the loss of a significant income stream which offsets overall service costs. Garden waste has been made a statutory service; however, it can remain a paid for service, meaning no changes are required to the current service in Tewkesbury Borough. Food waste must be collected weekly which is the service already operated within Tewkesbury Borough so no change is required.

3.0 OTHER OPTIONS CONSIDERED

- 3.1** The other options considered for recycling and waste collections are to keep the business as usual approach, or to replace all refuse bins with 140 litre containers. The business as usual approach would not meet the aspirations of the GRWP interim report which has been agreed by Members. Replacement of all bins would bring significant additional cost and would likely need to be phased over several years. It would also require disposal of the existing bins before the end of their useful life.
- 3.2** An alternative approach to reducing refuse capacity is to move to less frequent collections, either on a three weekly or four weekly basis. However, the government position is that refuse collections should be provided on at least a fortnightly basis, which rules out a less frequent approach.

4.0 CONSULTATION

- 4.1** None.

5.0 RELEVANT COUNCIL POLICIES/STRATEGIES

- 5.1** None.

6.0 RELEVANT GOVERNMENT POLICIES

- 6.1** The Waste and Resources Strategy for England.

7.0 RESOURCE IMPLICATIONS (Human/Property)

7.1 Managed within current resources and budget.

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

8.1 None.

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

9.1 None.

10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

10.1 None.

Background Papers: None.

Contact Officer: Head of Service: Waste and Recycling
01684 272038 Richard.Trout@Tewkesbury.gov.uk

Appendices: 1 – Household Waste and Recycling Collection Service Policy and Procedures

Tewkesbury Borough Council

Household Waste and Recycling Collection Service Policy and Procedures

May 2024



Introduction

Tewkesbury Borough Council has made a commitment to providing waste and recycling services that are good value for money, convenient and easy to use, and meet the needs of all residents in the borough.

~~The Gloucestershire Joint Municipal Waste Strategy is currently under review, with a new 5-year interim strategy being developed for agreement in 2022. The need and desire to work in partnership has not diminished since the previous strategy was signed in 2007 and many of the key objectives are still relevant.~~

The Gloucestershire Resources and Waste Interim Strategy has been agreed by all the authorities in Gloucestershire in 2023. It emphasises the need for collaborative working across the county as well as a commitment to smaller sizes of refuse bin to encourage a reduction in waste collected.

The waste and recycling collection services policy aims to ensure that services operate effectively and efficiently in support of the main strategy objectives and in line with the priority order of the waste hierarchy:

- prevention;
- preparing for re-use;
- recycling;
- other recovery (for example energy recovery);
- disposal

Working in partnership with all Gloucestershire local authorities, the council is proud to promote other waste minimisation and reuse schemes such as real nappies, home composting and reuse and repair cafes. This ensures that residents who wish to avoid sending waste to landfill are supported by the council with suitable and helpful schemes. The Recycle for Gloucestershire campaign website is the central source for all recycling information:

www.recycleforgloucestershire.com

What this policy will cover

This policy provides a set of rules and standards that the council uses to deliver regular and reliable collections in a customer focused way. It takes into account the need to protect the health and safety of the public and the staff who operate the scheme.

It lays out policies and procedures that are clearly defined to avoid any uncertainty for residents, members and officers.

Under the terms of the Environmental Protection Act 1990, Tewkesbury Borough Council is classed as a Waste Collection Authority and as such, under Section 45(1), has a statutory duty to collect household waste from all domestic properties.

Under Section 46(4) of the Act, the council has specific powers to stipulate:

- the size and type of the collection containers

- where the containers must be placed for collecting and emptying
- the materials or items which may or may not be placed within the containers.

The Controlled Waste Regulations 2012 gives waste collection authorities the power to charge for the collection of garden waste and the service we provide offers a convenient way for residents to dispose of their garden waste.

This document outlines how the Borough council works in partnership with our collections contractor to deliver the domestic refuse, food waste, recycling and garden waste collection services. It details the actions required by householders to fully participate in the services and recycle as much as possible.

The policy covers:

- Waste and recycling containers
- Frequency of collection
- How to present waste and recycling for collection
- Assisted collections
- Clinical waste services
- Bulky waste collections
- Recycling Bring Centres
- Issues with collections
 - Missed collections
 - Non Collection of bins / caddies
 - Disruption to services
 - Excess waste/ side waste
- Complaints
- Contact details

Waste and Recycling Containers

Each household is provided with the following:

~~**For Household Refuse – 1 x 180 litre green wheeled bin**~~

For Household Refuse - 1 x 140 litre green wheeled bin

Only general waste produced by a householder should be placed in this wheeled bin. It should not contain any hazardous, recyclable, organic or compostable waste. Non-standard items such as bulky waste, excessively heavy or commercial waste should not be put in this bin.

For Household Mixed Recycling - 1 x 240 litre blue wheeled bin

The following items can be put in the blue bin for recycling:

- Paper, newspapers and magazines
- Corrugated and light cardboard - polystyrene must be removed and disposed of in the refuse bin
- Plastic bottles, pots, tubs and trays – No rigid plastics such as toys, crates
- Metal food tins, drink cans and aluminium foil – no batteries or car parts
- Empty aerosol cans

- Paper based cartons
- Glass bottles and jars. Pyrex and ceramics are not accepted.

Recycling materials placed in the bin should be clean and not contain food residue or waste or liquids. No other waste types should be put in the blue bin as this will contaminate the recycling. Further guidelines can be found on the council website at www.tewkesbury.gov.uk/bluebin

For Food Waste - 1 x 23 litre green lockable outdoor caddy and 1 x 7 litre indoor caddy

The following items can be put in the food waste caddy:

- meat and fish – raw and cooked, including bones
- all dairy products such as cheese
- raw and cooked vegetables and fruit
- bread, cake and pastries
- rice, pasta and beans
- leftover food from your plates and dishes
- tea bags and coffee grounds
- lards and fats
- paper towels

Residents should wrap or bag the food waste inside the caddy using newspaper, compostable or plastic carrier bags as this will help to keep the caddy clean.

For Garden Waste - 1 x 240 litre brown wheeled bin.

The council operates a chargeable garden waste collection service. If householders subscribe to the garden waste club a wheeled bin will be provided. Full terms and conditions of this service are detailed on the council website at www.tewkesbury.gov.uk/garden-waste-club.

The following items can be put in the brown garden waste bin for composting:

- Grass cuttings
- Weeds, flowers, leaves and bark
- Hedge and shrub cuttings
- Tree stumps, twigs and branches up to 10cm in diameter
- Christmas trees cut into 3ft (90cm sections)

Bins should not contain food waste, dog waste, general waste, dry recyclables, bricks, rubble, oil, hazardous waste, or large quantities of soil.

Access and storage issues

Where residents consider that it is impractical to use the standard containers due to access or storage issues an alternative will be offered following assessment and approval from a council/joint waste team officer and a supervisor from the contractor. The assessment will primarily be based on health and safety or access grounds.

Residents living at properties that are unable to accommodate wheeled bins will be offered:

- a black bag collection service for general waste (resident supplies – maximum 3 bags to be presented on each collection)
- a blue bag collection service for recycling (rolls of 25 blue bags are provided – these are available for collection from various collection points including the council offices and parish and town council offices)
- a caddy for food waste recycling

Alternative options for flats and other multiple occupation buildings will include communal wheeled bins. The size of these bins will be dependent on capacity requirements. Separate bins will be provided for general refuse, recycling and food waste and residents are required to separate out their waste into the correct bins. A reusable bag, which can be collected from the council offices, will be offered to residents so they can store recyclables in their property.

The council works with communities in conservation areas to encourage storage of bins off the street and offer alternatives such as a black bag collection.

Additional Bins

For those householders where there is a genuine need for additional waste and recycling bins due to large households or special circumstances the following criteria and charges apply:

- ~~Where a household of five or more produces general waste which cannot be accommodated in one wheeled bin an additional 180ltr refuse bin will be offered, providing every effort to maximise recycling has been made. There is a charge for the bin which includes delivery.~~
Where a household of five or more produces general waste which cannot be accommodated in one wheeled bin an additional 140ltr refuse bin will be offered, providing every effort to maximise recycling has been made. There is a charge for the bin which includes delivery.
- ~~Where a member of a household has medical circumstances and produces general waste which will not fit into one bin an additional 180ltr refuse bin will be offered free of charge.~~
Where a member of a household has medical circumstances and produces general waste which will not fit into one bin an additional 140ltr refuse bin will be offered free of charge.

Residents are required to complete an application form for this service either by visiting the council's website or by contacting customer services.

Damaged/ Lost/ Stolen Containers

Any request to provide a new wheeled bin for refuse or recycling or food waste caddy due to damage should be made via the council's website or by contacting the council's customer services.

Wheeled bins damaged or accidentally tipped into the collection vehicle by the collection crews will be replaced free of charge. If a householder damages or loses a bin or it is stolen, there is a

charge to replace a refuse bin. Food waste caddies and recycling wheeled bins will be provided free of charge. Replacement garden waste bins are free of charge but requests for replacements will be checked and authorised by reference to a valid subscription before an order is placed.

Replacement containers will be delivered as soon as possible after the request has been made. Replacement food waste caddies can be collected from the council offices.

Looking after your containers

Residents are responsible for the storage, safe keeping of the waste, recycling and food containers provided by the council and for maintaining their bins and caddies in a hygienic and serviceable condition.

Residents may personalise containers if they wish, provided it remains clear which collection it is for.

When residents move home they must leave all containers at the property ready for the new occupant to use, with the exception of the brown bin which can be taken with householders who move within the Borough. Reference should be made to the current terms and conditions for the garden waste collection service.

Frequency of Collection

The council will collect **food waste** (green caddy) on a **weekly** basis.

Household **refuse** (green bin) and **recycling** (blue bin or blue bags) will be collected on a **fortnightly** basis on alternate weeks.

Garden waste (brown bin) will be collected on a **fortnightly** basis but only if residents have paid to use this service.

During Bank Holiday weeks, collections will usually be a day late. For example, if the normal collection day is a Friday the collection will be made on a Saturday instead. The council may make exceptions to this rule, such as during the Christmas period. Where collection dates are changed householders will be notified. Collections will normally be made on Good Friday.

The council will communicate collection arrangements throughout the year and over bank holiday periods. Details of collection arrangements are available on the website at www.tewkesbury.gov.uk/waste-and-recycling and may also be issued in other formats such as on calendars attached to bins.

How to Present Waste and Recycling for Collection

It is the householder's responsibility to place their waste and recycling containers or sacks at the edge of the property nearest to the highway (the curtilage - where the property meets the pavement) in a safe position or at the designated collection point by 7am on the day of collection.

Residents must put their containers out for collection no earlier than the evening before collection day and should ensure that the wheeled bin lids are closed to prevent items escaping and littering, control vermin and flies, and prevent items getting wet.

Once the bins have been emptied the crew will return them to a safe position where they were collected from.

At the earliest opportunity following collection the householder must return their bins to their property and not leave them on the pavement, highway or any other publicly accessible area or right of way.

Where properties do not have pavements or a kerb adjoining their boundary, householders will be permitted to present their waste and recycling containers as close to the highway as possible, without causing a blockage or an obstruction. For properties that are located on private lanes or un-adopted roads residents are required to place their containers on the pavement or verge of the nearest public road to their property.

At properties that have communal bin stores such as flats, generally communal containers are moved to and from the storage area for collection by the collection crew but at some sites it may be the responsibility of the resident or caretaker. Residents are advised to refer to their tenancy agreement or management company. If security gates are present they must be left open to enable the collection crews to gain unrestricted access or a code or key must be provided for entry. At properties where there are communal bins, residents are responsible for ensuring that collection crews have clear and safe access to the containers. If there is no access, or unsafe access, the crew will be unable to collect and may not be able to return until the next scheduled collection. No side waste will be collected from communal areas.

Assisted Collections

An enhanced assisted collection service is available to residents who are unable to put out their waste and recycling due to ill health, infirmity or disability - and without other adults over the age of 16 in the household or neighbours who are able to assist. Residents receiving the assisted collection service will have their wheeled bins/sacks and caddy collected and returned to an agreed location on their property.

A simple application form must be completed in order to request the service and each case will be considered on its merits. Assisted collections are subject to the council being satisfied that service provision is warranted.

Each property will be risk assessed by the council's contractor for suitability for an assisted collection and the resident will be informed whether or not assisted collections are suitable and will take place. Decisions regarding special arrangements for collections will be at the discretion of the contractor and customer services.

Service provision will be subject to adequate access being available at all times on the day of collection. If the householder's circumstances change, the resident must inform the council as soon as possible.

Clinical Waste Services

Arrangements can be made for residents that require a collection of clinical waste. If the clinical waste is infectious, for example waste products from home administered haemodialysis, a special collection arrangement will be made to collect the waste in accordance with the quantity produced or the demand. The resident or the relevant hospital department should contact the council to organise the collections.

Residents who have offensive clinical waste such as peritoneal dialysis waste, incontinence pads, stoma bags and nappies can dispose of these materials within normal household refuse bins. This waste should be placed inside two bags (double bagged). If additional bins are required these will be provided under the additional bin criteria.

Sharps contained in appropriate sharps boxes should be taken to one of the pharmacies across the borough that offers a take back service. A list of participating pharmacies can be found on the council's website.

Bulky Waste Collection Service

A chargeable collection service is offered to all domestic residents for bulky household waste items. Bulky household items include small and large electrical appliances, furniture such as sofas, mattresses, wardrobes, white goods such as fridges, washing machines and carpets and lino (must be rolled into less than 6ft lengths). Items which cannot be collected by the bulky waste collection service include: general refuse and green waste, building materials, kitchen units/sink tops, radiators / storage heaters, doors / windows, garage doors, bathroom suites and sheds/greenhouses.

Each booking permits the collection of up to six items, with the cost based on the number of items booked. Residents who are in receipt of housing benefit, council tax reduction or Universal Credit receive a discounted rate of 50%.

Residents may order and pay for bulky waste collections using the council's website or via the customer services team where they will be provided with the cost of collection and can agree a collection date.

Booked-in bulky items must be presented outside the property on the agreed collection day by 7am and must not block or obstruct the public footpath or highway. A minimum of 24 hours notification is required to change the collection date. If items are not presented for collection on the agreed day, fees will not be refunded. Refunds are given if the collection is no longer needed and is cancelled 24 hours before the collection is due.

Recycling Bring Centres

Recycling bring centres are provided to enable residents to recycle more as a wider variety of materials than those collected in the blue bin can be recycled. Materials that can be recycled at these sites include textiles and shoes, batteries and lightbulbs, glass, plastic and cans, cartons, foil, paper and cardboard. Site specific information is held on the council website.

The recycling bring centres are provided for domestic recycling only. Residents should not leave items on top of or around the bring site containers as this will be treated as fly tipping.

Bring sites are inspected and emptied regularly to maintain sufficient capacity for each material. As with kerbside collection of recyclables, it is important to use bring site containers only to deposit the correct, clean materials.

Issues with Collections

Missed collections

From time to time genuine human errors by collection crews result in containers being missed for collection.

If the contractor misses a collection as a direct result of service failure they are required to return to the property to empty the bin within 5 working days of the bin being reported as missed.

Residents are required to report a missed collection within 48 hours of the collection day otherwise the contractor will not return until the next scheduled collection.

As there are separate vehicles collecting refuse, recycling, food waste and garden waste residents may have one collection earlier in the day than another so it is important to be sure that the crew has been to the area before reporting a missed collection.

On reporting a missed collection residents must be sure that they have adhered to the collection guidance:

- The bins are out on the correct collection day by 7am – collection days can be checked on the council website
- The bins are not contaminated or contain items that are not collected as part of the relevant service
- The bins are not too heavy to be tipped into the vehicle

If residents report a missed bin they are advised to leave the bin out on the edge of the property to be collected for up to 5 working days.

Refuse and recycling containers which are not collected due to obstructions such as road closures or parked cars will be logged by the crew and reported to customer services. Where possible, another attempt to collect will be made so residents are requested to leave the bins at the kerbside.

Non collection of bins or caddies

Information is given to residents so that they can participate in the services provided correctly. All waste must be presented in council approved containers to ensure it can be safely collected from the kerbside. Where residents do not follow the guidance given regarding collection requirements, the waste and/ or recycling will not be collected. A notice (sticker or bin hanger) will be left on the bin or bag explaining why the waste has not been collected and giving details of the customer services team should further advice be required.

The council will reject the collection of food waste, refuse, recycling and garden waste receptacles for the following reasons:

- Overloaded bins – too heavy to lift
- Not a council container
- Wrong containers presented - blue recycling bin presented on green refuse week or vice versa
- Contamination – wrong items in the bin or caddy

If householders do not present their waste or recyclables for collection in accordance with council requirements, they have the following options:

- Take the waste to a Household Waste Recycling Centre
- Remove the contamination and store the waste until the next collection day.

Disruption to Services due to poor weather/ road conditions

The Council will work with its contractor to minimise the disruption caused by inclement weather. The council may temporarily suspend services but will endeavour to arrange for collections to take place as soon as is safely possible to do so. All information on missed collections and plans to resume collections will be on the council's website, on social media pages and released to the press as soon as the information is available.

Excess Waste/ Side Waste

General Household Waste - The council will only collect waste contained in the council wheeled bin or for those properties that have been approved to use sacks – a maximum of 3 sacks per collection. Waste placed alongside or on top of the bins will not be collected as this extra waste does not support waste minimisation principles or encourage residents to maximise recycling.

Residents who are unable to contain their refuse within the waste bin are encouraged to recycle as much as possible. If they still have waste they cannot contain within their wheeled bin then the excess waste can be taken to their nearest Household Recycling Centre.

Recycling and Food Waste - The council encourages households to maximise the quantity of materials for recycling. Residents that have additional recyclables on a regular basis can request an additional recycling wheeled bin or food waste caddy free of charge. For those residents who have occasional additional recycling blue recycling sacks are available from the local pick up points including the council offices.

Garden waste - The council will not collect any side waste or waste placed on top of the bins with the exception of Christmas trees that do not fit inside the bin. Residents can have more than one garden waste bin but there is no discount for multiple bins.

Exceptions may apply during inclement weather and occasionally during the Christmas period, when instructions and advice will be provided by the council.

Complaints

We will always aim to deliver our waste and recycling services to residents in line with this policy. However, we know sometimes things don't go to plan, and it's important that we take appropriate action to resolve any problem that arises.

Our Have Your Say approach gives residents a range of ways to provide feedback including formal complaints, concerns, comments and compliments. We will always strive to deliver our services in a way that means customers don't feel the need to submit a formal complaint, but if they do we have a robust formal complaints procedure in place, which can be found at [Have your say — Tewkesbury Borough Council](#)

Where fees or charges apply, these will be reviewed on an annual basis in accordance with the council's fees and charging strategy.

Litter bin installation and replacement protocol

1. The Service

Tewkesbury Borough Council is the designated Principal Litter Authority, as set out in the Environmental Protection Act 1990 which means there is a duty to keep council owned land and public highways clear of litter and refuse as far as it practicable. While there is no legal duty for the council to provide litter and dog waste bins, the presence of bins can reduce litter in an area and makes collection of litter easier.

This protocol sets out the procedures and requirements for the installation and maintenance of new bins and the replacement and refurbishment of existing bins. It also looks at the protocol for responding to requests for new bins. This protocol is applicable to litter and dog waste bins and the term 'bins' refers to either of these.

An audit in 2020 showed that over 1,400 bins are being serviced by Tewkesbury Council's street cleansing contractor, giving Tewkesbury Borough around 15 bins per 1,000 population. A 2017 APSE survey found that almost half of responding authorities had under 10 bins per 1,000 population, suggesting that Tewkesbury Borough has a high number of litter bins on this measure. As emptying litter bins is a resource intensive activity (although less resource intensive than picking litter) the provision of new bins must be evaluated to ensure there is a need for a new bin. This protocol provides a systematic process to ensure that where a bin is needed, it is installed. It also provides guidelines in order to ensure that suitable bins are installed in safe places providing a consistent service and type across the borough.

2. Requests and Requirements for New Bins

2.1. Origin of Requests

The request to install a new bin will come from at least one of four routes:

- requests from the public
- requests from Parish or Town Councils or other interested parties
- recognition from either Tewkesbury Borough Council or their street cleansing contractor that additional bin facilities may be required.
- new developments requiring bin provision funded by Section 106 or CIL funding

2.2. Evaluating the Request

All requests for bins will be assessed by Tewkesbury Borough Council or their street cleansing contractor based on the following criteria:

- Intensity of use for the area (ie a busy public area)
- Proximity to existing bins
- Proximity to facilities (such as takeaways, schools, bus stops and sports facilities)
- Requests for cleansing in the last 12 months
- Requests for a bin to be installed in the last 12 months

The suitability of location will be considered. If Tewkesbury Borough Council deems the location to be unsuitable for reasons of safety it may be declined prior to assessment. Examples for refusal can include a lack of:

- Suitable and safe stopping areas to access and empty the bin
- Appropriate carrying distances of the bagged waste (no more than 30m)
- Suitable and safe surface to reach the bin via road or footpath

An alternative location may be suggested if it is agreed that a bin is required.

2.3. Positioning of the bins

New free-standing bins should always be positioned out of the main line of travel or grouped with other existing street furniture, so that they do not present a collision hazard for people with sight loss or reduce the usable width of the footway for people using wheelchairs, mobility aids or guide dogs.

2.4. Relevant Land

Bins will be maintained and emptied in line with this protocol if they are on land for which Tewkesbury Borough Council has responsibility. This includes streets, parks, green spaces, public rights of way and play areas which excludes private land such as schools, private roads where a public right of way does not run through it, unadopted play areas, or private car parks or management company land.

2.5. Preferred Style of Standard Bin Design

Where a request for a new bin has been assessed and agreed, a new bin will be installed. This bin will, as far as practicable, be a standard design and style as the council moves towards a more consistent type of bin. This will reduce services issues such as a variety of keys and installation mechanisms. It will also make training on the service easier for safe systems of work and risk assessments.

Alternative designs of bin may be supplied in special circumstances e.g. conservation areas. All bins must be approved by the council and their street cleansing contractor prior to installation and efforts should be made to conform with the Department of Transport's Inclusive Mobility Guidelines.

2.6. Responsibility for Installation and Maintenance of Bins

The provision and installation of litter bins could be funded by a parish or town council or through S106 funds from developers. TBC can manage the installation of the litter bin should the parish or town council require this through its approved contractor.

Where a bin has been purchased by a Parish or Town council on Tewkesbury Borough land, it is the responsibility of the parish or town council to maintain and replace or repair damaged bins.

2.7. Bin Provision on New Housing Developments

Within the Section 106 agreements, developers must provide a financial contribution for bins on new developments. This enables the community to have sufficient capacity for litter, prevent street arisings and accumulations of litter.

Tewkesbury Borough has been identified as having several large strategic development sites within its boundary, equating to approximately 18,000 new homes. Using the current bin provision

for new developments under Section 106 funding, this potentially could increase the number of litter bins by 270. This would put a huge strain on the street cleansing operation therefore the installation of bins in new developments must be well planned. For each development of 50 homes or more or those that contain a public recreational park which Tewkesbury Borough Council may ultimately have responsibility for, must also include a green space strategy which covers the management of grounds maintenance and litter and dog bin provision.

2.8. Requests for Temporary Bins for Community Events

Temporary bins can be provided for community events in the Borough, at the discretion of TBC, provided adequate notice is received to make the necessary arrangements. This will usually be a minimum of 20 working days, however the Council is keen to promote sustainable events and every effort will be made to assist if a shorter notice period is given.

A charge may be applied at Tewkesbury Borough Council's discretion to cover the cost of emptying, delivering and collecting the bins.

3. Responsibility for Assessment, Replacement, Repair and Refurbishment of Bins

Bins which have been assessed and are emptied by Tewkesbury Borough Council are included in the assessment, repair and refurbishment process.

Bins will be emptied on such a frequency that will prevent them overflowing. This will be based on their location and related to the intensity of use. The frequency will also vary according to the time of year and for special events. Monitoring will ensure that these frequencies are sufficient. All bins will be maintained to a standard that is fit for purpose. When a bin is damaged or stolen, it will be replaced only if it meets the criteria above for new bins. Also, any bins that have suffered vandalism on more than one occasion may not be replaced.

The Council will aim to improve the effectiveness of individual bins through a rationalisation programme of removal and replacement, using larger capacity bins where required or combining separate dog and litter bins into one.

An assessment regarding a bin replacement is a good opportunity for a review of nearby bins rather than focusing on the bin in isolation. Where this approach is appropriate, the Council will discuss with the Parish or Town Council and the Council's street cleansing contractor potential changes locally.

Bins which have been supplied by a Parish Council remain the responsibility of that Parish Council. Should these bins be in need of replacement, the council's street cleansing contractor will alert the council and this will be communicated to the parish council for replacement if the criteria are met for a new bin. However, as stated above, the preference will be to open a dialogue with the Parish Council to emphasise the rationalisation programme.

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	23 July 2024
Subject:	Council Plan Performance Tracker - Quarter Four 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 Council Plan (2020-24) was approved by Council on 28 January 2020. Progress in delivering the objectives and actions within the plan is reported through a Performance Tracker document (Appendix 1). The tracker is a combined document which also reports upon a set of Key Performance Indicators (KPIs). A new Council Plan 2024-2030 was approved by Council on 15 May 2024, providing new priorities, focus areas and actions which will be reported in September 2024. This report introduces the performance information at the time for the final quarter of the last year of the 2020-24 Council Plan and is effectively closure of the previous Council Plan. Supporting the performance information is a set of appendices in relation to the Council's financial performance. (Appendix 2-7). Performance information is reported to the Overview and Scrutiny Committee on a quarterly basis and the outcome is then reported to the Executive Committee by the Chair of the Overview and Scrutiny Committee.

Recommendation:

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

Financial Implications:

Though the report does not directly impact upon these implications, Finance and Resources is a priority within the Council Plan (2020-2024)

Legal Implications:

None directly associated with this report.

Environmental and Sustainability Implications:

Though the report does not directly impact upon these implications, sustainable environment is a priority within the Council Plan (2020-2024)

Resource Implications (including impact on equalities):

None directly associated with this report.

Safeguarding Implications:

None directly associated with this report.

Impact on the Customer:

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

1.0 INTRODUCTION

- 1.1** The Council Plan (2020-24) was approved by Council on 28 January 2020. Progress in delivering the objectives and actions within the plan is reported through a Performance Tracker document (appendix 1). The tracker is a combined document which also reports upon a set of Key Performance Indicators (KPIs).
- 1.2** Key financial information is also reported so members have a rounded view of overall performance information. Attached is the revenue budget outturn for 2023/24 (appendix 2), capital monitoring outturn (appendix 3), the reserves position (appendix 4), financial key performance indicators (appendix 5), capital outturn (appendix 6), treasury management (appendix 7).
- 1.3** Inevitably, there are some actions within the plan that have a timescale that exceeds the end of quarter four 2024. Whilst there will be some that will continue to be monitored within the new Council Plan 2024-2030, there will be others that will be monitored through other governance mechanisms. For example, through operational service plans or project-based actions that will continue to be monitored through the internal programme board.

2.0 PERFORMANCE TRACKER

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

😊 – action progressing well

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

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

Grey – project has not yet commenced

✓ – action complete or annual target achieved

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

↑ - PI is showing improved performance on previous year

↔ - PI is on par with previous year performance

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

2.3 This report presents the final quarter (2024) of the performance tracker. Key successful activities achieved to bring to Members’ attention include:

- Despite the financial pressures and uncertainty facing the whole of local government, the Council remains in the lowest quartile nationally for Council Tax (ninth lowest English District)
- The Strategic Asset Management Plan was approved by Executive Committee in March, the plan will be a lead document of the Council’s asset maintenance programme.
- The Strategic and Local Plan (SLP) consultation on the Issues and Options (Reg18) closed on 12 March 2024 with 1700 individual representations received.
- The first draft of the Tewkesbury Town Centre Masterplan is complete and will go through the Committee process with the recommendation for adoption as a strategic planning document under the local plan.
- To help increase the temporary housing accommodation supply service level agreements with three providers to deliver 17 temporary accommodations spaces.
- The Coronation Community Orchards grant scheme went live on 1 April 2023.
- The initial phase of the Plan X system, which allows anyone in the borough to see whether their projects require planning permission, with more than 350 people have used the service since it went live in April.
- Public-i have been commissioned to deliver the Council’s webcasting for the next five years with the aim to go live in July 2024.
- Tewkesbury Garden Communities Charter was adopted in February, setting out what local communities, organisations and employers can expect to see in the delivery of the new garden communities.
- Works to the Public Services Centre new air source heating system completed in February ahead of schedule and within budget.
- A new and ambitious Council Plan (2024-2030) was developed during 2023/24 and approved in May 2024.
- The Tewkesbury High Street Heritage Action Zone is now complete, with 36 properties benefiting from the shop front and upper floor grants that were available, multiple projects to stimulate interest in traditional building skills have also been carried out and more.

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

Action	Status and reason for status
Develop and launch the new Economic Development and Tourism Strategy. (page 4)	☹️ The target date has been amended from June 2024 to October 2024. This is to take into consideration the approval process and for the strategy to be brought to Overview and Scrutiny Committee in September, to then be considered at Executive Committee in October 2024.

<p>Adopt a revised charging schedule for the Community Infrastructure Levy (CIL) (Page no. 17)</p>	<p>☹️ The target date has been amended from April 2025 to January 2026. As work will now be undertaken with the new Strategic and Local Plan Manager, once in post, to progress the review in line with the timetable set out in the Local Development Scheme. This would make Examination possible in the summer 2025 and the adoption of the new Charging Schedule possible in the autumn 2025 with commencement in January 2026.</p>
<p>Carry out a full review of the licensing services. (Page No. 28)</p>	<p>☹️ The target date has been amended from May 2024 to end of July 2024, the slight delay is to take into consideration the time required for a consultant to assist with the creating the new public register and reconciliation of payments to be carried out. Overall, the project has delivered significant improvements.</p>
<p>Review the Section 106 process. (Page No. 29)</p>	<p>☹️ Whilst work has been carried out on a number of improvements in response to the findings of an internal audit. Further works on a wider review is required to be carried out. The target date has been amended from March 2024 to March 2025 and will be monitored through the new Council Plan.</p>
<p>Explore options for a new system to improve the way we manage interactions with our customers from multiple contact channels. (Page No. 31)</p>	<p>☹️ Delays due to issues with licensing for the new system has resulted in the project timetable slightly slipping from March 2024 to November 2024. This incorporates the issues and also ensures enough time is given to roll out all the functionalities including live chat and chat bots.</p>
<p>Install publicly accessible Electric Vehicle (EV) charging points in our car parks. (Page No. 43)</p>	<p>☹️ Contractors have been appointed to install EV charging points across the borough a feasibility study is being carried out to ascertain if they can be installed across all borough operated public car parks. The target date has been amended from March 2024 to October 2024 to allow this work to be completed.</p>

Carry out a review of our litter pickers' scheme.

(Page No. 45)

☹️ EH team are currently reviewing the current database of litter pickers which has over 400 volunteers, to see establish if they wish to remain on the register. The target date of June 2024 will not be achieved and a new date of October 2024, to allow additional time to contact all volunteers.

3.0 KEY PERFORMANCE INDICATORS (KPIs)

3.1 The set of Key Performance Indicators (KPIs) are a combination of contextual indicators and target related indicators. The set of KPIs must remain flexible to ensure they meet our needs. The data reported is the position at end of the financial year (31 March 2024).

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

☺️ (on target)	☹️ (below target)
19	5

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

↑ (better performance than last year)	↓ (not as good as last year)	↔️ (on par with previous year performance)
21	6	4

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

KPI No.	KPI description	Reason for ☹️ or ↓
19	Percentage of 'major' planning applications overturned at appeal. (Page No. 22)	↓ This KPI is measured over a two-year period nationally with data only available online until the end of March 2023. Based on appeal decisions received it is anticipated the next two year period will be 8.4%. This is close to the national 10% threshold but more than last years outturn of 7.5%.
21	Enforcement - Investigate category A* cases within 24 hours (without prompt action, material risk of further harm which could be reduced by early intervention). (Page No. 25)	↓ ☹️ No cases were received in Q4 but for the year only 40% were investigated within the timescale, this is below the outturn of 100% for 2022/23 and lower than the 90% target for the year. It is worth noting for the year there were only 5 cases in total so not a significant number.

22	Investigate category B* cases within five working days (development causing, or likely to cause, irreparable harm or damage). (Page No. 25)	↓ 😞 Despite Q4 seeing an improvement with the one case being answered on time. Cumulative for the year 11 out of the 13 cases (85%) were answered within the timescales. This is below the outturn of 100% and the target of 90% for this year.
23	Investigate category C* cases within 10 working days (risk of material harm to the environment or undue harm to residential amenity). (Page No. 26)	↓ Cumulative for the year 37 out of 43 cases were answered on time (86%). Whilst still a good achievement this is below the outturn of 92.86% last year.
24	Investigate category D* cases within 15 working days (breaches causing limited material disturbance to local residents or to the environment). (page no. 26)	↓ In Q4 all 35 cases were answered on time but cumulatively for the year 106 out of 111 cases (95%) achieved the timescales, again whilst a good achievement this is below the outturn of 100% last year.
30	Average number of days to process new housing benefit claims. (Page No. 34)	↓ The overall outturn figure for this year, 11.73 days has increased when compared to the outturn of last year's figure of 7.4 days to Q3 figure of 11.79 days. However, when compared to Q1 (14.03 days) it has reduced and it is hoped this will continue to do so with the new resources within the team. Performance is still positive when compared to the national average of 22 days.
39	Number of reported enviro crimes. (Page No. 49)	😞 The overall outturn for the year was 1153 enviro crimes reported this was more than the local target and outturn for 2022-23.
40	Percentage of waste reused, recycled or composted. (page no. 50)	😞 Despite the great achievement for the year of 51.5% it is just fallen short of the year target of 52%.

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

- KPI 7- Despite the flooding, the number of visitors to the Tewkesbury Tourist information centre exceeded last year's outturn and this year's target with 18,979 visitors visiting the centre. (Page No. 11)
- KPI 15 – 377 new affordable housing properties have been delivered this year BY tenure type, 89 in Q4, an increase when compared to last year's outturn of 280 properties. (Page No. 21)
- KPI 17 and 18- percentage of 'major' and 'minor' planning applications being determined in time has improved significantly when compared to last years outturn. (Page No. 22/23)
- KPI 38- Throughout the year 90% (104 out of 115) formal complaints were answered on time. An improvement when compared to last years outturn of 70%. (Page No. 35)
- KPI 37- 187 Freedom of Information requests were received of these, 95%, were answered on time. For the year 619 requests were received 96% of these (595) were responded to on time. The 96% has resulted in us falling within the top criteria 'good' for timeliness response rates as published by the Information Commissioner's Officer. (Page No. 36)

4.0 FINANCIAL SUMMARY - REVENUE POSITION OUTURN 2023/24

4.1 In March 2024, the quarter three outturn position was reported to Executive Committee. The report confirmed an estimated year end surplus of £202k.

4.2 The final General Fund revenue outturn position for the full year can now be reported as a £2.9m surplus, after transferring externally ringfenced funding to reserves this surplus is reduced to £1.4m.

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	£11,412,225	£218,473
Premises	£697,810	£742,588	-£44,778
Transport	£71,479	£55,663	£15,816
Supplies & Services	£2,419,478	£2,403,630	£15,848
Payments to Third Parties	£7,705,273	£8,255,297	-£550,024
Transfer Payments – Benefits Service	£59,229	£272,708	-£213,479
Projects Funded Externally	£220,000	-£810,093	£1,030,093
Income	-£8,780,923	-£10,292,134	-£1,511,211
Services Sub Total	£14,023,044	£12,039,884	£1,983,160

Corporate expenditure

Treasury – Interest Received	-£1,000,000	-£1,539,258	£539,258
Treasury – Borrowing Costs	£633,641	£416,138	£217,503
Investment Properties	-£3,330,500	-£3,355,668	£25,168
Corporate Salary Savings	-£208,516	£0	-£208,516
Pension	£1,240,000	£1,244,720	-£4,720
Core Government funding	-£2,022,525	-£2,379,286	£356,761
New Homes Bonus	-£1,240,366	-£1,240,366	£0
Business Rates	-£4,498,258	-£4,720,927	£222,669
Council Tax Surplus	-£160,899	-£160,899	£0
Parish precept	£2,600,442	£2,600,442	£0
Use of reserves & MRP	£1,690,229	£1,918,473	£228,244
Corporate Sub Total	-£6,296,752	-£7,216,632	£919,880
Full year outturn			£2,903,040
Transfer to reserves (externally ringfenced funding)			-£1,490,221
Surplus / (deficit)			£1,412,819

4.3 Service Expenditure

The outturn position for direct services expenditure and income shows a surplus of £1,983k and is mainly attributable to the major items outlined below:

- Employee costs were £218k underspent. It should, however, be noted that within the council's corporate expenditure was a target to save £209k from employment costs across the council. The net position was therefore a surplus against target of £9k. Much of the overall surplus was within One Legal, this was offset 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 was funded from an approved reserve.
- Payments to third parties includes:
 1. The Materials Recycling Facility (MRF) gate fee was £235k over budget, this was due to a significant increase in the gate fee per tonne being paid, increasing from £38 to £69 per tonne, this was affected by the declining value of materials and increase in energy prices. We also incurred a one-off fee for increased energy prices.
 2. Emergency accommodation for the homeless exceeded budget by £128k, due to the increased demand in temporary housing.

3. Police and crime commissioner election £136k is the grant received in year but relates to 24/25 election, this is being held as a grant creditor. The government grant is shown within income.
 4. Council tax support scheme cost £125k, this was fully funded by a grant, which is shown within income.
- Transfer payments – benefits service is £213k over budget, the budget was based on 99% recovery but year-end position was only 97%.
 - Ringfenced projects was £1,030k under budget. This was due to the following:
 1. Heritage action zone had £117k of external funding remaining, this has been carried over into reserves.
 2. Various external funding for planning was received in year, these funds have been carried over into reserves. £550k for strategic local plan partners, £120k pathfinders, £60k planning super squad and £100k for planning skills delivery.
 - Income was £1.5m over budget, large majority of the additional income came from the following income streams:
 1. £398k was a reimbursement of legal fees which derived from a couple of health and safety prosecution cases.
 2. Planning application fees exceeded budget by £111k.
 3. £233k community infrastructure levy (CIL) administration fees.
 4. £125k was received for the council tax support scheme.
 5. £174k for reimbursement of costs relating to the police crime commissioner election.
- 4.4** A full explanation of all variances exceeding £10,000 at a group subjective level is contained in Appendix 2.
- 4.5** Corporate Expenditure
The expenditure associated with corporate activities as well as the financing of the Council is shown in the second section (4.2 table) and highlights an estimated surplus of £919,880 for the financial year.
- 4.6** Treasury activities are currently performing above budget expectations. Due to the rise in interest rates, the council realised a gain in investment activities. This rise will not impact our borrowing costs, as the interest rates were fixed and no additional borrowing was required.
- 4.7** With regards to commercial activity, the council have an investment property portfolio totalling £59.3m which produced net income of £3.36m, a yield of 5.6%. The net income was slightly above budget expectations, realising a small surplus of £25k. This was mainly due to a £47k saving on programmed maintenance. £22k loss on rental income at Tipton, due to a tenant going into insolvency. £13k of responsive maintenance, to repair a damaged wall at Tipton.
- 4.8** The overall position on retained business rates is positive, in terms of budget expectations. The Gloucestershire business rates pool income was £135k greater than anticipated. Our overall levy was £139k lower than assumed, mainly because the empty premises relief was higher than predicted. The final business rates retention was £4.7m which was £222k more than budget.

4.9 External grant funding was unspent by year end and must be ringfenced to a particular project or service. This was £1,439k and, whilst it will increase our year end reserves, we do not have discretion as to where it can be spent. These grants are listed in section 4.3 within 'ringfenced projects'.

4.10 The outturn report for 2023/24 highlights a strong financial surplus for the council. Increase in income and external funding has been attracted for service and project specific activity. The overall net underspend of £1.46m is recorded and goes forward to support the council reserves as set out in the next section.

5.0 CAPITAL BUDGET POSITION

5.1 Appendix 3 shows the capital outturn position. The Council's planned capital programme for 2023/24 was £3.3m. The actual delivery of the capital programme was circa £2.7m. The main elements of this year's capital expenditure include:

- Vehicle replacement programme
- High street heritage action zone
- Disabled Facilities Grants (DFG)
- Heating system replacement

5.2 The Council has purchased various equipment for the office refurbishment and new tablets and mobiles for new Members, this was within the capital programme.

5.3 The capital budget for vehicles is underspent due to longer lead times than anticipated.

5.4 Expenditure for the heating project was below budget by £282k. It was financed by a capital grant of £708k and reserves.

6.0 RESERVES POSITION

6.1 A breakdown of the reserves of the Council as at the 31 March 2024 is shown in Appendix 4. This shows the movement in reserves and highlights their intended use.

6.2 Total revenue reserves of the Council stand at £29.64m as at the end of March 2024 and include earmarked reserves, planning obligations and the general fund working balance. There is an overall increase in revenue reserves of £678k.

6.3 Earmarked reserves increased by £1.66m, this is where monies are held for the ringfenced projects, risk management, budget stability and future Council plans.

6.4 Actual expenditure of £2,376k has been made against reserves in 23/24. This mostly consists of expenditure relating to the Business Transformation team, planning support, Garden Town team, Borough Election costs and alloy project costs. The full breakdown is provided in Appendix 4.

7.0 FINANCE KEY PERFORMANCE INDICATORS (KPIs)

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

- 7.2** An area that 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.
- 7.3** The table in Appendix 5 shows the level of bad debt for each service area and the percentage that is greater than one year.
- 7.4** 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 the end of 23/24 was 26.9 out of a total workforce of 222.2fte, this is a 13% reduction compared to Q3. 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.

8.0 PRUDENTIAL INDICATORS

- 8.1** 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.
- 8.2** 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 6 and 7 will be a recurring addition to the quarterly financial reports.
- 8.3** 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.

9.0 CONSULTATION

- 9.1** Council Plan - none.
- 9.2** Finance reports - 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.

10.0 ASSOCIATED RISKS

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

11.0 MONITORING

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

12.0 RELEVANT COUNCIL PLAN PRIORITIES/COUNCIL POLICIES/STRATEGIES

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

Budget monitoring is on the approved annual revenue and capital budget for 2023/24 which has been prepared in line with the Medium Term Financial Strategy





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

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Appendices: Appendix 1 - Council Plan Performance Tracker Qtr 4 2023/24
Appendix 2 – General fund revenue outturn 2023-2024
Appendix 3 - Capital outturn 2023-2024
Appendix 4 - Reserves
Appendix 5- Finance Key performance indicators
Appendix 6- Capital Prudential Indicators
Appendix 7- Treasury Management Indicators

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

PRIORITY: FINANCE AND RESOURCES

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 1. To ensure the council remains financially secure in the long term.				
a) Produce a Medium- Term Financial Strategy (MTFS) that recognises the impact of funding reform and delivers a balanced approach to meeting funding gaps.	Target date: January 2024 December 2023 (target date reported to O&S committee in December 2023)	Associate Director Finance and Deputy S151 Lead Member for Finance and Asset Management		The MTFS was approved at Council on the 12 December 2023.



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PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 2. Maintain a low council tax.				
a) Ensure our council tax remains in the lowest quartile nationally.	Target date: February 2024	Associate Director Finance and Deputy S151 Lead Member for Finance and Asset Management		The Council's budget for 2024/25 requires a council tax level of £144.36 to be set for a band d property. At this level, which is a £5 or 3.59% increase, Tewkesbury's council tax is the ninth lowest English District and is £39.33 below the lowest quartile threshold.
Objective 3. Maintain our assets to maximise financial returns.				
a) Update the council's asset management plan.	Target date: March 2022 June 2022 March 2023 January 2024 November 2023 January 2024 March 2024 (target date was reported to O&S committee in February 2024)	Head of service- Asset Management Lead Member for Finance and Asset Management		The Strategic Asset Management Plan was approved by the executive committee on the 20 March 2024

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b) Approve a new planned maintenance programme.	Target date: June 2022 March 2023 November 2023 March 2025 (Target date reported to O&S committee in September 2023)	Head of service- Asset Management Lead Member for Finance and Asset Management		Planned maintenance programmes will be completed with the key buildings and assets first, for example the Public Service Centre, and will be updated annually. These plans will include details of the 5-year maintenance items and projected major items of expenditure, for example roofs and windows. These will be presented to transform working group on an ongoing basis to ensure they meet the Strategic Asset Management Plan objectives. This process has started in line with the approved Strategic Asset Management Plan
PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 4. Deliver the council's commercial strategy.				
a) Implement and deliver a project plan for the closure of the trade waste service.	Target date: November 2023 End of January 2024 End of March 2024 (target date reported to O&S committee in February 2024)	Head of Service- Waste and recycling Lead Member for Clean and Green Environment		Operationally, final collections were made in December 2023 and the service has now closed. The project is fundamentally complete though there is residual debt (£21k) that remains outstanding. A number of bins have been sold to a neighbouring authority, with plans in place for recycling the majority of the remainder through a specialist plastics business. The remaining metal 1100 litre bins will be refurbished for use in communal bins stores.



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

PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Deliver our strategic plans and economic development plans.				
a) Develop and launch the new Economic Development and Tourism Strategy	Target date: January 2023 September 2023 November 2023 Early 2024 June 2024 October 2024 (New revised date reported to O&S committee in July 2024).	Head of Service-Community and Economic Development Lead Member for Economic Development/Promotion		It was prudent to wait on developing the new strategy to ensure it complimented the new Gloucestershire County Council Economic Development Strategy. GCC cabinet approved the adoption of their new strategy on 15 May 2024. See below: www.gloucestershire.gov.uk/council-and-democracy/grow-gloucestershire/gloucestershire-s-economic-strategy-2024-2034/ The proposed TBC will be considered by the Overview and Scrutiny Committee in September 2024.

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PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 2. Deliver employment land and infrastructure to facilitate economic growth.				
a) Deliver employment land through allocating land in the Strategic and Local Plan (SLP).	Target date: Autumn 2019 Spring 2020 Winter 2020 Summer 2021 Spring 2023 October 2023 December 2023 (Achieved- issues and options consultation) March 2025 (preferred options out for public consultation) (timetable resolved by Council in July 2023.) (Next phase target date reported to O&S Committee in February 2024)	Associate Director Planning Lead Member for the Built Environment		Council resolved on 25 July 2023 to adopt a timetable for the preparation of a single Strategic and Local Plan (SLP) as an alternative to the Joint Strategic Plan (JSP) approach. This will include employment land allocations. The following timetable across partner councils was agreed: <ul style="list-style-type: none"> • Issues and Options Consultation – October 2023- complete • Preferred Options Consultation – March 2025 • Pre-submission Consultation – January 2026 • Submission to Secretary of State – April 2026 • Examination – TBC • Adoption – TBC Consultation and public engagement on the Reg 18 SLP and the associated Housing and Economic Land Availability Assessment concluded on 12 March 2024. 1700 individual representations, 200 of these were from young people were received. These will be published by the end of June. Work continues on the assessment of responses, evidence base collection and ongoing engagement with key stakeholders, to inform preparation of a draft Preferred Option. Key evidence base includes updating our economic needs assessment and land requirements.
b) Work with partners to secure transport infrastructure improvements for	Target date: September 2024	Associate Director of Garden Towns		<u>All-ways Junction 10</u> Gloucestershire County Council (GCC) has been awarded £249m to deliver an all-ways J10. This project includes a link road to the West Cheltenham development site and a park and ride interchange.

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<p>the all-ways Junction 10.</p>		<p>Lead Member for the Built Environment</p>	<p>All updates, including progress of the scheme, plus a copy of the Public Consultation report, are provided on the scheme webpages - M5 Junction 10 Improvements Scheme - Highways (goucestershire.gov.uk)</p> <p>On 16 January 2024 the Planning Inspectorate on behalf of the Secretary of State accepted the application for development consent. Having been approved by the Planning Inspectorate as meeting the standards required to be accepted for examination, the application has now entered the third stage of the national infrastructure planning process known as pre-examination.</p> <p>During this next stage, the public can register with the Planning Inspectorate to share their views of the planning application in writing. An inspector is also appointed, who will run and chair a preliminary meeting to which all interested parties will be invited.</p> <p>The indicative timeline from the Inspector is 12 months examination implying an outcome Spring in 2025. Details of the examination timetable can be found here: www.national-infrastructure-consenting.planninginspectorate.gov.uk/projects/TR010063/examination-timetable</p>
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PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 3. Deliver borough regeneration schemes.				
a) Develop a Tewkesbury Town Centre Masterplan and Design Code.	Target date: March 2024	Head of Service-Community and Economic Development Lead Member for Economic Development/Promotion	✓	LDA completed the first draft of the town centre masterplan document by March 2024, as required to meet the HSHAZ funding deadline. The project now moves into its next phase and will involve internal scrutiny and refinement, formal public consultation and refinement and final agreement through the committee process. Timeline for this to be agreed. <i>A new action 'adopt the Tewkesbury Masterplan and develop an action list of the priorities for regenerating Tewkesbury Town Centre' has been identified and will be monitored through the new Council Plan performance tracker moving forward.</i>
PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	
Objective 4. Promote the borough as an attractive place to live and visit.				
a) Work with Cotswold Tourism and Visit Gloucestershire to promote the borough.	Target date: March 2024	Head of Service-Community and Economic Development Lead Member for Economic Development/Promotion	✓	The council is working on a number of projects and campaigns with Cotswold Tourism, funded by UK Shared Prosperity. These include: <ul style="list-style-type: none"> • Help to thrive – supporting businesses to develop and market bookable experiences • Local connections – an event to match local producers to accommodation providers • Out of the ordinary – utilising influencers to experience and promote out of the ordinary experiences and accommodation.

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

				<ul style="list-style-type: none"> • Visit England Asset Creation Fund – successful bid to further develop a bank of photos for promotional use <p>Web stats</p> <ul style="list-style-type: none"> • March saw 142,760 users to the Cotswolds.com website, with 344,260 visits <p>Travel trade</p> <ul style="list-style-type: none"> • Focus in February won meeting Nordic buyers with an intensive buyer’s day in Stockholm with VisitBritain. There was noticeable interest in walking, cycling, gardens, golf and local drink producers, vineyards, whiskey and beer. <p>Press & PR</p> <ul style="list-style-type: none"> • Visiting journalists from Belgium and Germany, with an Italian group visiting at the end of the month. • Cotswolds Tourism attended a recent Visit England ‘meet the media’ event in London talking with a range of media including travel editors from the major newspapers, magazines and a range of content creators and influencers.
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Key performance indicators for priority: ECONOMIC GROWTH											
KPI no.	KPI description	Outturn 2021/22	Target 2023-24	Outturn 2022/23				Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
1	Employment rate 16-64 year olds.	73.8% (Apr 2021 to Mar 2022)		85.6% (Apr 2022 to Mar 2023)						85.6% relates to 46,800 people within the borough. This is above the national rate of 78.4% (Source ONS Apr 2022 – march 2023 current figures) Figures are reported a year behind, 2023/24 will be released in Oct 2024.	Lead Member for Economic Development/Promotion Head of Service-Community and Economic Development
Key performance indicators for priority: ECONOMIC GROWTH											
KPI no.	KPI description	Outturn 2022-23	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
2	Claimant unemployment rate.	2.0%		2.0%	2.1%	2.2%	2.3%			April 2024 figure of 2.3% relates to 1320, people within the borough. This figure is below the county rate of 2.6% and UK rate of 3.8%.	Lead Member for Economic Development/Promotion Head of Service-Community and Economic Development
3	Number of business births.	415 (2021 figure)				365 (2022 figure)					Lead Member for Economic Development/Promotion

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4	Number of business deaths	395 (2021 figure)				440 deaths (2022 figure)				<p>These are the current ONS figures for Business Births and Death Rates.</p> <p>Business births have decreased with 395 new businesses in 2022.</p> <p>The number of business deaths have increased on last year to 440.</p> <p>These figures are released annually.</p>	Head of Service-Community and Economic Development
5	Number of visitors to Tewkesbury Tourist Information Centre (TIC)	18,954	15,000	6,068	6,832 (Q1 & Q2= 12,900)	3,442 (Q1, Q2 & Q3 = 16,242)	2,737 (Q1 - Q4 = 18,979)	↑	😊	<p>There was a difficult start to the year with the flooding. January figures were 20% down compared to Jan 23, however the Two rivers converge festival and GAIA in Tewkesbury Abbey during February bought in lots of extra visitors. February was 36% up. Overall 9% up for quarter and was on par with last year's outturn.</p>	Lead Member for Economic Development/Promotion Head of Service-Community and Economic Development
Key performance indicators for priority: ECONOMIC GROWTH											
KPI no.	KPI description	Outturn 2022-23	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service


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

6	Number of visitors to Winchcombe Tourist Information Centre (TIC)	12,872	10,000	5,457	6,357 (Q1 & Q2= 11,814)	2,135 (Q1, Q2 & Q3= 13,949)	1,196 (Q1- Q4 = 15,145)	↑	😊	Winchcombe TIC exceeded the yearly target. In line with the Executive Committee decision, Winchcombe TIC officially closed on 31 March 2024 so these shall be last figures reported.	Lead Member for Economic Development/ Promotion Head of Service-Community and Economic Development
7	Number of visitors entering the Growth Hub	864	700	204	135 (Q1 & Q2= 339)	210 (Q1 -Q3= 549)	271 (Q1 – Q4 = 868)	↑	😊	Visitor figures show increase on the previous quarter and have exceeded the yearly targets. We continue to see an increase in people returning to in person meetings.	Lead Member for Economic Development/ Promotion Head of Service-Community and Economic Development
8	Number of workshops/ events delivered through Tewkesbury Growth Hub	63	50	20	10 (Q1 & Q2=30)	14 (Q1 - Q3=44)	13 (Q1 – Q4 = 52)	↑	😊	13 events were delivered in Quarter 4. Totalling to 52 for the whole year. Event topics included: social media, branding, pitching a social enterprise and charity for investment, Get Ready for Enterprise and How to start a journey to Net Zero.	Lead Member for Economic Development/ Promotion Head of Service-Community and Economic Development


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PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Deliver the housing needs of our communities				
a) Work with partners to undertake the required review of the SLP.	<p>Target date:</p> <p>Autumn 2019</p> <p>Spring 2020</p> <p>Winter 2020</p> <p>Summer 202</p> <p>Spring 2023</p> <p>October 2023</p> <p>December 2023 (achieved- issues and options consultation)</p> <p>March 2025 (preferred options out for public consultation)</p> <p>(Next phase target date reported to O&S Committee in February 2024)</p> <p>(Timetable resolved by Council in July 2023.)</p>	<p>Associate Director Planning</p> <p>Lead Member for the Built Environment</p>		<p>The approach to strategic plan-making has been the subject of fundamental review jointly with Cheltenham and Gloucester Councils. As a result, Council resolved on 25 July 2023 to adopt a timetable for the preparation of a single Strategic and Local Plan (SLP) as an alternative to the Joint Strategic Plan approach. This will include strategic and non-strategic land allocations for housing. The following aligned timetable across Cheltenham, Gloucester and Tewkesbury was agreed:</p> <ul style="list-style-type: none"> • Issues and Options Consultation –October 2023 • Preferred Options Consultation – March 2025 • Pre-submission Consultation – January 2026 • Submission to Secretary of State – April 2026 • Examination – TBC • Adoption – TBC <p>Following final approval of the Issues and Options (Reg 18) from Cheltenham Borough, the consultation document was published in December 2023, with the launch of a new digital consultation platform on 16 January 2024.</p> <p>Consultation and public engagement on the Reg 18 SLP and the associated Housing and Economic Land Availability Assessment concluded on 12 March 2024. During the consultation period we received around 1700 individual</p>

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				representations, 200 of these were from young people following targeted consultation, and multiple social media comments. Work continues on the assessment of responses, evidence base collection and ongoing engagement with key stakeholders, to inform preparation of a draft Preferred Option.
b) Increase the temporary housing accommodation supply.	Target date: March 2024	Head of Service-Housing Lead Member for Housing, Health and Wellbeing		<p>The next applicant for our Housing First project has been identified and moved into accommodation. One of our most 'entrenched' rough sleepers has also moved into a supported accommodation setting through the Housing First pathway. Their progress has continued with support from our team and will soon move into longer-term supported accommodation.</p> <p>Service Level Agreements are progressing with two different providers, Cheltenham Young Men's Christian Association (YMCA) and Caring for Communities and People (CCP), which will deliver 14 temporary accommodation spaces for single/couples homeless households. These will have support built into the provision and will also reduce the costs associated with hotel and Bed & Breakfast options.</p> <p>Throughout the year the team have increase the temporary accommodation supply through working in partnership with providers looking at other schemes available e.g. pilot projects, Severe Weather Emergency Protocols, Housing first pathway etc.</p> <p>This work will continue to be monitored through our new Council Plan 'Housing and Homelessness' focus area action <i>'find alternative options to reduce the use of bed and breakfasts and hotels for temporary accommodation.'</i></p>

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PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 2. Ensure development plans provide for the five-year land supply requirement.				
a) Ensure adequate land is allocated within the SLP.	<p>Target date:</p> <p>Autumn 2019</p> <p>Spring 2020</p> <p>Winter 2020</p> <p>Summer 2021</p> <p>Spring 2023</p> <p>October 2023</p> <p>December 2023 (Achieved- issues and options consultation)</p> <p>March 2025 (preferred options out for public consultation)</p> <p>(Next phase target date reported to O&S Committee in February 2024)</p> <p>(New timetable resolved by Council in July 2023.)</p>	<p>Associate Director Planning</p> <p>Lead Member for the Built Environment</p>		<p>The approach to strategic plan-making has been the subject of fundamental review jointly with Cheltenham and Gloucester Councils. As a result, Council resolved on 25 July 2023 to adopt a timetable for the preparation of a single Strategic and Local Plan (SLP) as an alternative to the Joint Strategic Plan approach. This will make allocations sufficient to ensure an ongoing housing land supply. The following aligned timetable across Cheltenham, Gloucester and Tewkesbury was agreed:</p> <ul style="list-style-type: none"> • Issues and Options Consultation – October 2023 • Preferred Options Consultation – March 2025 • Pre-submission Consultation – January 2026 • Submission to Secretary of State – April 2026 • Examination – TBC • Adoption – TBC <p>Following final approval of the Issues and Options (Reg 18) from Cheltenham Borough, the consultation document was published in December 2023, with the launch of a new digital consultation platform on 16 January 2024.</p> <p>Consultation and public engagement on the Reg 18 SLP and the associated Housing and Economic Land Availability Assessment concluded on 12 March 2024. During the consultation period we received around 1700 individual representations, 200 of these were from young people</p>

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				<p>following targeted consultation, and multiple social media comments. Work continues on the assessment of responses, evidence base collection and ongoing engagement with key stakeholders, to inform preparation of a draft Preferred Option.</p> <p>An Interim Housing Position Statement addressing five-year housing land supply issues was adopted at Council on 21 November 2023.</p>
PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 3. Support infrastructure and facilities delivery to enable sustainable communities.				
a) Work with partners, infrastructure providers and developers, to progress the delivery of key sites.	Target date: March 2024	Associate Director Planning Lead Member for the Built Environment		<p><u>Innsworth</u></p> <ul style="list-style-type: none"> • A programme of reserved matters approvals continues with approval granted for 751 dwellings to date. • A full application for 90 dwellings has been submitted within the strategic allocation but outside of the allowed appeal sites and is pending. No target committee date yet. <p><u>Twigworth</u></p> <ul style="list-style-type: none"> • A programme of reserved matters approvals continues with approval granted for 720 dwellings to date. • Reserved matters approval has also been granted for key infrastructure including the erection of a local centre. • An outline permission by appeal decision for up to 160 dwellings has been allowed. A reserved matters application was submitted in June 2023 and is subject to a PPA agreement. Following the consultation process the applicant has amended the scheme and a revised submission is expected in May 2024, and officers are targeting August 2024 Planning Committee. <p><u>South Churchdown</u></p>

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			<ul style="list-style-type: none"> • Development is underway with reserved matters application granted for 465 dwellings as a first phase of development within this allocation. The development is progressing on site with 369 completions. • An application for the second phase of the South Churchdown Strategic Allocation for 145 dwellings was taken to the November Planning Committee where members resolved to grant planning permission subject to the completion of a S.106 agreement. Negotiations on the S.106 agreement are now well advanced and should be completed by the end of the summer. <p><u>Brockworth</u></p> <ul style="list-style-type: none"> • Development is underway with reserved matters applications approved for 1,307 dwellings and key infrastructure. • Reserved Matters application for phases 4 & 6 of Perrybrook (22/00251/APP) Phase 4 delivering 226 dwellings and phase 6 delivering 209 dwellings (435 total) has been approved by Planning Committee. • The decision for the Reserved matters application for Phase 7 was issued in December 2023 following the conclusion of the S106 agreement. • Condition discharge submissions have been made for both phases, some of which have now been signed off. <p><u>North West Cheltenham</u></p> <ul style="list-style-type: none"> • An outline application has been submitted. Officers continue to work with the developers on transport issues to progress the planning application. Additional transport modelling is being undertaken, which has been necessary to assess the cumulative impacts of development on J10. Modelling and matters arising around cumulative impacts around J10 are being concluded. Following this officers will have a better
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				<p>indication of the timescales of when North West Cheltenham application will go to Planning Committee.</p> <p><u>West Cheltenham</u></p> <ul style="list-style-type: none"> 22/01107/OUT – West Cheltenham Strategic Allocation. Outline planning application validated for land within the northwest part of the allocation in November 2022 for residential development of up to 1,100 dwelling comprising a mixture of market and affordable housing, which could include retirement/extra care accommodation, a flexible mixed use area with a community hub, a primary school and children’s nursery and sports pitches. No target committee date yet. <p>As part of work to support the new Strategic and Local Plan, work has commenced on a new Infrastructure Delivery Plan (IDP). The IDP will identify the new infrastructure required to support strategic development options identified through the plan-making process. An IDP will be published alongside the publication version of the Strategic and Local Plan. The IDP is in the new Council Plan under ‘Managing growth’ and will be monitored in the tracker moving forward.</p>
PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 3. Support infrastructure and facilities delivery to enable sustainable communities.				
b) Adopt a revised charging schedule for the Community Infrastructure Levy (CIL)	Target date: January 2024 January 2025 April 2025 January 2026	Associate Director Planning Lead Member for the Built Environment		Evidence base work and additional work looking at potential income of alternative charging schedules by Porter Planning Economics (PPE) is complete. However, we have been made aware of new national evidence that will have an impact on the potential for CIL to be charged on retail premises which will require further viability work to be commissioned.

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	(New target date reported to O&S committee in June 2024)			<p>The three heads of service met as the Contributions Management Group on the 9 November 2023 and made the decision, on the grounds of staff availability to align the continuing development of the new charging schedule with the development of the emerging Strategic and Local Plan.</p> <p>For this reason, approval will not be sought from Executive Committee, in March 2024, as first planned to go out for consultation on the draft revised charging schedule.</p> <ul style="list-style-type: none"> • First Regulation 18 Consultation, on Spatial Options and Key Policy Areas, began in December 2023 (two months slippage over July 23 LDS) • Second Regulation 18 Consultation on Preferred Options, is due to start in March 25. <p>Work will now be undertaken with the new Strategic and Local Plan Manager, once in post, to progress the review in line with the timetable above/set out in the Local Development Scheme. This would make Examination possible in the summer 2025 and the adoption of the new Charging Schedule possible in the autumn 2025 with commencement on 01 January 2026</p>
c) Work with the Voluntary and Community Sector (VCS) to access funding to deliver improved community facilities.	Target date: March 2024	Head of Service-Community and Economic Development Lead Member for the Community		<p>The council's Community Funding Officer left during the quarter, and the role is currently advertised for a second time.</p> <p>In quarter 4, 10 VCS groups were supported with 1-1 support and advice.</p> <p>There were nine successful applications to the Health and Wellbeing Fund. Some of the projects it helped fund were related to a walking group, mum's mental health sessions, holiday activities, lip reading classes and disability sessions.</p> <p>In addition, support for improved community facilities within the Borough is included within the UK Shared Prosperity and</p>

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				<p>Rural Prosperity plans. The Community Orchard grant scheme also went live in April 2024.</p> <p>The Community Funding Officer also attended VCS Networking Groups and offered additional funding support.</p> <p>Over the course of the year there has been 45 health and wellbeing grants awarded by the council and £39,042 awarded.</p>
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Key performance indicators for priority: HOUSING AND COMMUNITIES											
KPI no.	KPI description	Outturn 2022-23	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
9	Total number of active applications on the housing register at the end of the quarter.	1757 1 bed single= 698 1 bed couple= 141 2 bed= 485 3 bed= 321 4 bed= 90 5 bed= 19 6 bed= 2 7 bed= 1		1646 1 bed single= 666 1 bed couple= 127 2 bed= 454 3 bed= 303 4 bed= 79 5 bed= 14 6 bed= 2 7 bed= 1	1621 1 bed single= 673 1 bed couple= 119 2 bed= 441 3 bed= 300 4 bed= 72 5 bed= 14 6 bed= 1 7 bed= 1	1609 1 bed single= 666 1 bed couple= 122 2 bed= 436 3 bed= 296 4 bed= 75 5 bed= 14 6 bed= 0 7 bed= 0	1716 1 bed single= 705 1 bed couple= 133 2 bed= 485 3 bed= 296 4 bed= 82 5 bed= 13 6 bed= 2 7 bed= 0			The breakdown of bands is: Emergency – 50 Gold – 102 Silver – 596 Bronze – 968 Total – 1716	Lead Member for Housing, Health and Wellbeing/ Head of Service- Housing

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10	Total number of new homeless applications opened during the quarter.	664		204	180 (Q1 & Q2 = 384)	161 (Q1 - Q3= 545)	202 (Q1 - Q4= 747)	↑		This will include 80 Triage (advice only), 49 Prevention and 45 Relief cases newly approaching for assistance.	Lead Member for Housing, Health and Wellbeing/ Head of Service-Housing
11	Total number of homeless relief cases held at the end of the quarter.	152		56	41 (Q1 & Q2= 97)	49 (Q1- Q3= 146)	58 (Q1- Q4= 204)	↑		This is the total number of homeless applications held at the Relief Duty stage usually when the applicant has had to leave their previous accommodation.	Lead Member for Housing, Health and Wellbeing/ Head of Service-Housing
Key performance indicators for priority: HOUSING AND COMMUNITIES											
KPI no.	KPI description	Outturn 2022-23	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
12	Total number of homeless applications with main duty accepted held at end of the quarter.	86		25	34 (Q1 & Q2= 59)	25 (Q1 - Q3= 84)	36 (Q1 - Q4= 120)	↑		This is the total number of cases that we have a Main Duty to following a full homelessness application process.	Lead Member for Housing, Health and Wellbeing/ Head of Service-Housing
13	Total number of homeless prevention cases held at the end of the quarter.	179		64	48 (Q1 & Q2= 112)	35 (Q1 -Q3= 147)	39 (Q1-Q4= 186)	↑		This is the total number of homeless applications held at the Prevention Duty stage while still in the accommodation they are threatened with homelessness from.	Lead Member for Housing, Health and Wellbeing/ Head of Service-Housing

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14	Numbers in Temporary Accommodation at the end of the quarter.	93		20	29 (Q1 & Q2= 49)	31 (Q1- Q3= 80)	31 (Q1- Q4= 111)	↔		Total numbers of households in temporary accommodation including hotel, B&B & our temporary houses.	Lead Member for Housing, Health and Wellbeing/ Head of Service-Housing																									
15	Total New Affordable Housing properties delivered by tenure type.	280		84	94 (Q1 & Q2= 178)	110 (Q1- Q3= 288)	89 (Q1- Q4= 377)	↑		<p>A total of 89 properties were delivered in Q4 2023/24, the breakdown is as follows:</p> <table border="1"> <thead> <tr> <th></th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>Social rent</td> <td>8</td> <td>3</td> <td>15</td> <td>0</td> </tr> <tr> <td>Affordable rent</td> <td>31</td> <td>46</td> <td>63</td> <td>45</td> </tr> <tr> <td>Affordable home ownership</td> <td>45</td> <td>45</td> <td>32</td> <td>44</td> </tr> <tr> <td>Total</td> <td>84</td> <td>94</td> <td>110</td> <td>89</td> </tr> </tbody> </table> <p>Total for the year 2023/24, (2022-23 figures in brackets): Social rent: 26 (17) Affordable rent: 185 (150) Affordable home ownership: 166 (113) Total: 377 (280)</p>		Q1	Q2	Q3	Q4	Social rent	8	3	15	0	Affordable rent	31	46	63	45	Affordable home ownership	45	45	32	44	Total	84	94	110	89	Lead Member for Housing, Health and Wellbeing/ Head of Service-Housing
	Q1	Q2	Q3	Q4																																
Social rent	8	3	15	0																																
Affordable rent	31	46	63	45																																
Affordable home ownership	45	45	32	44																																
Total	84	94	110	89																																

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Key performance indicators for priority: HOUSING AND COMMUNITIES																																				
KPI no.	KPI description	Outturn 2022-2023	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service																									
16	New Affordable Housing properties delivered on JCS sites by tenure type.	157		66	57 (Q1 & Q2= 123)	70 (Q1 - Q3= 193)	78 (Q1 - Q4= 271)	↑		<p>A total of 78 properties were delivered in Q4. The breakdown is as follows:</p> <table border="1"> <thead> <tr> <th></th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>Social rent</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Affordable rent</td> <td>27</td> <td>26</td> <td>43</td> <td>45</td> </tr> <tr> <td>Affordable home ownership</td> <td>39</td> <td>31</td> <td>27</td> <td>33</td> </tr> <tr> <td>Total</td> <td>66</td> <td>57</td> <td>70</td> <td>78</td> </tr> </tbody> </table> <p>Total for the year 2023/24, (2022-23 figures in brackets): Social rent: 0 (1) Affordable rent: 141 (104) Affordable home ownership: 130 (51) Total: 271 (156)</p>		Q1	Q2	Q3	Q4	Social rent	0	0	0	0	Affordable rent	27	26	43	45	Affordable home ownership	39	31	27	33	Total	66	57	70	78	Lead Member for Housing, Health and Wellbeing/ Head of Service- Housing
	Q1	Q2	Q3	Q4																																
Social rent	0	0	0	0																																
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Affordable home ownership	39	31	27	33																																
Total	66	57	70	78																																
17	Percentage of 'major' applications determined within 13 weeks or 16 weeks where an EIA is required, or alternative period agreed	64.86%	80%	62.50%	75% (Q1 & Q2= 67%)	85% (Q1- Q3= 77%)	100%	↑	😊	<p>The national threshold for this KPI is 60% measured over a two-year rolling period, we are currently achieving 73%.</p> <p>For Q4 all 9 major decisions were issued within target which is a great achievement for the team both in terms of performance and the volume of major decisions issued.</p> <p>For the full year, 35 major decisions have been issued</p>	Lead Member Built Environment/ Associate Director- Planning																									

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	with the applicant.						(Q1-Q4=83%)			and 29 were in target achieving the KPI for the year. The positive direction of travel represents the hard work and dedication of the team and the importance of our performance monitoring systems.	
18	Percentage of 'non-major' applications determined within 8 weeks or alternative period agreed with the applicant.	77.27%	80%	86.67%	81.76% (Q1 & Q2=84%)	90.74% (Q1 -Q3=85%)	89.4% (Q1-Q4=86%)	↑	😊	<p>The national threshold for this KPI is 70% measured over a two-year rolling period, we are currently achieving 81%.</p> <p>For Q4, 144 out of 161 decisions were issued within target timescales exceeding the KPI target.</p> <p>For the full year, 677 non major decisions have been issued and 583 were within target, achieving the KPI target for the year and a positive direction of travel again showing the hard work of the DM team.</p>	Lead Member Built Environment/ Associate Director-Planning
Key performance indicators for priority: HOUSING AND COMMUNITIES											
KPI no.	KPI description	Outturn 2022-2023	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
19	Percentage of 'major' planning applications overturned at appeal.	7.5%	10%	8 Decisions 2 Appeals allowed 25%	4 Decisions 1 Appeal allowed 25%	14 Decisions 2 Appeals allowed 14%	9 Decisions 3 Appeals allowed 33%	↓	😊	<p>The national threshold for this KPI is 10% measured over a two-year period.</p> <p>The current published assessment period available is to the end of March 2023 (including appeal decisions up to December 2023) where we are at 8.4%. This is based on 77 major decisions and 6 non</p>	Lead Member Built Environment/ Associate Director-Planning

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										<p>determination appeals with 7 appeals being allowed.</p> <p>The figures reported show the number of major decisions made during each quarter and the number of appeal decisions received during that quarter, which were allowed. For Q4, 9 major decisions were made, 3 major appeals were allowed during this period.</p> <p>One of the appeals allowed was an overturn at planning committee from permit to refuse, one was a planning committee determination in line with officer recommendation and the third was a non determination appeal whereby planning committee were minded to refuse.</p>	
20	Percentage of 'non-major-planning overturned at appeal.	0.7%	10%	<p>195 Decisions</p> <p>3 Appeals Allowed</p> <p>1.54%</p>	<p>170 Decisions</p> <p>0 Appeals Allowed</p> <p>0%</p>	<p>151 Decisions</p> <p>1 Appeal Allowed</p> <p>0.66%</p>	<p>144 Decisions</p> <p>1 Appeal Allowed</p> <p>0.7%</p>	↑	😊	<p>The national threshold for this KPI is 10% measured over a two-year period. The current assessment period available is to the end of March 2023 (including appeal decisions up to December 2023) where we were at 0.8% based on 1587 non major decisions and 9 non determination appeals with 13 appeals being allowed.</p> <p>For Q4, 144 non-major decisions were issued, 5 appeal decisions were received, one was allowed.</p>	<p>Lead Member Built Environment/ Associate Director-Planning</p>

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Key performance indicators for priority: HOUSING AND COMMUNITIES											
KPI no.	KPI description	Outturn 2022-2023	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
21	Enforcement - Investigate category A* cases within 24 hours (without prompt action, material risk of further harm which could be reduced by early intervention).	100%	90%	50%	0% (Q1 & Q2= 33%)	50% (Q1 - Q3= 40%)	Nil cases (Q1-Q4= 40%)	↓	☹️	<p>There were no category A cases received in Q4.</p> <p>For the full year, 5 category A cases were received and 2 were investigated within the target timeframe.</p> <p>Unfortunately delays with registering the initial complaint meant that 3 cases did not meet the 24 hour investigation target. This has been addressed and whilst it is disappointing the KPI hasn't been achieved, improvements with the registration times can be seen across the other breach categories.</p> <p><i>*Category A- Development causing, or likely to cause, irreparable harm or damage.</i></p>	Lead Member Built Environment/ Associate Director-Planning
22	Investigate category B* cases within five working days (development causing, or likely to cause, irreparable	100%	90%	100%	66.67% (Q1 & Q2= 90%)	50% (Q1- Q3 = 83%)		↓	☹️	<p>In Q4 one category B case was received and investigated within target timescales.</p> <p>For the year to date 13 category B cases have been reported and 11 were investigated within the target timescales.</p>	Lead Member Built Environment/ Associate Director-Planning

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	harm or damage).						100% (Q1-Q4=85%)			<i>*Category B- Unless prompt action is taken, there is a material risk of further harm being caused which could be reduced or prevented by early intervention.</i>	
23	Investigate category C* cases within 10 working days (risk of material harm to the environment or undue harm to residential amenity).	92.86%	80%	85.71%	88.89% (Q1 & Q2=87%)	70% (Q1- Q3=80%)	100% (Q1-Q4=86%)	↓	😊	For Q4 10 cases were received and investigated within 10 working days exceeding our KPI target. For the year, 43 category C cases were received and 37 were investigated within the target timeframes exceeding the KPI target for the year. <i>*Category C- unless action is taken, there is a risk of material harm to the environment or undue harm to residential amenity.</i>	Lead Member Built Environment/ Associate Director-Planning
Key performance indicators for priority: HOUSING AND COMMUNITIES											
KPI no.	KPI description	Outturn 2022-2023	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
24	Investigate category D* cases within 15 working days (breaches causing limited material disturbance to local	100%	70%	100%	91.67% (Q1 & Q2=95%)	87.5% (Q1 - Q3 = 93%)		↓	😊	35 category D cases were reported in Q4, a significant increase compared to Q3 (16 cases) and all were investigated within 15 working days. For the year 111 category D cases have been reported and 106 were investigated within the target timescales.	Lead Member Built Environment/ Associate Director-Planning

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	residents or to the environment).						100% (Q1-Q4= 95%)			<i>*Category D- breaches of planning control causing limited material disturbance to local residents or harm to the environment, which do not come with any of the higher categories, and where a delay would not prejudice the council's ability to resolve the matter.</i>
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PRIORITY: CUSTOMER FIRST

Actions	Target date	Reporting Line	Progress to date	Comment
Objective 1. Maintain our culture of continuous service improvement.				
a) Continue to improve the proactive homelessness prevention programme.	Target date: March 2024	Head of service- Housing Lead Member for Housing, Health and Wellbeing		<p>Work between Business Transformation Team (BTT) and Housing is complete with pages on the new web site providing more accessible information for customers.</p> <p>The programme of Trauma-Informed training has continued with a future event arranged to ensure the training moves into practice and improve our service for customers.</p> <p>A project has been started to consider 'pre-prevention' work and identify households that have repeatedly made approaches for homelessness assistance. These cases will be assessed to better understand why housing options are not sustained and what extra help can be offered prior to entering a state of housing need.</p> <p>In addition to work to better understand our customers' needs, supported accommodation provision has been mapped out to ensure officers know what is available for customers and that they can refer customers to the right provision to meet their support needs.</p> <p>The continuation of this action is reflected in the new Council Plan under the focus area '<i>Housing and homelessness</i>' and will be monitored under the new action '<i>ensure instances of rough sleeping</i></p>

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				<i>are rare, brief and non-recurrent by reacting quickly to individuals in need'.</i>
b) Carry out a full review of the licensing services.	<p>Target date: April 2021, Sept 2021, Nov, 2021 May 2022, Dec 2022, Jan 2023 June 2023, Sept 2023 April 2024(revised date reported to O&S September 2023) May 2024 End of July 2024 (New revised target date reported to O&S Committee in June 2024)</p>	<p>Head of service- Environmental Health</p> <p>Lead Member for Clean and Green Environment</p>		<p>Great progress has been made. Throughout the year we have seen new policies come to fruition and historic policies updated. Automation of services such as DBS checks and online form notifications, Temporary Event Notices (TENs) online form went live in May 2024, a new schedule of fees and charges, improvement to the debt recovery process, review of the team and more.</p> <p>The final element of the project is going live with a new public register for taxi and private hire. This has been delayed from May to the end of July 2024 to take into consideration the time required for a consultant to assist with the works required and to carry out reconciliation on payments.</p>
PRIORITY: CUSTOMER FIRST				
Actions	Target date	Reporting Line	Progress to date	Comment
Objective 1. Maintain our culture of continuous service improvement.				
c) In partnership with Ubico deliver the in-cab technology project.	<p>Target date: phase one- January 2024- complete. Phase two- May 2024</p>	<p>Head of Service- Waste and Recycling</p> <p>Lead Member for Clean and Green Environment</p>		<p>The first phase of the in-cab technology project went live in October 2023, focused on waste and recycling collections. The soft go live of phase two is now live as planned for 1 October 2024, which covers street cleansing and grounds maintenance.</p>

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<p>d) Review the Section 106 process.</p>	<p>Target date: March 2024 March 2025 (New revised target date reported to O&S Committee in June 2024)</p>	<p>Associate Director Planning Lead Member for the Built Environment</p>	<p></p>	<p>The councils Internal Audit team completed an audit on the process and this was reported to Audit Committee on 31 January with a supporting action plan. A number of improvements have now been implemented in response to the findings of the Audit, these include the development of an improvement plan as well as a training programme for councillors and staff with the first councillor training session took place on 30 May 2024.</p> <p>Interim capacity was provided to carry forward some of this work and a Project Manager post will be identified to implement the wider review. This will include reconciliation of information across Exacom and Idox / legal systems and the preparation of new procedure guides for staff.</p> <p>In parallel, the council has commenced working with other Gloucestershire planning authorities on a wider review of S106 processes to share wider learning, best practice and identify areas of improvement. An all-council's workshop with the Planning Advisory Service was recently held. A report of recommendations will be taken forward by a new officer working group.</p> <p>The monitoring the S106 process will continue through the new Council Plan under the focus area 'managing growth' with the new action '<i>deliver improvements to maximise planning obligations (Section 106) and the Community Infrastructure Levy (CIL); providing infrastructure to support new developments.</i>'</p>
<p>PRIORITY: CUSTOMER FIRST</p>				
<p>Actions</p>	<p>Target date</p>	<p>Reporting Line</p>	<p>Progress to date</p>	<p>Comment</p>
<p>Objective 2. Develop online services to achieve 'digital by preference, access for all'.</p>				

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a) Deliver the new corporate website.	Target date: April 2022, June 2022 December 2022 April 2023 July 2023 (revised date reported to committee in March 2023) 21 August 2023	Associate Director-Transformation Lead Member for Customer Focus		The website was launched on 21 August – with a new look, significant search function improvement (with visitors able to drill their search to very specific things such as individual planning applications).
PRIORITY: CUSTOMER FIRST				
Actions	Target date	Reporting Line	Progress to date	Comment
Objective 2. Develop online services to achieve 'digital by preference, access for all'.				
b) Deliver an improved planning application validation experience for customers.	Target date: March 2024 November 2024 (revised date reported to committee in December 2023)	Associate Director-Transformation Lead Member for Customer Focus		The initial phase of the PlanX system is now live, which allows residents and agents to see whether their project requires planning permission. It also details the information that needs to be submitted with the application to reduce the number of invalid applications. Since it went live in April there have been more than 350 people using the service. The team are also introducing an AI validator tool which will improve the time it takes to validate an application as the tool will do the first checks and alert the applicant or agent if there are documents missing. All applications will still need to be checked by an officer, but the new tool will significantly speed up the process and in turn improve the experience for customers.

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<p>c) Explore options for a new system to improve the way we manage interactions with our customers from multiple contact channels.</p>	<p>Target date: March 2024 November 2024 (New revised date reported to committee in June 2024)</p>	<p>Associate Director-Transformation Lead Member for Customer Focus</p>	<p></p>	<p>The new converse contact centre system is currently being configured to meet the needs of our services. The new system will significantly change our approach to customer contact and so is being rolled out to services in a phased approach to ensure the necessary level of support is provided. The first services to use the new system will be the customer services and revenues and benefits teams.</p> <p>Work is going into developing the flows for calls and the automated messages they will hear whilst waiting for different services, this will allow services to put targeted messaging about the services that are available online.</p> <p>There have been delays in the project due to issues with licensing however, this has now been resolved and the council is being an early adopter of new software with increased functionality to enhance user experience for residents of the borough. The target date for implementation has been extended to reflect delays in the project and to ensure enough time is given to roll out all the functionalities including live chat and chat bots.</p>
<p>d) Introduce webcasting for council meetings.</p>	<p>Target date: July 2024 October 2024 (New revised date reported to committee in June 2024)</p>	<p>Head of Service: Asset Management Lead Member for Customer Focus</p>	<p></p>	<p>Following approval from Council in June 2023, the project team has been engaging with all relevant stakeholders, including Members which will be pivotal to successful delivery of the project.</p> <p>Public I have been commissioned to deliver Webcasting for the next five years. Installation has commenced but the original go live date has now been impacted by the announcement of the general election.</p>

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Key performance indicators for priority: CUSTOMER FIRST																															
KPI no.	KPI description	Outturn 2022-23	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service																				
25	Total enquiries logged by the Area Information Centre (AIC).	116		21	12 (Q1 & Q2= 33)	13 (Q1 - Q3= 46)	31 (Q1 - Q4= 77)			<p>The AIC visitor numbers remain very low in line with the trend seen since covid, where customers likely realised the ease of interacting with us online.</p> <p>Figures per AIC can be seen below, Q4 22/23 figures are in brackets:</p> <table border="1"> <thead> <tr> <th></th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>Winchcombe</td> <td>14 (29)</td> <td>10 (38)</td> <td>10 (13)</td> <td>30 (28)</td> </tr> <tr> <td>Churchdown</td> <td>7 (0)</td> <td>2 (0)</td> <td>3 (0)</td> <td>1 (5)</td> </tr> <tr> <td>Total</td> <td>21 (29)</td> <td>12 (38)</td> <td>13 (13)</td> <td>31 (33)</td> </tr> </tbody> </table> <p>Total number of visitors for the year was 77 this consisted of 64 in Winchcombe and 13 in Churchdown. The number of visitors in 2022/23 was 116, which is around 40% decrease.</p>		Q1	Q2	Q3	Q4	Winchcombe	14 (29)	10 (38)	10 (13)	30 (28)	Churchdown	7 (0)	2 (0)	3 (0)	1 (5)	Total	21 (29)	12 (38)	13 (13)	31 (33)	Lead Member Customer Focus/ Associate Director-Transformation
	Q1	Q2	Q3	Q4																											
Winchcombe	14 (29)	10 (38)	10 (13)	30 (28)																											
Churchdown	7 (0)	2 (0)	3 (0)	1 (5)																											
Total	21 (29)	12 (38)	13 (13)	31 (33)																											
26	Total number of people assisted within the borough by Citizens Advice Bureau (CAB).	1,801		532	884 (Q1 & Q2= 1,416)	504 (Q1- Q3 = 1,920)	973 (Q1- Q4 = 2,893)			During the 12 months, 2,893 clients have raised issues.	Lead Member Community Development / Head of service-Community and Economic Development																				
27	Financial gain to clients	£1,309,641.		£233,320	£271,333 (Q1 & Q2=	£374,457 (Q1- Q3= £879,110)	£467,118 (Q1- Q4 =			During Q4 £467,118 in financial gain for our clients, £394,031 of this was in new	Lead Member Community Development																				

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	resulting from CAB advice				£504,653)		£1,346,228)			benefits awarded and awards increased, and £32,829 debts written off.	/ Head of service-Community and Economic Development
28	Community groups assisted with funding advice	198		42	38 (Q1 & Q2=80)	36 (Q1 - Q3=116)	10 (Q1-Q4=126)			In Q4, 10 groups were assisted with 1-1 in depth advice. The council's Community Funding Officer left during quarter four. The post is being advertised for a second time, after an unsuccessful recruitment first time. 126 community groups have been assisted with funding advice throughout the year, this is below last year's figure of 198.	Lead Member Community Development / Head of service-Community and Economic Development
Key performance indicators for priority: CUSTOMER FIRST											
KPI no.	KPI description	Outturn 2022-23	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
29	Benefits caseload: a) Housing Benefit (HB) b) Council Tax Reduction (CTR)	2018 4799		1999 4727	1950 4758	1933 4818	1885 4847			Housing Benefit claims continue to reduce, new changes to UC will see this figure reduce further once Tax Credit cases migrate to UC, however again this figure will fluctuate given the pensioner caseload within the authority area and claims returning to us when pensionable age has been reached. CTR claims have increased this quarter, as advised previously these fluctuate throughout the year. The below shows the CTR claimants rate between pension age and working age claimants: Pension age 1751 Working age 3096	Lead Member Finance and Asset Management/ Head of service-Revenue and benefits

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30	Average number of days to process new Housing benefit claims.	7.4	15	14.03	11.72 (Q1 & Q2= 13.54)	11.79 (Q1 – Q3 = 12.51)	9.39 (Q1 – Q4 = 11.73)	↓	😊	<p>Reduction in days to process continues from last quarter with new resource settling in well and assisting with the overall target.</p> <p>Outturn for this year has increased compared to last year's 7.4 days but still remains under our annual target of 15 days. The increase is due to the type of claims we are processing which are mainly the Supported Exempt Accommodation claims and take longer due to additional criteria requirements.</p> <p>The national average for new claims processing is 22 days and from recent DWP meetings they are extremely happy with our performance.</p>	Lead Member Finance and Asset Management/ Head of service- Revenue and benefits
31	Average number of days to process change in circumstances to housing benefit claims.	10.6	4	7.7	4.7 (Q1 & Q2= 5.48)	4.04 (Q1 – Q3 = 5.48)	1.84 (Q1 – Q4 = 4.57)	↑	😊	<p>Overall, there has been a reduction from last year's final speed of processing – although we end slightly above our target the team have worked well to manage the number of claims received.</p> <p>The national average for Change In Circumstance (CIC) speed of processing is 8 days and DWP have no concerns with our returns this year.</p>	Lead Member Finance and Asset Management/ Head of service- Revenue and benefits
Key performance indicators for priority: CUSTOMER FIRST											
KPI no.	KPI description	Outturn 2022-23	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
32	Percentage of council tax collected	98.7%	98%	29.9%	57.7%	85.4%	97.94%	↔	😊	Slightly below targets this year, the team have worked hard to collect, however the economic environment has brought challenges to affordability.	Lead Member Finance and Asset Management/ Head of

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										Recovery action this year was also reduced due to court hearing availability and this has impacted the final collection rate for this year.	service-Revenue and benefits
33	Percentage of NNDR collected	98.9%	98%	33.8%	58.7%	84.6%	97.59%	↔	😊	Slightly below targets this year, the team have worked hard to collect, however the economical environment has brought challenges to affordability and impacted the collection rates this year. Recovery action this year was also reduced due to court hearing availability, and this has impacted the final collection rate for this year.	Lead Member Finance and Asset Management/ Head of service-Revenue and benefits

Key performance indicators for priority: CUSTOMER FIRST

KPI no.	KPI description	Outturn 2022-23	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
34	Average number of sick days per full time equivalent	9.84	8.0	2.3 days	2.1 days (Q1 & Q2= 4.4)	1.84 (Q1 - Q3 = 6.24)	2.37 (Q1 - Q4 = 8.6)	↑	😊	In Q4 493.4 days were lost to absence (360.4 were long term) which is an increase from Q3 of 117.8 days. However overall, we are just above the target of 8 days lost per employee for the year with 8.6 average. This is positive as the figure is at its lowest since at least 5 years ago. The annual target is 8 days absence per full time equivalent.	Lead Member Organisational Development/ Associate Director-People, Culture and Performance
35	Average voluntary staff turnover.	15.4%	13.4%	3.1%	3.5% (Q1 & Q2: 6.6%)	1.3% (Q1-Q3= 8.1%)	4.7% (Q1 - Q4 = 12.6%)	↑	😊	The target outturn of 13.4% is based on the latest median figure identified by the LGA for the Local Government workforce. For 2022-23 the voluntary turnover rate for the council was 15.4%. Voluntary turnover for Q4 is 4.7% resulting from 10 Resignation and one retirement. The cumulative figure for 23/24 to date is 12.6%.	Lead Member Organisational Development/ Associate Director-People, Culture and Performance

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											Performance
36	Food establishment hygiene ratings.	2.1%	5% With a food hygiene rating Under three	2.2%	2.1%	2.0%	2.0%	↑	😊	There are currently 752 registered food businesses. 15 (2.0%) premises currently have a food hygiene rating of 2 or below.	Lead Member Clean and Green Environment/ Head of service- Environmental Health


Key performance indicators for priority: CUSTOMER FIRST

KPI no.	KPI description	Outturn 2022-23	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
37	Percentage of Freedom of information (FOI) requests answered on time.	91%	92%	95%	100% (Q1-Q2= 97%)	95% (Q1 - Q3= 96.5%)	95% (Q1 - Q4 = 96%)	↑	😊	187 requests were received in Q4 – 178 were responded to within the 20 working days deadline. For the year- 595 TBC related requests out of 619 were responded to on time (96%). This has exceeded the target and also last year's outturn of 91%. The 96% has resulted in us falling within the top criteria 'good' for timeliness response rates as published by the Information Commissioner's Officer. Total received for 2022/23= 507 of these 461 (91%) were responded to within the timescale.	Lead Member Customer Focus/ Head of Service- Audit and Governance
38	Percentage of formal complaints answered on time.	70%	90%	97%	82%	93% (Q1 - Q3= 91%)	88% (Q1 - Q4 = 90%)	↑	😊	25 formal complaints were received in Q4. 22 of these (88%) were answered within the 20 working days. For the year 104 out of 115 formal complaints have been answered in time (90%). This is on target and significant improvement from last years outturn which was 70%.	Lead Member Customer Focus/ Head of Service- Audit and Governance

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					(Q1 & Q2= 91%)					Total received for 2022/23= 110 of these 7 were withdrawn and 72 (70%) were responded to within the timescale.	Governance
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PRIORITY: GARDEN COMMUNITIES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 1. Delivery of Tewkesbury Garden Communities				
a) Support the garden communities planning status through the SLP site assessment process.	<p>Target date:</p> <p>Autumn 2019</p> <p>Spring 2020</p> <p>Winter 2020</p> <p>Summer 2024</p> <p>Spring 2023</p> <p>October 2023</p> <p>December 2023 (Achieved-issues and options consultation)</p> <p>March 2025 (preferred options out for public consultation)</p> <p>(New timetable resolved by</p>	<p>Associate Director- Garden Communities</p> <p>Lead Member Built Environment</p>		<p>The approach to joint strategic plan-making has been the subject of fundamental review with Cheltenham and Gloucester Councils. As a result, Council resolved on 25 July 2023 to adopt a timetable for the preparation of a single Strategic and Local Plan (SLP) as an alternative to the Joint Strategic Plan approach. The Garden Communities will form one of the strategic development options to meet future housing and economic needs, to be tested through evidence base collection and public consultation.</p> <p>The following aligned timetable across Cheltenham, Gloucester and Tewkesbury was agreed:</p> <ul style="list-style-type: none"> • Issues and Options Consultation – October 2023 • Preferred Options Consultation – March 2025 • Pre-submission Consultation – January 2026 • Submission to Secretary of State – April 2026 • Examination – TBC • Adoption - TBC <p>Consultation and public engagement on the Reg 18 SLP and the associated Housing and Economic Land Availability Assessment</p>

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	<p>Council in July 2023.)</p> <p>(Next phase target date reported to O&S Committee in February 2024)</p>			<p>concluded on 12 March 2024. This included the Tewkesbury Garden Town as a potential strategic development option. Responses are being collated and will be published in late spring. Work continues on the assessment of responses, evidence base collection and ongoing engagement with key stakeholders, to inform preparation of a draft Preferred Option. As part of this stage of work, the SLP Team will engage with the Garden Town Team as the development concept and details of its deliverability further emerge.</p>
<p>b) Work with partners to progress the business case for the Junction 9 and A46 improvements.</p>	<p>Target date: March 2024 for finalisation of business case by <u>GCC</u></p>	<p>Associate Director- Garden Communities</p> <p>Lead Member Built Environment</p>		<p>Note this project is led by Gloucestershire County Council (GCC). Work continues with our partners (GCC, Department of Transport, Homes England and National Highways), to develop the outline business case work. On completion/ agreement of the outline business case a consultation will take place on the preferred route options.</p> <p>The project has recently completed a sifting process which shortlists the options and this is now being finalised with National Highways.</p> <p>The project is now focussing on recent comments from the DfT asking for further detail on the on-line A46 improvements proposals, further detail on the local contribution requirement and an understanding of support from DLUHC. A response was submitted by Gloucestershire County Council, they are now awaiting the next steps from the DfT/National Highways.</p> <p>Further information including FAQs available at - M5 Junction 9 and A46 (Ashchurch) Transport Scheme - Highways (goucestershire.gov.uk)</p> <p>A report went to full Cabinet at Gloucestershire County Council on 15 May 2024, seeking approval to undertake a non-statutory public consultation, can be found here: Public Pack)Agenda Document for Cabinet, 15/05/2024 10:00 (goucestershire.gov.uk)</p>

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				Gloucestershire County Council (GCC) continues to schedule a non-statutory public consultation for the M5 Junction 9 and A46 (Ashchurch) Transport Scheme, however at this stage no date has been fixed.
PRIORITY: GARDEN COMMUNITIES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 1. Delivery of Tewkesbury Garden Communities				
c) Use the recommendations from the Tewkesbury Garden Communities Gateway Review to develop a new approach for the delivery of the garden Communities	Target date: December 2023	Associate Director- Garden Communities Lead Member Built Environment		<p>The focus of the new approach is detailed engagement sessions with key stakeholders and the wider community – with a refresh of the programme.</p> <p>Over the past months Cratus have supported with various meetings/sessions and have issued the engagement report from these events and now are completing an engagement strategy which will give a plan of how best to continue with this detailed engagement.</p> <p>This new governance structure for the garden communities programme has been in-place for approximately six months and is now going through a scheduled review.</p> <p>New resources including a communications and engagement officer and project officer are now in-place to better support the programme and continue to deliver the key recommendations from the review.</p> <p>A charter that states what local communities, organisations and employers can expect to see in the delivery of the new garden communities was approved in February 2024.</p>

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d) Produce an integrated stakeholder and community engagement strategy for the delivery of the garden Communities.	Target date: December 2023- Complete-produced a draft version. March 2024- deliver the strategy (target date reported to O&S Committee in February 2024)	Associate Director- Garden Communities Lead Member Built Environment		The engagement strategy is complete and now a 'rolling' action plan for the shorter term is being produced as an action of the new communications and engagement officer to maintain the correct level of engagement with the stakeholders/community.
PRIORITY: GARDEN COMMUNITIES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 2. Delivery of Golden Valley Garden village.				
a) Work with partners to deliver the first phase of The Golden Valley Development.	Target date: March 2024	Associate Director- Garden Communities Lead Member Built Environment		TBC continues to work closely with Cheltenham Borough Council (CBC) and landowners with supporting delivery of the first phase of the Golden Valley Development. The first outline planning application has been submitted for the West of Cheltenham (planning reference 22/01107/OUT). This has been submitted by St Modwen who are bringing forward the STW land within the allocation. St Modwen are currently responding to consultation responses received to date and timescales for determination are to be agreed with the applicant. (see also comment under Housing and Communities: Objective 3a).




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				<p>A further planning application by Cheltenham Borough Council developers is scheduled for submission in the near future (date to be confirmed).</p> <p>More details relating to the Golden Valley Development can be found on the website - The Golden Valley Development (goldenvalleyuk.com)</p>
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PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 1. Deliver the carbon reduction action plan				
a) In conjunction with the Climate Change and Ecology Management Group, develop and deliver the year four carbon reduction action plan.	Target date: September 2024	Head of Service-Asset Management Lead Member for Clean and Green Environment		<p>Year 4 plan has been agreed by Executive Committee in September 2023, following consultation with the Climate Change and Ecology Management group.</p> <p>The plan incorporates the new members motion approved at Council in to widen the scope to our Climate Emergency to include the whole Borough, to declare a Nature (Ecological) emergency and support the climate and ecology Bill.</p> <p>The delivery of the plan is on target.</p> <p>An additional Climate change officer had been appointed primarily looking at the natural environment and wise borough wide Climate Emergency objectives.</p> <p>Key areas included but not limited to the implementation of a full electric pool car fleet, introduction of electrical vehicle charging across the borough. This will be</p>

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				monitored through the new Council Plan performance tracker as a new action ' <i>instal vehicle charging points in our car parks and work with partners to provide secure cycle storage across our Borough.</i> ' As well as several other actions that are under the new 'climate and ecological emergency' focus area within the new Council Plan.
b) Source and secure funding opportunities to support the delivery of our carbon reduction programme.	Target date: End of March 2024	Head of Service-Asset Management Lead Member for Clean and Green Environment		£708K has been secured through Salix, to help deliver the new heating system which is now complete. Further funding is being applied for the installation of the car park charging points. This will be carried out by various funders including ORCS (On-Street residential charging scheme) and DEFRA (Department for Environment, Food, and Rural Affairs).
c) Install a new, air sourced, heating system at the Public Services Centre.	Target date: End of March 2024	Head of Service-Asset Management Lead Member for Clean and Green Environment		In July 2023, Council agreed to a new air source heating system as the current gas fired boilers are out of date and by changing them it will have a positive outcome within our carbon reduction objective. External funding from Salix of £708K has been secured and additional funding shortfall agreed at Council. The contract was awarded in August 2023 with work commencing on site on 1 September 2023. Work is now complete ahead of schedule and was in budget, by the end of February 2024. Energy usage will be monitored over the coming years to establish the carbon savings.
d) Appoint an additional Climate Change Officer to help support the declaration of a	Target date: April 2024	Head of Service-Asset Management		Officer commenced role on 29 April 2024.

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Borough-wide climate emergency.		Lead Member for Clean and Green Environment		
e) Install publicly accessible Electric Vehicle (EV) charging points in our car parks.	Target date: End of March 2024 October 2024 (New target date reported to O&S Committee in June 2024)	Head of Service-Asset Management Lead Member for Clean and Green Environment		Swarco have been appointed to install EV charging points across the borough on TBC land on a phased roll out. Appointed for 10 years. They are completing a feasibility study to ascertain whether charging points can be installed across all the borough operated public car parks. This will initially prioritise the installations. With a targeted completion of having chargers installed by October 2024 in Tewkesbury and Winchcombe car parks. With others to be installed as shortly after these. Please note the Distribution network operator 'National Grid' are required to agree the connections currently taking up to 8 weeks.
PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 2. Promote a healthy and flourishing environment in the borough.				
a) Establish policies to ensure the delivery of healthy and sustainable communities.	Target date: March 2024 (ongoing as action is across a number of plans)	All Management Lead Member for Clean and Green Environment		Throughout the year this action has seen several policies and other work be carried out, all to help deliver healthy and sustainable communities. This has included: <ul style="list-style-type: none"> • Draft Electric Vehicle Charging Point strategy. This was approved at Executive Committee in November 2022. • Public Space Protection Order. • The support in funding 16 warm spaces across the Borough. A survey of the warm spaces has shown the



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				<p>value of this initiative, particularly as a social venue and many will continue with this in mind.</p> <ul style="list-style-type: none"> • A Health and Wellbeing small grant scheme has also been created and is proving popular. • Through the ILP, funding projects including Mythe practice patient sessions for those suffering from cancer, Young Gloucestershire to work with secondary school students across the Borough struggling to attend school and deal with anxiety and a Digital Inclusion project to help residents get online to use services, such as making medical appointments. • 6 September 2023- Executive Committee approved the Gloucestershire Resources and Waste Strategy. Which will see working in partnership with the Gloucestershire Resources and Waste Partnership working collaboratively to help reduce tonnage of waste collected in the county, whilst promoting projects which reduce and reuse waste. • 21 November 2023- Council approved the consultation for the Strategic and Local Plan. This went live in December 2023. • Garden communities charter consultation went live in December setting out the expectations for the delivery programme of Garden Communities. • New Council Plan was adopted in May 2024 with a new vision, values, priorities and focus areas placing communities at the heart of everything we do. New focus areas include; health and wellbeing, climate and ecological emergency, place etc. More information can be found on our website: www.tewkesbury.gov.uk/about-the-council/council-plan/
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<p>b) Promote a healthier lifestyle through working with Active Gloucestershire through the 'we can move' programme.</p>	<p>Target date: March 2024</p>	<p>Head of Service-Community and Economic Development</p> <p>Lead member of Housing, Health and Wellbeing/ Lead member of Community.</p>	<p></p>	<p>A successful online member seminar was held with Active Glos and other community support charities and groups in February.</p> <p>Active Gloucestershire has also initiated:</p> <ul style="list-style-type: none"> • Small grants fund: £50,000 of grants funding available for clubs and community organisations. • Active Lives Survey: 28 schools signed up, 1097 responses • Disability: 10 people joined/participated in the Gloucestershire Active Inclusion Network (GAIN) • We Can Move event: 240 people booked to attend the we can move event in May • Active Ageing: 3 action groups facilitated and 8 community leaders participated • Opening School Facilities Phase 3: 24 schools are in the programme. • Social Prescribing Adults: 16 social prescribers trained in approaching physical activity with clients <p>CYP Activity on Referral: 452 total referrals.</p> <p>Further details of the programme can be found on the website : www.wecanmove.net</p>
<p>c) Carry out a review of our litter pickers' scheme.</p>	<p>Target date: September 2024 June 2022 Jan 2023 August 2023 December 2023 June 2024 October 2024</p>	<p>Head of Service-Environmental Health</p> <p>Lead Member for Clean and Green Environment</p>	<p></p>	<p>All litter pickers have been contacted by email to establish whether they wish to remain on the council' register. The EH team are currently reviewing the information provided and contacting individuals who have not replied. There are over 400 volunteers on the current database and this work will need to be accommodated within competing priorities for the EH Team. Therefore, it is expected this work will be ongoing throughout 2024/25</p>

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	(target date reported to O&S committee in February 2024)			
d) Work with the Integrated Locality Partnership (ILP) to build community resilience within the borough and reduce health inequalities.	Target date: March 2024	Head of Service-Community and Economic Development Lead member of Housing, Health and Wellbeing	✓	<p>The ILP has highlighted new key priorities around addressing health inequalities – focussing on assisting the economically inactive, young people’s mental wellbeing and housing.</p> <p>The ILP had agreed to fund new projects:</p> <ul style="list-style-type: none"> • Mentoring young people who have not been able to return to school and who are dealing with anxiety issues • Digital inclusion to encourage residents to access health services online • Health classes for patients from Mythe surgery <p>We will continue to work with ILP which will also be monitored through the new Council Plan under the ‘health and wellbeing’ focus area.</p>
PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 2. Promote a healthy and flourishing environment in the borough.				
e) Support community led biodiversity projects across the borough.	Target date: March 2024	Head of Service-Community and Economic Development Lead Member for Community	✓	<p>The Council’s Community Health and Wellbeing Fund continues to support community biodiversity projects.</p> <p>The Council were also successful in their application to the Coronation Living Heritage Fund, receiving £41,915 in funding to support the creation and installation of a Coronation Micro Wood in the Borough and to set up a Coronation Community Orchard grant scheme. This</p>

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				<p>should support up to five community orchards. This grant scheme is now live until 24 May to accept applications.</p> <p>Additionally, UK Shared Prosperity Fund and Rural England Prosperity Fund (REPF) schemes will offer opportunity for further development of community led bio-diversity projects across the council.</p> <p>We will continue to deliver grant schemes to help support nature recovery projects, which will be monitored through the new Council Plan under the '<i>climate and ecological emergency</i>' focus area.</p>
f) Introduce mechanisms to implement Bio-Diversity Net Gain through planning developments.	<p>Target date: November 2023 April 2024 (target date reported to O&S Committee in February 2024)</p>	<p>Associate Director Planning Lead Member for the Built Environment</p>		<p>Following the DEFRA announcement on 18 January 2024, it is confirmed that from 12 February 2024, Bio-diversity Net Gain (BNG) will be mandatory for new planning applications for major development (unless otherwise exempt) made under the Town and Country Planning Act (TCPA) 1990, subject to the confirmed exemptions.</p> <p>BNG for small sites now applies from 2 April 2024. The DM requirements and procedures for BNG have been completed in draft and continue to be kept under review, taking account of practice guidance which is continuing to emerge. Procedures and validation requirements for major applications have now been published.</p>
PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 3. Promote responsible recycling across the borough.				
a) Working with Gloucestershire Waste and Resources Partnership to	<p>Target date: March 2024</p>	<p>Head of Service-Waste and Recycling</p>		<p>In September 2023 the interim resources and waste strategy was agreed by the Executive committee. Following on from this an updated waste policy will be taken to O&S in June 2024, proposing smaller 140 litre</p>

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improve our recycling figures and reduce waste.		Lead Member for Clean and Green Environment		<p>bins are used for refuse collections to encourage a reduction in waste.</p> <p>Gloucestershire partnership projects continue, with a food waste project focusing on improved information to households and a door stepping campaign taking place through the summer months.</p> <p>Through the new Council Plan reducing the amount of waste per household and explore options to further reduce waste will be looked at as a new action under the 'climate and ecological emergency focus area'.</p>
PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 4. Preserve and enhance the natural assets and built heritage of our borough.				
a) To deliver projects as part of the Tewkesbury High Street Heritage Action Zone (HSHAZ), including Shop Front Scheme, Upper Floors Scheme and Traditional Skills.	Target date: March 2024	Head of Service-Community and Economic Development Lead Member for Economic Development/Promotion		<p>The HSHAZ project was completed on time and on budget allowing TBC to draw down the full amount of grant available from Historic England in its final year.</p> <p>A summary of the outcomes achieved over the HSHAZ period are:</p> <p><u>Shop front and upper floor grant schemes:</u></p> <p>32 grants completed and paid covering 36 properties – value of grants just under £1m (£623,868 in grant funding plus £290,095 by owners/occupiers), but grants have stimulated additional works too, both at grant funded and other properties. 6 no. new residential spaces facilitated by grant funded works.</p> <p><u>Traditional Skills:</u></p> <p>Many projects to stimulate interest in traditional building skills have been produced over the last two years, including</p>

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				<p>open days, talks, exhibitions, craft skills' demonstrations and hands-on skills' days, work with primary and secondary schools, heritage trails, research into historic buildings and participation in Heritage Open Days.</p> <p><u>Public Realm Projects</u> A variety of projects to enhance the town's public spaces have been completed including: installation of a public drinking water fountain, new riverside railings at St. Mary's Road and Prior's Court, repairs to the riverside wall at Back of Avon, new refuse bins, enhancement and expansion of the wayfinding and interpretation to cover whole of town centre, first steps to create a masterplan for the town centre to protect important heritage assets and ensure a legacy of future projects from the HSHAZ programme..</p> <p>Work is currently underway on the final 3 projects to enhance Warder's alley, Post Office Lane and Smith's Lane with new paving etc.</p>
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Key performance indicators for priority: SUSTAINABLE ENVIRONMENT																																				
KPI no.	KPI description	Outturn 2022-23	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service																									
39	Number of reported enviro crimes	1,076	1000	305	266 (Q1 & Q2= 571)	269 (Q1 - Q3= 840)	313 (Q1 – Q4= 1153)	↓	☹️	<p>A breakdown for Q3 is as follows (Q2 2022/23 figures are in brackets):</p> <table border="1"> <thead> <tr> <th></th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>Fly tipping</td> <td>179 (140)</td> <td>143 (184)</td> <td>194 (120)</td> <td>202 (211)</td> </tr> <tr> <td>Littering</td> <td>1 (3)</td> <td>2 (0)</td> <td>0 (1)</td> <td>3 (1)</td> </tr> <tr> <td>Dog fouling</td> <td>2 (2)</td> <td>1 (0)</td> <td>1 (2)</td> <td>0 (1)</td> </tr> <tr> <td>Abandoned vehicles</td> <td>33 (12)</td> <td>23 (21)</td> <td>23 (19)</td> <td>35 (25)</td> </tr> </tbody> </table>		Q1	Q2	Q3	Q4	Fly tipping	179 (140)	143 (184)	194 (120)	202 (211)	Littering	1 (3)	2 (0)	0 (1)	3 (1)	Dog fouling	2 (2)	1 (0)	1 (2)	0 (1)	Abandoned vehicles	33 (12)	23 (21)	23 (19)	35 (25)	Lead Member Clean and Green Environment/ Head of Service- Environmental Health
	Q1	Q2	Q3	Q4																																
Fly tipping	179 (140)	143 (184)	194 (120)	202 (211)																																
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Appendix 1 - Performance Tracker and Key Performance Indicators 2023-24 Progress Report

Key performance indicators for priority: SUSTAINABLE ENVIRONMENT											
KPI no.	KPI description	Outturn 2022-23	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
40	Percentage of waste reused, recycled or composted.	51.06%	52%	54.4%	54% (Q1 & Q2: average 54.2%)	49% (Q1- Q3= 53%)	47% (Q1 – Q4= 51.5%)	↑	☹️	The recycling rate of 51.5% has fallen slightly short of the full year target, however it is an improvement on the previous full year figure.	Lead Member Clean and Green Environment/ Head of Service-Waste and Recycling
41	Residual household waste collected per property in kgs.	402Kg	430Kg	100Kg	97Kg (Q1 & Q2= 197kg)	95Kg (Q1 - Q3= 292Kg)	101Kg (Q1 – Q4= 392Kg)	↑	😊	The full year figure achieves the council's target.	Lead Member Clean and Green Environment/ Head of Service-Waste and Recycling

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Appendix 2 - General Fund Outturn

Chief Executive	Full Year Budget	Outturn	Savings / (Deficit)	
	£	£	£	
Employees	285,069	346,912	(61,843)	1
Transport	0	316	(316)	
Supplies & Services	9,460	10,100	(640)	
Payments to Third Parties	0	1,277	(1,277)	
TOTAL	294,529	358,605	(64,076)	

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

People Culture and Performance	Full Year Budget	Outturn	Savings / (Deficit)	
	£	£	£	
Employees	260,488	280,740	(20,252)	2
Transport	0	215	(215)	
Supplies & Services	12,472	11,375	1,097	
Payments to Third Parties	155,097	105,748	49,349	3
Income	0	(37,825)	37,825	4
TOTAL	428,057	360,253	67,804	

2) Expenditure includes a year-end adjustment of almost £36k on the apprenticeship levy, the income for which is included in the Income section below. Excluding this, there were savings of £15.5k on employees mainly due to an underspend on training.

3) The majority of savings were due to vacant apprenticeships posts throughout the year. All posts have now been filled. Savings were also made on the occupational health budget due to a change in supplier.

4) Almost £36k of this income was due to a year end adjustment made for the apprenticeship levy - the expenditure for which is included in the Employees section above.

Transformation	Full Year Budget	Outturn	Savings / (Deficit)	
	£	£	£	
Employees	885,128	829,905	55,223	5
Transport	0	158	(158)	
Supplies & Services	138,747	125,099	13,648	6
Payments to Third Parties	67,000	32,113	34,887	7
Income	(2,400)	(2,800)	400	
TOTAL	1,088,475	984,475	104,000	

5) £71k of savings on various vacant posts in Policy & Communications throughout the financial year. £19.5k cost relates to the GIS officer which was budgeted within payments to third parties. All posts have now been filled.

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

7) £12k saving due to the timing of the Geographic Information System Project. £19.5k saving was due to the GIS officer costs included in employee costs but budgeted within payments to third parties. Software licence commenced December 2023 but budget was for full year. Further savings were due to One Legal's decision not to recharge the partner councils for the Data Protection Officer.

Executive Director of Place	Full Year Budget	Outturn	Savings / (Deficit)	
	£	£	£	
Employees	118,997	109,498	9,499	
Supplies & Services	90	2,425	(2,335)	
TOTAL	119,087	111,923	7,164	

Communities	Full Year Budget	Outturn	Savings / (Deficit)	
	£	£	£	
Employees	2,282,530	2,241,861	40,669	8
Premises	55,710	59,898	(4,188)	9
Transport	0	2,495	(2,495)	
Supplies & Services	254,126	252,222	1,904	
Payments to Third Parties	6,700,534	6,806,945	(106,411)	10
Ringfenced Projects and Funding	0	(160,547)	160,547	11
Income	(2,834,940)	(3,354,174)	519,234	12
TOTAL	6,457,960	5,848,701	609,259	

8) Employment savings due to various part time posts that were budgeted full time and posts that were vacant for part of the year. This saving was reduced by temporary licensing contractors.

9) £12k for emergency flooding response

10) Emergency accommodation for the homeless was £128k over budget. However, this does not include £199k of housing benefit subsidy, which cannot be reclaimed due to the rate per night cap, which is shown in ringfenced projects below.

Cost of the MRF gate fee is £235k over budget, the rate per tonne has increased significantly from £38 to £69, peaking at £77 in June. We have also been charged £41k for additional power costs between Dec 22-May 23, which was not accrued in 22/23.

Environmental Health agency contracted services is £12k over budget, £8k was for boarding up Healings Mill due to the health and safety risk to the public.

£12k negative variance due to Winter grants - old debt unpaid by GCC and written off.

£27k adverse variance within licensing for agency contracted services, the main variance is due to spending £13k on english tests and safeguarding training, this cost is fully recovered from the participants, recovery is shown within income below.

£13k overspend for licensing private hire plates.

£38k saving against budget within waste and recycling for recycling activity, £40k was a release of a creditor which we have set aside in reserves.

£77k saving within waste & recycling for payments to other local authorities, this is in relation to the running costs and maintenance of Swindon Road Depot being lower than anticipated.

£14k adverse variance within waste & recycling for agency contracted services, this is an increase of costs relating to the alloy project (in-cab technology).

11) £117k unspent funds for heritage action zone.

£54k homes for ukraine ringfenced funding which has been carried over into reserves.

Homelessness prevention costs were £14k overspent, total grant funding was £355k, total expenditure was £370k.

12) 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 £146k.

Planning	Full Year Budget	Outturn	Savings / (Deficit)	
	£	£	£	
Employees	1,679,866	1,956,950	(277,084)	13
Transport	1,239	1,721	(482)	
Supplies & Services	101,857	157,526	(55,669)	14
Payments to Third Parties	257,000	311,618	(54,618)	15
Central Recharges	10,000	10,000	0	
Ringfenced Projects and Funding	220,000	(430,910)	650,910	16
Income	(1,300,624)	(1,694,917)	394,293	17
TOTAL	969,338	311,988	657,350	

13) £209k overspend due to a necessity to outsource interim management and senior planning experts to maintain service level expectations and reduce backlog. £55k cost for staff involved in the preparation work related to digitalisation of historic planning applications. £10k investment in staff training and education.

14) £20k overspend due to increased costs of software and annual subscriptions. In addition, £9k due to advertising costs and £19k obligatory refunds issued.

15) Sports, Social and Open Spaces Strategy was not commissioned in 2023/24 but will be required in 2024/25 which resulted in a base budget saving of £40k. However, overall overspend was due to higher than budgeted allowance for the provision of services in relation to building control - £39k, £40k additional legal consult and professional expertise required to assist with the process of determination of various planning applications and £17k delivery of pre-planning advice.

16) £550k Strategic and Local Plan partnership ringfenced funding, which will be required to support subsequent stages of plan-making work in years to come. £100k Planning Skills Delivery grant received. These have both been carried forward to reserves.

17) Additional income generated across various sections of Planning exceeding budget expectations; £111k from Planning Applications, £233k CIL administration fees, £21k from Street Naming and Numbering and £45k from PPA fees. £17k negative variance due to lower than expected income from Land charges.

Executive Director of Resources	Full Year Budget	Outturn	Savings / (Deficit)	
	£	£	£	
Employees	126,038	132,472	(6,434)	
Supplies & Services	4,440	6,922	(2,482)	
Payments to Third Parties	111,439	108,138	3,301	
Income	-	(4,500)	4,500	
	241,917	243,031	(1,114)	

Corporate Resources	Full Year Budget £	Outturn £	Savings / (Deficit) £	
Employees	2,138,400	2,180,190	(41,790)	18
Premises	642,100	682,689	(40,589)	19
Transport	68,240	49,646	18,594	20
Supplies & Services	859,664	854,773	4,891	21
Payments to Third Parties	296,641	616,273	(319,632)	22
Transfer Payments - Benefits Service	59,229	272,708	(213,479)	23
Income	(1,922,042)	(2,653,959)	731,917	24
TOTAL	2,142,232	2,002,320	139,912	

18) Savings in Democratic and Electoral Services relate to three vacant posts amounting to £23k. A Democratic and Elections Adviser was appointed in year to support the team in delivering the PCC Election and the General Election. Recruitment for two Democratic Services Officers has commenced and the structure of the Elections Team will be reviewed following delivery of the current election.

The audit team had a salary overspend of £25k. An agency auditor was required to ensure a sufficient number of audits were completed during the year. An additional audit post was approved through the 2024/25 budget setting. The team have just been subject to their mandatory independent 5 year review and the overall conclusion is very positive. The team are fully compliant with the Public Sector Internal Audit Standards.

Revenues & Benefits are overspent by £34k in year. Additional temporary resources have been deployed to respond to ongoing customer demand. This has allowed the team to concentrate on project work, such as the implementation of Citizen Access, and deliver statutory work, such as annual billing. A review of the team structure is in progress.

An overspend of £9k in Asset Management due paying an honorarium as a result of a long term sickness at management level. There was also an increase in some staff hours and agency admin was employed to provide cover for core functions and relieve pressure due to the breadth of work now being undertaken by the team.

19) £39k of the £41k overspend relates to expenditure to maintain the homeless properties. This overspend was offset by £23k saving on agency contracted services (see Payments to 3rd parties below)

There were small overspends on maintaining the play parks and small savings on car park maintenance.

20) Savings from decreased mileage claims across the council and the use of fleet cars

21) Postages was overspent by £66k within Corporate Resources. Some of this can be reclaimed, where it relates to an election, and the cost will be offset by income. Most of the postages overspend resulted from higher costs of producing Council Tax bills. This should eventually reduce as more residents move to paperless billing.

The overspend is offset by the NEC licence, a new contract resulted in savings. There was also the borough elections budget that will be transferred to reserves.

22) £137k relates to the Police & crime commissioner grant creditor. The Council received £174k of grant monies for the election. However, as the election did not take place until May, the Council would owe this money back if not spent.

£125k is an accounting adjustment for council tax discounts that are funded from general fund. The majority of this is for Council Tax support scheme which was funded by central government.

There was also a £18k overspend on car parks, £23k savings on homeless properties and £13k savings on cemeteries.

23) Housing Benefit subsidy budget was based on 99% recovery however the outturn on the housing benefit subsidy return was 97%.

24) Total variance for Assets income is -£29k.

Assets favourable variances:

£25k for additional income for % of pitch sales from the Caravan Club

£52k on rents (Council Offices)

£24k for the sale of electricity to the Leisure Centre

£16k additional car parking charges.

Assets adverse variances:

£39k resulting from vacant space on the 2nd floor (Mole Valley vacated end of April 2023)

£98k reduction in management fee and income from the Leisure Centre - as agreed by Executive Committee. The centre's financial performance is now improving as reported to Overview and Scrutiny Committee in October 2023.

£15k reduction in rental income from homeless properties

Revenues have received £125k to administer Council Tax support. The full grant was allocated to the Council Tax Support Scheme. Revenues & Benefits also received other new burdens grants in year.

£15k from County Council for cost recovery of election and £174k received for Police Crime commissioner election.

£33k of new burdens to Democratic Services for voter integrity

Finance	Full Year Budget £	Outturn £	Savings / (Deficit) £	
Employees	455,775	454,090	1,685	
Supplies & Services	502,619	611,265	(108,646)	25
Payments to Third Parties	38,050	50,507	(12,457)	26
Income	(10,300)	(105,867)	95,567	27
TOTAL	986,144	1,009,995	(23,851)	

- 25) Audit costs were over budget by £118k and £10k saving on card transaction charges.
 26) Adjustment relating to provisions required in final accounts.
 27) £19k government grant towards additional audit fees, £42k decrease in general bad debt provision and £21k of unidentified income written off (from 2020-21).

IT and Cyber	Full Year Budget	Outturn	Savings / (Deficit)	
	£	£	£	
Employees	485,662	454,953	30,709	28
Supplies & Services	422,768	291,936	130,832	29
Payments to Third Parties	8,250	9,400	(1,150)	
Income	0	(33)	33	
TOTAL	916,680	756,256	160,424	

- 28) Saving due to the Associate Director post being vacant since mid September.
 29) £85k spent on IT hardware, however, this was funded from reserves and therefore gave a favourable variance against budget. In addition there was a £12k refund from Vodafone. Annual licences were unspent by £26k due to negotiations of contract renewals.

One Legal	Full Year Budget	Outturn	Savings / (Deficit)	
	£	£	£	
Employees	2,912,745	2,424,654	488,091	30
Transport	2,000	1,113	887	
Supplies & Services	113,235	79,986	33,249	31
Payments to Third Parties	10,000	152,017	(142,017)	32
Central Recharges	51,262	51,262	0	
Income	(2,710,617)	(2,438,059)	(272,558)	33
TOTAL	378,625	270,972	107,653	

- 30) Currently, there are 14 vacant posts in One Legal resulting in a saving of £906k. The variance includes the total annual cost of £421k for agency staff. The reason all posts are not filled is to allow for the shortfall in the unachievable income target.

- 31) £12.9k saving on books and publications as a result of renegotiating the annual cost with the supplier.

- £18.7k saving on Computer annual renewals - the budget was overestimated due to uncertainties regarding the final cost of the Civica case management system and upgrades they provided nationally as part of the annual licence fee without the need for additional payments

- 32) Disbursement payments which are fully recovered on the income line

- 33) 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 below the budget as in previous years.

- This shortfall was not unexpected which is why posts have been kept vacant so as to stay within budget.

- £70k shortfall in Legal fees and costs
 £150k shortfall in 3rd Party income
 £201k shortfall in Extraordinary income
 £148k - recovery of Disbursements

Appendix 3 - Analysis of capital budget 2023/24

	Outturn Budget Position £	Outturn Actual Position £	(Over) / Under spend £	% Slippage	Comments
Council Land & Buildings	1,508,000	1,226,103	281,897	19	Saving on the final heating project costs.
Vehicles	382,000	177,794	204,206	53	More waste vehicles to be purchased in 2024/25
Equipment & Furniture	225,000	225,731	(731)	(0)	Expenditure in line with budget
Community Grants	360,000	213,587	146,413	41	High Street Heritage Action Zone Programme has been completed. Safer Streets, UKSPF and Rural England grants will be paid out in 2024/25
Housing & Business Grants	800,000	878,851	(78,851)	(10)	Expenditure for Disabled Facility Grants - the difference will be reimbursed by GCC
	3,275,000	2,722,066	552,934	17	

Appendix 4 - Revenue Reserves for 2023/24

Reserve	Balance 31st March 2023	Spent in Reserve Outturn	Balance 31st March 2024	Note
Service Reserves				
Asset Management Reserve	1,596,322	- 219,110	1,815,432	1
Borough Growth Reserve	578,591	178,691	399,900	2
Borough Regeneration Reserve	20,634	20,634	0	
Business Support Reserve	88,044	37,163	50,881	
Business Transformation Reserve	1,540,070	232,669	1,307,401	3
Climate Change Reserve	210,333	18,593	191,740	
Community Support Reserve	1,008,028	115,478	892,550	4
Council Tax Reserve	98,392	-	98,392	
Development Management Reserve	399,143	- 158,858	558,000	5
Development Policy Reserve	1,738,301	- 681,969	2,420,269	6
Elections Reserve	228,515	166,255	62,260	7
Flood Support and Protection Reserve	9,509	- 7,000	16,509	
Garden Town Reserve	370,451	83,593	286,858	
Housing & Homeless Reserve	556,633	- 59,849	616,482	
Investment Reserve	600,000	- 250,000	850,000	8
IT Reserve	165,000	16,747	148,253	
MTFS Equalisation Reserve	2,868,333	- 58,118	2,926,451	
Open Space & watercourse Reserve	929,047	- 345,265	1,274,313	9
Organisational Development Reserve	710,753	- 353,048	1,063,802	10
Risk Management Reserve	610,000	163,000	447,000	11
Waste & Recycling development Reserve	3,212,315	- 562,874	3,775,189	12
Horsford Reserve	66,286	- 9,414	75,700	
Mayors Charity Reserve	4,507	- 1,498	6,005	
Planning Obligations Reserve	10,226,959	871,142	9,355,817	13
General Fund Working Balance	1,000,000		1,000,000	
Business Rates Reserve	124,965	124,965	0	
	28,961,132	- 678,072	29,639,204	

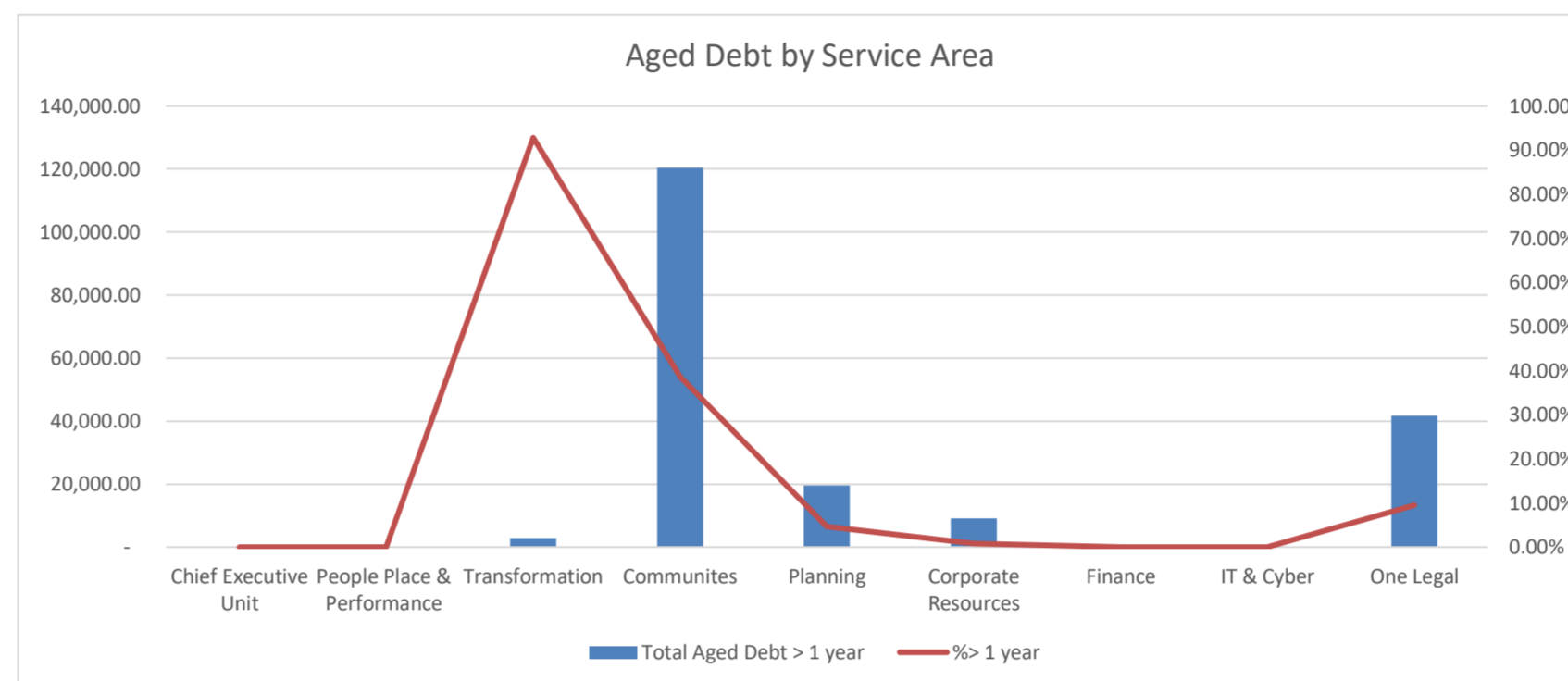
Notes

- 1 Includes commercial properties reserve, asset maintenance and refurbishment of the first floor reserves.
- 2 Cost of temporary Senior Planning Consultants
- 3 Expenditure against a combination of specific reserves for various temporary posts in the Business Transformation team and in the Revenues and Benefits team.
- 4 Predominantly community support grants .
- 5 Cost of interim planning staff, planning appeals and legal support.
- 6 SLP partnership contributions and external funding for the transport modelling work.
- 7 Elections Cost
- 8 A reserve held specifically for the revenue impact from potential land purchase
- 9 Budgeted increase of open space & watercourse reserve
- 10 Reserve for a range of TBC internal schemes and projects
- 11 Additional reserves to cover inflation and pay award risk
- 12 Budgeted increase for Vehicle replacement
- 13 Contributions from section 106 agreements.

Appendix 5 - Key Performance Indicators 2023/24

Aged Debt

	Total Aged Debt	Total Aged Debt > 1 year	%> 1 year
Chief Executive Unit	1,125.00	-	0.00%
People Place & Performance	-	-	0.00%
Transformation	3,102.00	2,880.00	92.84%
Communitas	311,723.01	120,388.17	38.62%
Planning	427,707.81	19,639.50	4.59%
Corporate Resources	1,193,795.54	9,188.42	0.77%
Finance	-	-	0.00%
IT & Cyber	-	-	0.00%
One Legal	437,349.88	41,692.73	9.53%



Treasury

Investments as at 31.03.24

Internal Investments	£6.6m
Strategic Pooled Funds	£8.4m
Total Investments	£14.9m

Borrowing as at 31.03.24

Short Term Borrowing	£0m
Long Term Borrowing	£19.8m
Total Borrowing	£19.8m

Security

Average Credit Rating	A+
Bail In Proportion	100%

Budgeted Cost 2023/24	£633,641
Cost at Year-End	£416,138

Liquidity

Proportion available 7 days	44%
Proportion available 100 days	44%

Yield

Internal Investments	5.27%
Strategic Funds (income)	5.21%
Total Income Return	5.24%

Budgeted Yield 2023/24	£1,000,000
Yield at Year End	£1,539,258

Vacancies

	FTE Vacant
Chief Executive Unit	-
People, Culture & Performance	1.00
Transformation	-
Communitas	3.50
Place	5.00
Corporate Resources	3.00
Finance	-
IT & Cyber	0.40
One Legal	14.00
Total	26.90

Prudential Indicators 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 actual	2024/25 budget	2025/26 budget
General Fund services (£m)	2.77	4.28	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 actual	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 actual	31.3.2025 budget	31.3.2026 budget	Debt at 31.12.2023
Debt (incl. PFI & leases) (£m)	30.33	19.98	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 6

	Maximum debt 2023/24	Debt at 31.03.24	2023/24 Authorised Limit	2023/24 Operational Boundary	Complied? Yes/No
Borrowing (£'000)	30,333	19,989	50,000	40,000	Yes
Total debt (£'000)	30,333	19,989	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 actual	2024/25 budget	2025/26 budget
Total net income from service and commercial investments (£m)	3.14	3.60	2.77	2.06
Proportion of net revenue stream	20.33%	22.17%	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 actual	2024/25 budget	2025/26 budget
Financing costs (£m)	1.376	1.365	1.383	1.400
Proportion of net revenue stream	8.92%	8.98%	9.90%	9.51%

Treasury Management Outturn Report 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 continued to decline from the 8.7% rate seen at the start of 2023/24. By the last quarter of the financial year headline consumer price inflation (CPI) had fallen to 3.4% in February, but was still above the Bank of England's 2% target at the end of the period. The core measure of CPI, i.e. excluding food and energy, also slowed in February to 4.5% from 5.1% in January, a rate that had stubbornly persisted for three consecutive months.

The UK economy entered a technical recession in the second half of 2023, as growth rates of -0.1% and -0.3% respectively were recorded for Q3 and Q4. Over the 2023 calendar year GDP growth only expanded by 0.1% compared to 2022. Of the recent monthly data, the Office for National Statistics reported a rebound in activity with economy expanding 0.2% in January 2024. While the economy may somewhat recover in Q1 2024, the data suggests that prior increases in interest rates and higher price levels are depressing growth, which will continue to bear down on inflation throughout 2024.

Labour market data provided a mixed message for policymakers. Employment and vacancies declined, and unemployment rose to 4.3% (3mth/year) in July 2023. The same month saw the highest annual growth rate of 8.5% for total pay (i.e. including bonuses) and 7.8% for regular pay growth (i.e. excluding bonuses). Thereafter, unemployment began to decline, falling to 3.9% (3mth/year) in January and pay growth also edged lower to 5.6% for total pay and 6.1% for regular pay, but remained above the Bank of England's forecast.

Having begun the financial year at 4.25%, the Bank of England's Monetary Policy Committee (MPC) increased Bank Rate to 5.25% in August 2023 with a 3-way split in the Committee's voting as the UK economy appeared resilient in the face of the dual headwinds of higher inflation and interest rates. Bank Rate was maintained at 5.25% through to March 2024. The vote at the March was 8-1 in favour of maintaining rates at this level, with the single dissenter preferring to cut rates immediately by 0.25%. Although financial markets shifted their interest rate expectations downwards with expectations of a cut in June, the MPC's focus remained on assessing how long interest rates would need to be restrictive in order to control inflation over the medium term.

In the Bank's quarterly Monetary Policy Report (MPR) released in August 2023 the near-term projection for services price inflation was revised upwards, goods price inflation widespread across products, indicating stronger domestic inflationary pressure with second-round effects in domestic prices and wages likely taking longer to unwind than they did to emerge. In the February 2024 MPR the Bank's expectations for the UK economy were positive for the first half of 2024, with a recovery from the mild recession in calendar H2 2023 being gradual. Headline CPI was forecast to dip below the 2% target quicker than previously thought due to declining energy prices, these effects would hold inflation slightly above target for much of the forecast horizon.

Following this MPC meeting, Arlingclose, the authority's treasury adviser, maintained its central view that 5.25% remains the peak in Bank Rate and that interest rates will most likely start to be cut later in H2 2024. The risks in the short-term are deemed to be to the downside as a rate cut may come sooner than expected, but then more broadly balanced over the medium term.

The US Federal Reserve also pushed up rates over the period, reaching a peak range of between 5.25-5.50% in August 2023, where it has stayed since. US policymakers have maintained the relatively dovish stance from the December FOMC meeting and at the meeting in March, economic projections pointed to interest rates being cut by a total of 0.75% in 2024.

Following a similarly sharp upward trajectory, the European Central Bank hiked rates to historically high levels over period, pushing its main refinancing rate to 4.5% in September 2023, where it has remained. Economic growth in the region remains weak, with a potential recession on the cards, but inflation remains sticky and above the ECB's target, putting pressure on policymakers on how to balance these factors.

Financial markets: Sentiment in financial markets remained uncertain and bond yields continued to be volatile over the year. During the first half of the year, yields rose as interest rates continued to be pushed up in response to rising inflation. From October they started declining again before falling sharply in December as falling inflation and dovish central bank attitudes caused financial markets to expect cuts in interest rates in 2024. When it emerged in January that inflation was stickier than expected and the BoE and the Federal Reserve were data dependent and not inclined to cut rates soon, yields rose once again, ending the period some 50+ bps higher than when it started.

Over the financial year, the 10-year UK benchmark gilt yield rose from 3.44% to peak at 4.75% in August, before then dropping to 3.44% in late December 2023 and rising again to 3.92% (28th March 2024). The Sterling Overnight Rate (SONIA) averaged 4.96% over the period to 31st March.

Credit review: In response to an improving outlook for credit markets, in January 2024 Arlingclose moved away from its previous temporary stance of a 35-day maximum duration and increased its advised recommended maximum unsecured duration limit on all banks on its counterparty list to 100 days.

Earlier in the period, S&P revised the UK sovereign outlook to stable and upgraded Barclays Bank to A+. Moody's also revised the UK outlook to stable, Handelsbanken's outlook to negative, downgraded five local authorities, and affirmed HSBC's outlook at stable while upgrading its Baseline Credit Assessment. Fitch revised UOB's and BMO's outlooks to stable.

In the final quarter of the financial year, Fitch revised the outlook on the UK sovereign rating to stable from negative based on their assessment that the risks to the UK's public finances had decreased since its previous review in October 2022, the time of the mini-budget.

Moody's, meanwhile, upgraded the long-term ratings of German lenders Helaba, Bayern LB and LBBW on better solvency and capital positions, despite challenges from a slowing German economy and exposure to the commercial real estate sector. Moody's also upgraded or placed on review for an upgrade, Australian banks including ANZ, CBA NAB and Westpac on the back of the introduction of a new bank resolution regime.

Credit default swap prices began the financial year at elevated levels following the fallout from Silicon Valley Bank and collapse/takeover of other lenders. From then the general trend was one of falling prices and UK lenders' CDS ended the period at similar levels to those seen in early 2023. Earlier in the year some Canadian lenders saw their CDS prices rise due to concerns over a slowing domestic economy and housing market, while some German lenders were impacted by similar economic concerns and exposure to commercial real estate towards the end of the period, with LBBW remaining the most elevated.

Heightened market volatility is expected to remain a feature, at least in the near term and, credit default swap levels will be monitored for signs of ongoing credit stress. As ever, the institutions and durations on the Authority's counterparty list recommended by Arlingclose remain under constant review.

Local Context

On 31st March 2024, the Authority had net investments of £6.6m 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 balance sheet resources 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	31.3.24 Actual £m
General Fund CFR	53.55	52.59
External borrowing**	-30.33	-19.8
Internal borrowing	23.21	32.79
Less: Balance sheet resources	-52.98	-49.66
Net investments	-29.87	-16.87

* finance leases, PFI liabilities and transferred debt that form part of the Authority's total debt

** shows only loans to which the Authority is committed and excludes optional refinancing

The treasury management position at 31st March and the change during the year is shown in Table 2 below.

Table 2: Treasury Management Summary

	31.3.23 Balance £m	Movement £m	31.3.24 Balance £m	31.3.24 Rate %
Long-term borrowing				
- PWLB	-20.33	0.53	19.80	1.92
Short-term borrowing	-10.00	10.00	0.00	0.00
Total borrowing	-30.33	10.53	19.80	
Long-term investments	10.42	-8.42	2.00	4.50
Short-term investments	18.00	-18.00	0.00	0.00
Cash and cash equivalents	1.45	5.15	6.60	5.25
Total investments	29.87	-21.27	8.60	
Net investments	0.46	-10.74	28.40	

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 have now begun to plateau. Gilt yields fell in late 2023, reaching April 2023 lows in December 2023 before rebounding to an extent in the first three months of 2024. Gilt yields have remained volatile, seeing upward pressure from perceived sticker inflation at times and downward pressure from falling inflation and a struggling economy at other times.

On 31st December, the PWLB certainty rates for maturity loans were 4.74% for 10-year loans, 5.18% for 20-year loans and 5.01% for 50-year loans. Their equivalents on 31st March 2023 were 4.33%, 4.70% and 4.41% respectively.

The cost of short-term borrowing from other local authorities has generally risen with Base Rate over the year. Interest rates peaked at around 7% towards the later part of March 2024 as many authorities required cash at the same time. These rates are expected to fall back to more normal market levels in April 2024.

At 31st March 2024 the Authority held £19.80m of loans, (a decrease of £0.53m to 31st March 2023, as part of its strategy for funding previous years' capital programmes. Outstanding loans on 31st March are summarised in Table 3A below.

Table 3A: Borrowing Position

	31.3.23 Balance £m	Net Movement £m	31.3.24 Balance £m	31.3.24 Weighted Average Rate %	31.4.24 Weighted Average Maturity (years)
Public Works Loan Board	-20.33	0.53	19.8	1.92	27.50
Local authorities (short-term)	-10.00	10.00	0.00	0.00	0.00
Total borrowing	-30.33	10.53	19.80		

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 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 Investment Activity

The CIPFA Treasury Management Code now defines treasury management investments as those investments which arise from the Authority's cash flows or treasury risk management activity that ultimately represents balances that 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	31.3.24 Balance £m
Banks & building societies (unsecured)	0.00	0.00	0.00
Local authorities	18.00	-18.00	0.00
Local authorities -Long term	2.00	0.00	2.00
Money Market Funds	1.45	5.15	6.60
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	17.03

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 2023 to 5.25% by the end March 2024. Short term rates peaked at 5.7% for 3-month rates and 6.7% for 12-month rates during the period, although these rates subsequently began to decline towards the end of the period. Money Market Rates also rose and were between 4.2% and 5.8% by the end of March 2024.

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
31.03.2024	5.03	A+	100%	1	4.47
Similar LAs	4.90	A+	61%	50	5.20
All LAs	4.82	A+	61%	9	5.03

*Weighted average maturity

Externally Managed Pooled Funds: £8.43m of the Authority's investments is invested in externally managed strategic pooled [bond, equity, 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.

2023/24 was characterised by significant volatility in bond markets. Adjusting to central banks' intention of keeping policy rates unchanged amid persistently higher core inflation, tight labour markets and resilient growth, global bond yields rose (i.e. bond prices fell), the August-October 2023 period being a particularly weak one for bond markets with falling prices negatively impacting credit market sentiment and bond fund performance as well as weighing on multi-asset fund returns. November and December saw a turnaround with a significant fall in US and global bond yields (i.e. bond prices rising), the catalyst being a signal from the US Federal Reserve that it was prepared to cut rates in 2024. The 10-year UK gilt yield, which had increased nearly 1.25% since the beginning of the financial year fell back to 3.44% by the end of December, close to its 1st April level. Thereafter, the first quarter of 2024 proved more difficult for government bonds as stubborn inflation led fixed income markets to question if the expectation of the number of rate cuts over 2024 and the accompanying fall in yields had been overdone.

Strong demand for credit resulted in the tightening of credit spreads which was supportive of high yield corporate bonds and emerging market debt.

By contrast, shrugging off geopolitical concerns, global equities were buoyed by healthy corporate earnings, resilient economic data and moderating inflation and the view central banks had reached the peak of their rate tightening cycles. A number of indices, including the S&P 500 and Nasdaq, posted record highs driven by AI exuberance. The performance of the S&P 500 was primarily driven by its top seven tech-related mega-cap growth stocks (these securities do not heavily feature in equity income funds). After an initial period of caution due to the likelihood of recession, the UK economy fared better than anticipated with a shallow recession, falling inflation and improved consumer confidence providing support for UK equities, with stocks trading at attractive valuations relative to their global peers. The FTSE All-Share was one of the top performing stock markets in September and December 2023. The total return on the FTSE All Share index for the 12 months ending March 2024 was 8.2%, FTSE 100 was 8.1% and MSCI All World was 25.7%.

The market background for commercial property improved marginally in 2023 and was more stable, in contrast to the very challenging backdrop of 2022. Low transactional volumes were a constraint on valuations and made prospective sellers and buyers more cautious. Although many sectors lacked momentum, there was growing confidence in the longer-term outlook as occupier demand and rental markets held up. Industrial and retail warehousing sectors remained strong, but the retail and offices sectors remained weak, the latter continuing to be hindered by low occupancy from hybrid working practices.

Income returns remained above budget. The Authority has budgeted £1m income from these investments in 2023/24. Income received up to 31st March was £1.6m.

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 and with the expectation that over a three- to five-year period total returns should 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 until 31st March 2025, but no other changes have been made; whether the override will be extended beyond this date is unknown but commentary to the consultation outcome suggests it will 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 the Treasury Management Code now 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 the Department for Levelling Up Housing and Communities (DLUHC) and Welsh Government also includes within the definition of investments 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 £3.36m of investment income for the Authority after taking account of direct costs, representing a rate of return of 5.6%.

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			

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.

Compliance

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

Table 7: Investment Limits

	2023/24 Maximum	31.3.24 Actual	2023/24 Limit	Complied?
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 8: Debt and the Authorised Limit and Operational Boundary

	2023/24 Maximum	31.3.24 Actual	2023/24 Operational Boundary	2023/24 Authorised Limit	Complied?
Borrowing	30.33m		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 Prudential Indicators

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

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 £10m 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.

1. 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	31.3.24 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
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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.

2. 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	31.3.24 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.

	31.3.24 Actual	2023/24 Target	Complied?
Total cash available within 1 months	£6.6m	£7m	No

Interest Rate Exposures: This indicator is set to control the Authority's exposure to interest rate risk. Bank Rate rose by 1.00% from 4.25% on 1st April 2023 to 5.25% by 31st March 2024.

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

	31/3/23	31/3/24
Bank Rate	4.25%	5.25%
1-year PWLB certainty rate, maturity loans	4.78%	5.36%
5-year PWLB certainty rate, maturity loans	4.31%	4.68%
10-year PWLB certainty rate, maturity loans	4.33%	4.74%
20-year PWLB certainty rate, maturity loans	4.70%	5.18%
50-year PWLB certainty rate, maturity loans	4.41%	5.01%

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.

Gloucestershire Health Overview & Scrutiny Committee Update

Tuesday 21 May 2024

This was the first meeting of the Committee that I had attended, in succession to Councillor Gemma Madle. Tewkesbury Borough Council had passed a motion on 16 April 2024 concerning provision for children with life limiting conditions. The Council asked a number of questions:

- 1) How many children fall into this category in Gloucestershire?
- 2) What support is there for respite care?
- 3) Is NHS-funded hospice care meeting the needs of children within the County?

In answer we were told that:

- 1) there are approximately 1000 children in this category in the County.
- 2) NHS Gloucestershire hold contracts with Acorns Children's Hospice and James Hopkins Trust for short breaks. For the financial year 23/24 79 children accessed support from Acorns Hospice. James Hospice Trust is not a hospice but offers nursing respite to children with Palliative Care needs. During 23/24 113 were supported. 'Where capacity allows a Children's Nursing Team also aims to provide an on-call paediatric palliative service 24 hours a day seven days a week.... In addition, the ICB commissions specialist care and support...'
- 3) The support is tailored to individual needs and the contract frequently monitored.

I was allowed supplementary questions. I pressed the point that 1,000 children was a very vague answer, and of these only 192 of the approximately 1,000 children thought to be in this category had received the extra care. The Hospice care, excellent as it seems to be, is in Worcester and is obviously not completely satisfactory from a geographical point of view, for example, for families in Wotton under Edge. Further answers were promised.

Later in the meeting when work for meetings later in the year was discussed it was agreed at the request of Tewkesbury Borough Council that a more detailed report would be prepared for the July meeting.

General Practice in Gloucestershire - Update on Access (pp13-22)

In February 2024, Gloucestershire provided 388,618 appointments for a population of 689,422.

There were 2,734 appointments per 100,000 patients.

Although Gloucestershire ranked lowest for the % of patients seen within 14 days, more patients than the national average were seen within 14 days:

Other statistics:

- 2008.4 appointments per 100,00.
- 68.6% of appointments were face to face.
- Taking 2018/2019 as the baseline there has been an increase of 32.2% in total number of appointments.
- There has been a drop in the FTE (Full Time Equivalent) GPs across Gloucestershire, except in Gloucester itself between 2022 and 2024: Tewkesbury 27 in 2022 and 26 in 2024.
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Maternity Services Updates (pp 23-28)

Stroud Maternity Unit and Aveta Birthing Unit (Cheltenham) both remain temporarily closed. This is mainly due to staff shortages.

Gloucestershire Integrated Care System (GICS) Performance Report

(pp 29-56)

A great deal of information was given, I just pick out a couple of areas. Cancer treatment waiting times have remained largely stable, but plans are in place to improve responses and raise productivity. A number of initiatives have been started to deal with problems confronting the dental service, a premium is being offered for patients not seen for two years or more, and a dental van will be touring the county.

NHS Gloucestershire Integrated Care Board (ICB) (pp 57-78)

Much ground was covered in the report, but I draw attention to ambulance hand over times that are still causing a great deal of concern, and A & E waiting times - too many above four hours.