

15 November 2016

Committee	Executive
Date	Wednesday, 23 November 2016
Time of Meeting	2:00 pm
Venue	Council Chamber

ALL MEMBERS OF THE COMMITTEE ARE REQUESTED TO ATTEND



**for Sara J Freckleton
Borough Solicitor**

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 (staff should proceed to their usual assembly point). 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.



Item	Page(s)
3. DECLARATIONS OF INTEREST	
<p>Pursuant to the adoption by the Council on 26 June 2012 of the Tewkesbury Borough Council Code of Conduct, effective from 1 July 2012, as set out in Minute No. CL.34, Members are invited to declare any interest they may have in the business set out on the Agenda to which the approved Code applies.</p>	
4. MINUTES	1 - 10
<p>To approve the Minutes of the meeting held on 12 October 2016.</p>	
5. ITEMS FROM MEMBERS OF THE PUBLIC	
<p>To receive any questions, deputations or petitions submitted under Rule of Procedure 12.</p> <p><i>(The deadline for public participation submissions for this meeting is 17 November 2016)</i></p>	
6. EXECUTIVE COMMITTEE FORWARD PLAN	11 - 14
<p>To consider the Committee's Forward Plan.</p>	
7. MEDIUM TERM FINANCIAL STRATEGY 2017/18-2021/22	15 - 40
<p>To recommend the Medium Term Financial Strategy to Council for approval.</p>	
8. FINANCIAL UPDATE - QUARTER TWO 2016/17 PERFORMANCE AND HALF YEAR TREASURY MANAGEMENT REPORT	41 - 61
<p>To consider the financial performance information for the second quarter of 2016/17; to approve the use of the reported surplus to fund the one-off costs of the management restructure and to use the balance available to support the Medium Term Financial Strategy reserve; and to note the half yearly treasury management report.</p>	
9. REVIEW OF TREE SAFETY MANAGEMENT POLICY	62 - 72
<p>To approve the updated Tree Safety Management Policy.</p>	
10. LEISURE CENTRE STRATEGIC PARTNERSHIP BOARD	73 - 76
<p>To approve the Council's representation on the Leisure Centre Strategic Partnership Board.</p>	
11. SAFEGUARDING POLICY	77 - 102
<p>To approve the revised Safeguarding Policy.</p>	
12. WORK EXPERIENCE AND WORK PLACEMENT POLICY	103 - 126
<p>To approve the Work Experience and Work Placement Policy to be effective from 1 December 2016.</p>	

Item	Page(s)
13. RECRUITMENT OF ENVIRONMENTAL WARDEN	127 - 155
<p>To approve the recruitment of an Environmental Warden subject to ensuring cost neutrality over the proposed three year appointment and a satisfactory partnership agreement and to delegate responsibility to negotiate a partnership agreement with the Parish and Town Councils wishing to participate.</p>	
14. COMMUNITY GRANTS CRITERIA	156 - 168
<p>To approve a new community grants criteria for implementation from April 2017.</p>	
15. PROPOSED EXPANSION TO THE COUNCIL'S VEHICLE FLEET	To Follow
<p>To consider a request from Ubico to expand the Council's proposed vehicle fleet outside the approved budgetary framework and the revenue implications for the Council's Medium Term Financial Plan.</p>	
16. SEPARATE BUSINESS	
<p>The Chairman will move the adoption of the following resolution:</p> <p>That under Section 100(A)(4) Local Government Act 1972, the public be excluded for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act.</p>	
17. SEPARATE MINUTES	169 - 170
<p>To approve the separate Minutes of the meeting of the Committee held on 12 October 2016.</p>	
18. REVIEW OF DEVELOPMENT MANAGEMENT TEAM STAFFING STRUCTURE	171 - 180
<p><i>(Exempt –Paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972 – Information relating to any individual)</i></p> <p>To make a recommendation to Council on the review of the Development Management structure.</p>	
19. COMMERCIAL INVESTMENT PROGRAMME	To Follow
<p><i>(Exempt –Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 –Information relating to the financial or business affairs of any particular person (including the authority holding that information))</i></p> <p>To consider the Commercial Investment Programme.</p>	

Item	Page(s)
<p>20. ACQUISITION OF LAND AT FURROWFIELD PARK, NEWTOWN, TEWKESBURY</p> <p><i>(Exempt –Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 –Information relating to the financial or business affairs of any particular person (including the authority holding that information))</i></p> <p>To consider the acquisition of public open space at Furrowfield Park, Newtown, Tewkesbury.</p>	181 - 184
<p>21. ABBEY CARAVAN SITE, TEWKESBURY</p> <p><i>(Exempt –Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 –Information relating to the financial or business affairs of any particular person (including the authority holding that information))</i></p> <p>To consider a five option agreement.</p>	185 - 194

DATE OF NEXT MEETING
WEDNESDAY, 4 JANUARY 2017
COUNCILLORS CONSTITUTING COMMITTEE

Councillors: R E Allen, Mrs K J Berry, R A Bird, D M M Davies, M Dean, Mrs E J MacTiernan, J R Mason, R J E Vines (Chair) and D J Waters (Vice-Chair)

Substitution Arrangements

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

Recording of Meetings

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 Chairman 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 Executive Committee held at the Council Offices,
Gloucester Road, Tewkesbury on Wednesday, 12 October 2016 commencing at
2:00 pm**

Present:

Chair
Vice Chair

Councillor R J E Vines
Councillor D J Waters

and Councillors:

R E Allen, Mrs K J Berry, R A Bird, D M M Davies, M Dean, Mrs E J MacTiernan and J R Mason

also present:

Councillors P W Awford

EX.35 ANNOUNCEMENTS

- 35.1 The evacuation procedure, as set out on the Agenda, was taken as read.
- 35.2 The Chair welcomed Councillor P W Awford to the meeting. Councillor Awford was in attendance as Chair of the Overview and Scrutiny Committee for Agenda Item 7 – Performance Management Report – Quarter One 2016/17.

EX.36 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

- 36.1 There were no apologies for absence received on this occasion.

EX.37 DECLARATIONS OF INTEREST

- 37.1 The Committee's attention was drawn to the Tewkesbury Borough Council Code of Conduct which was adopted by the Council on 26 June 2012 and took effect from 1 July 2012.
- 37.2 The following declaration was made:

Councillor	Application No./Item	Nature of Interest (where disclosed)	Declared Action in respect of Disclosure
D J Waters	Item 14 - Community Grant – Queens Road, Tewkesbury.	Is the Council's representative on the Board of Severn Vale Housing Society.	Would not speak or vote and would leave the meeting for the consideration of this item.

- 37.3 There were no further declarations made on this occasion.

EX.38 MINUTES

- 38.1 The Minutes of the meeting held on 31 August 2016, copies of which had been circulated, were approved as a correct record and signed by the Chair.

EX.39 ITEMS FROM MEMBERS OF THE PUBLIC

- 39.1 There were no items from members of the public on this occasion.

EX.40 EXECUTIVE COMMITTEE FORWARD PLAN

- 40.1 Attention was drawn to the Committee's Forward Plan, circulated at Pages No. 9-14. Members were asked to consider the Plan.

- 40.2 Accordingly, it was

RESOLVED: That the Committee's Forward Plan be **NOTED**.

EX.41 PERFORMANCE MANAGEMENT REPORT - QUARTER ONE 2016/17

- 41.1 The report of the Head of Corporate Services, circulated at Pages No. 15-51, asked Members to review and, if appropriate, take action on the observations of the Overview and Scrutiny Committee following its review of the 2016/17 quarter one performance management information.

- 41.2 Attention was drawn to the observations made by the Overview and Scrutiny Committee, attached to the report at Appendix 1, and the Council Plan Performance Tracker, attached at Appendix 2 to the report.

- 41.3 The Overview and Scrutiny Committee Chair explained that this was the first review of the new Council Plan. As such there had been quite a few questions from the Committee across the whole of the Plan. One good recommendation from Members, and to aid the robustness of the tracker document, was for a target date of implementation to be added to each action. There had been a lengthy discussion around the planning service as a result of the planning processing times which were presented to the Committee. Councillor Awford indicated that he understood planning was an emotive subject, and Members recognised the difficulties and challenges facing the Council's planning service, but felt that, ultimately, everyone wanted a good and customer focused service. It was pleasing that the Development Manager had been present to answer the Committee's questions and he had confirmed that there were still a number of posts to fill but generally the morale of the team was good with the new recruits bringing energy to the team. He was also confident that the target for major applications would be achieved. The Committee had received a presentation at a previous meeting on Phase 2 of the Planning Services review and the Chair thought that Officers probably needed the space to deliver the action plan before planning was subject to further scrutiny from Members. The Overview and Scrutiny Committee had also been informed that the service may need to consider a different business model and comparisons with One Legal had been mentioned.

- 41.4 With regards to commercialism, a Council Plan action was to undertake a review of the trade waste service. It had been explained to the Overview and Scrutiny Committee that this review was part of the overall commercial programme with an implementation date yet to be agreed. The Committee had been pleased to hear that the way forward regarding the letting out of the top floor was drawing to a conclusion and there was ongoing dialogue with Gloucestershire County Council with a number of options being considered. If these were viable a report to

Executive Committee was expected by the end of the calendar year. To support these proposals Members had been advised about an exciting project involving the Council's bid to the Local Enterprise Partnership Project to host a growth hub within the public services centre. In addition, linked to economic growth was the new Economic Development and Tourism Strategy which was being developed by an Overview and Scrutiny Working Group; Working Groups were an area where the Overview and Scrutiny Chair felt the Committee added real value. The Overview and Scrutiny Committee had also been informed of nearly £400,000 of grant monies that had been obtained to support improvement and development around Junction 9 of the M5. A large proportion of this was from a Tewkesbury Borough Council bid.

- 41.5 With regard to specific service performance, it was noted by Overview and Scrutiny Members that there had been a reduction in performance of Revenues and Benefits processing times. It was noted, however, that processing times were still in the top quartile nationally. The Committee had welcomed the views of the Head of Service who confirmed there had been periods of sickness absence coupled with a small increase in claims but that performance was now back on track. With regards to sickness absence, there had been an increase in the average number of sick days across the Council services. This was mainly through a combination of long term physical illnesses but there were some short term absence issues in certain services which were subject to change and assurance was given to Members that these were being closely monitored. The Chair explained that Overview and Scrutiny Committee Members who were Support Members had been keen to give a message to the Executive Committee that they would welcome closer working with Lead Members so that when they went to the Overview and Scrutiny Committee they were better informed. They would also welcome Lead Member attendance at Overview and Scrutiny Committee meetings as appropriate.
- 41.6 Referring to the sickness absence rate, a Member questioned whether it was possible to differentiate between the services; he thought this would be helpful information as it would show whether there was a correlation with what the staff were being asked to do. In response, the Chief Executive advised that he could provide more detailed information; however, the Overview and Scrutiny Committee Members did monitor this closely, as did Managers. It was generally found that sickness rates were not specifically related to the nature of the services, particularly now that the Council no longer had the depot service in-house but because the Council was a small organisation a small number of absences tended to make a significant difference. The other issue for the organisation was that changes within a service sometimes resulted in sickness absences – this was also monitored carefully. In terms of the information requested by the Member, the Chief Executive advised that he would ask Officers to look at the information available and how that could be provided to Members without individuals being identified.
- 41.7 In response to a query about the challenge made by his Members, the Overview and Scrutiny Committee Chair indicated that the Committee was now becoming more robust and focussed and was more challenging than it had been previously. He felt that pre-reading of reports was good and he was starting to look at new ways of doing things i.e. reports rather than lengthy presentations; he was of the view that these measures were making the Committee more effective. One of the Lead Members indicated that she had attended meetings of the Committee previously and she had not been very impressed with the Committee's questioning skills at that time. She felt that the pre-meetings were extremely useful but this had not translated into the actual Committee. She did agree though that less presentations and more challenge would be preferable. The Chief Executive indicated that scrutiny was really important but, generally speaking, was not a role that came naturally to most people; he did, however, feel the Committee was improving and there was a need to continue to build on that progress so Officers

would keep working with Members to provide the tools they needed in this regard. The Chair agreed with this and indicated that he was considering whether more training was required. In addition, the Head of Corporate Services advised that Anne Reader from Frontline Consulting had attended a meeting to offer a critique and her report would be shared with the Chair and Vice-Chair of the Committee as well as the appropriate Lead Member. That report contained some actions with regard to things like effective questioning and the Overview and Scrutiny Committee's role in relation to the Executive Committee.

- 41.8 The Executive Committee Chair thanked the Overview and Scrutiny Committee for its work and, accordingly, it was

RESOLVED: That the Overview and Scrutiny Committee's comments on the Performance Management Report for Quarter One of 2016/17 be **NOTED**.

EX.42 BUSINESS TRANSFORMATION PROGRAMME

- 42.1 The report of the Head of Corporate Services, circulated at Pages No. 52-59, attached an updated Business Transformation Programme which Members were asked to approve.

- 42.2 In introducing the report, the Head of Corporate Services explained that, in the two years since the Transformation Programme had been introduced, it had delivered many projects including the new leisure centre, continued development of the public service centre, delivery of a new operating model for the depot services and the Revenues and Benefits Service Review. The programme now needed to be refreshed to reflect new emerging projects and, significantly, to introduce a fifth theme on commercialisation. The updated Programme was attached to the report at Appendix 1.

- 42.3 The Vice-Chair indicated that he was aware of a range of projects that were currently being considered and he intended to sit down with his Transform Working Group Vice-Chair and the Heads of Finance and Asset Management and Corporate Services to work through the list. He intended to identify them in a priority order so that the Council could concentrate on those which were most important but not lose those that were a lower priority.

- 42.4 Accordingly, it was

RESOLVED: That the updated Business Transformation Programme be **APPROVED**.

EX.43 REVIEW OF PROCUREMENT STRATEGY

- 43.1 The report of the Head of Finance and Asset Management, circulated at Pages No. 60-74, attached an updated Corporate Procurement Strategy which Members were asked to approve.

- 43.2 Members were advised that the current Procurement Strategy had last been approved by Members in October 2012. In a time of significant austerity there was even more focus on procurement to help the Council with the severe challenges it faced. The draft Corporate Procurement Strategy for 2016/20, attached to the report at Appendix A, continued the aim of ensuring procurement was carried out effectively and delivered value for money for the Council. In order for procurement practices to be efficient and consistent throughout the whole organisation, the main actions within it related to the development of the purchase ordering module within the Council's financial system, which would replace paper based manual practices,

and the implementation of a new procurement system to automate the Council's procurement responsibilities and ensure effective interaction with suppliers.

43.3 Referring to Paragraph 2.1 of the report, a Member questioned whether the role of 'Procurement Advisor' was a post in its own right or whether it was a named individual. In response, he was advised that the Council had an Officer who was trained in procurement and spent one day per week in support of those activities. In terms of the use of contract finder, Members were advised that the service was free which was good. There was a South West Portal but this was expensive unless a number of authorities worked together at which point it was more cost effective.

43.4 Accordingly, it was

RESOLVED: That the updated Corporate Procurement Strategy be **APPROVED**.

EX.44 WHISTLEBLOWING POLICY

44.1 The report of the Head of Corporate Services, circulated at Pages No. 75-99, attached an updated Whistleblowing Policy which Members were asked to approve.

44.2 The Committee was advised that the Council had been working with the Counter Fraud Unit to review the Policy which had been developed in consultation with the four authorities in the GO Shared Service partnership; Cheltenham Borough Council, Cotswold District Council, West Oxfordshire District Council and the Forest of Dean District Council. The policy had been updated to reflect legislative requirements and employer responsibilities to ensure the Council protected staff who reported, or 'blew the whistle', about any areas of concern within the authority and to safeguard those against whom allegations were made. The Policy had been considered by the Audit Committee and that Committee had recommended it to the Executive Committee for approval. It was anticipated that training would be rolled out in November to ensure Officers knew how to deal with issues that arose.

44.3 During the brief discussion which ensued, a Member questioned whether employees and Members knew who they should report concerns to i.e. were there notices in each department which provided the name of the appropriate person like those which were displayed for first aiders. In response, it was clarified that when the Policy was published on the intranet everyone would be made aware of the appropriate points of contact. The Member advised that the County Council used to provide credit card sized information which contained such details and she wondered whether Tewkesbury Borough Council could do something similar. In response, the Head of Corporate Services explained that the Council used to display posters around the offices but he was happy to look at various means of communicating the information to staff. In terms of a suggestion that Members should receive a seminar on the Whistleblowing Policy, the Chief Executive indicated that it may be a good idea to combine this with information on data protection, safeguarding etc. to make it more worthwhile in time terms.

44.4 Accordingly, it was

RESOLVED: That, subject to any minor amendments as a result of consultation with the GO Shared Service Partnership, the updated Whistleblowing Policy be **APPROVED**.

EX.45 ANTI-FRAUD AND CORRUPTION POLICY

- 45.1 The report of the Head of Finance and Asset Management, circulated at Pages No. 100-119, attached an amended Anti-Fraud and Corruption Policy which Members were asked to approve.
- 45.2 Members were advised that the Policy had been developed and updated to confirm latest legislation and to reflect the changes brought about by the creation of the single fraud investigation service which was operated by the Department for Work and Pensions. The Policy had been developed in consultation with other Gloucestershire authorities and West Oxfordshire District Council in order to provide a platform for the operation of the Counter Fraud Unit. It had also been considered by the Audit Committee at its meeting in September and had been recommended to the Executive Committee for approval.
- 45.3 During the brief discussion which ensued, a Member drew attention to Paragraph 8.11 on Page No 118, which showed a list of the Officers that could be contacted and advised that this was the type of list that she would like to have seen included in the Whistleblowing Policy and also in the Anti-Bullying and Harassment Policy. Referring to online payments, a Member questioned whether the Council had found this resulted in a problem with money laundering. In response, he was advised that the Council did not have any information about money laundering specifically.
- 45.4 Accordingly, it was

RESOLVED: That the updated Anti-Fraud and Corruption Policy be
APPROVED.

EX.46 ANTI-BULLYING AND HARASSMENT POLICY

- 46.1 The report of the Head of Corporate Services, circulated at Pages No. 120-143, attached an updated Anti-Bullying and Harassment Policy which Members were asked to approve.
- 46.2 The Committee was advised that the Policy was in place to give employees who believed they had been bullied or harassed at work a route to raise the issue, either informally or formally, and it was important that the policy was fit for purpose. There were legal liabilities that could arise from a failure to act and there could be serious consequences for the health and wellbeing of individuals. The Policy, as attached to the report, supported the right of all people to be treated with dignity and respect at work and provided procedures to deal with any issues of bullying or harassment in the Council.
- 46.3 A Member expressed the view that this was probably one of the most worrying subjects and it was sometimes difficult to identify who was responsible. In response, the Deputy Chief Executive explained that the Policy was one strand of how the Council approached a culture of being a positive, open, kind and effective workforce. Only that week Officers and Members had been attending 'Brilliant' workshops which were all about positive psychology and random acts of kindness and this was the culture that was expected within the organisation. In terms of exit interviews for staff, the Council tried to undertake those to get an idea of the reasons why people were changing jobs; it was usual for this to be for better job prospects/promotion and not due to bullying etc. The Chief Executive advised that the Council took bullying very seriously and understood that all allegations needed to be managed well through a thorough, sensitive and speedy investigation.

46.4 Accordingly, it was

RESOLVED: That the amendments to the current Anti-Bullying and Harassment Policy be **AGREED** to take effect from 1 November 2016.

EX.47 REGULATION OF INVESTIGATORY POWERS ACT 2000

- 47.1 The report of the Borough Solicitor, circulated at Pages No. 144-173, attached the Regulation of Investigatory Powers Act (RIPA) Procedural Guide and the Social Media Policy which Members were asked to approve.
- 47.2 Members were advised that the documents attached to the report had been considered by the Audit Committee at its meeting in September and that Committee had recommended them to the Executive Committee for approval. The Regulation of Investigatory Powers Act had been brought into force in 2000 and had allowed Councils to carry out covert surveillance of alleged offenders for the prevention and detection of crime. The Act also allowed the Council to apply to mobile phone companies, and other telecommunications providers, for information about individuals who were suspected of committing crimes. Compliance with RIPA ensured the actions taken by the Council complied with the Human Rights Act 1998, in particular the right to privacy and to a fair trial when gathering evidence in preparation for a Court case.
- 47.3 In accordance with the guidance issued by the Home Office it was recommended that Councillors were involved in the annual review of RIPA policies and the report before the Committee was the annual report for 2016. The use of the Act had changed significantly since it had been introduced and it was now quite unusual for the RIPA procedure to be initiated. However, the Office of Surveillance Commissioners report in 2014 had made additional recommendations that the Council should consider implementing a Social Media Policy/Procedure due to the increasing internet traffic and the use of social networking sites by traders, companies and individuals that may result in criminal activity. The Council had not had any RIPA authorisations for the past five or six years but it needed to have a Policy in place in the event that it was required. It was anticipated that training on the use of RIPA powers would be provided by the end of November.
- 47.4 A Member raised concern about Paragraph 3.2.3, on Page No. 151, of the report and questioned whether she would be breaking the law if she saw something of concern in her Ward and took a picture of it to send to Officers. In response, the Chief Executive indicated that if this was a public place then that would be fine. However, the danger came if a Member was looking into private premises, even from a public vantage point, using a long distance device e.g. binoculars, this would constitute covert surveillance.
- 47.5 Referring to Page No. 163, Annex A, a Member indicated that this document was out of date as the job descriptions had now changed. He was advised that this had been notified to the Office of Surveillance Commissioners and Officers were aware that, once the vacant posts were filled, the names would need to be identified within the document as it needed to contain the details of named people rather than posts.

47.6 Accordingly, it was

- RESOLVED:**
1. That the Regulation of Investigatory Powers Act (RIPA) – Procedural Guide, as attached to the report at Appendix 1, be **ENDORSED**.
 2. That the Social Media Policy, as attached to the report at Appendix 2, be **APPROVED**.
 3. That training be undertaken by Officers.

EX.48 COMMUNITY GRANT - QUEENS ROAD, TEWKESBURY

- 48.1 The report of the Deputy Chief Executive, circulated at Pages No. 174-177, provided details about a proposal that had been received from Severn Vale Housing Society to resolve the outstanding position in respect of a community grant previously awarded for conversion work at 101-105 Queens Road, Tewkesbury. Attention was drawn to a paper circulated around the table which detailed amended recommendations in respect of this issue. Members were asked to release the charge over Title Number GR342856 referred to in the report provided that Severn Vale Housing Society Ltd. first entered into a formal covenant with Tewkesbury Borough Council to pay to the Council the sum of £73,646.69 in equal annual instalments over a period of seven years from the date of the Deed; to delegate authority to the Head of Finance and Asset Management to settle the further terms of the Deed and to the Borough Solicitor to prepare such documents as she considered appropriate to reflect the terms agreed; and that the monies received from Severn Vale Housing Society Ltd. under the terms of the Deed be allocated for the benefit of Prior's Park Neighbourhood Project Ltd. or (should that company cease to exist) allocated for community support within the Prior's Park neighbourhood.
- 48.2 The Deputy Chief Executive indicated that, at its meeting in June 2016, the Committee had determined that Severn Vale Housing Society should be asked to repay the totality of the community grant previously awarded to the Prior's Park Neighbourhood Project in 2010 for conversion work at 101-105 Queens Road, which was placed as a charge on the property. During discussions with Severn Vale following that meeting a proposal had been received which it hoped would resolve the outstanding position. The proposal saw Severn Vale Housing Society accept the liability for the outstanding grant amount of £73,646.69 which was owed to the Borough Council and it also offered a commitment to support the community work carried out by the Neighbourhood Project in the Prior's Park area. With this in mind, Severn Vale had offered to repay the outstanding amount in the form of a £10,520 annual grant to Prior's Park Neighbourhood Project for seven years to aid the community development capacity of the Project. The first annual grant would be made within 2016/17 financial year as soon as the charge was lifted from the property and continued each year subsequently. It was proposed that that 'community grant' would be paid direct to the Borough Council for onward transmission to the community project and, within that time should the Neighbourhood Project cease to exist, the monies would remain ring-fenced for community support within the Prior's Park neighbourhood with any remaining balance being paid directly to the Borough Council to replenish the community grants pot for general support throughout the Borough. Severn Vale Housing Society would also offer an officer to sit on the Neighbourhood Project's Board to further support the community organisation in its sustainability and future planning.

- 48.3 The Deputy Chief Executive advised that she had consulted with the local Ward Members on the proposal and they were very supportive of it. There was vulnerability in the neighbourhood and the work the Project did to enhance the area and achieve better outcomes for its residents was invaluable.
- 48.4 Having considered the information provided, and proposal made from Severn Vale Housing Society, it was

RESOLVED:

1. That the charge over Title Number GR342856, as referred to in the report, be released provided Severn Vale Housing Society Ltd. first enter into a formal covenant with Tewkesbury Borough Council to pay to the Council the sum of £73,646.69 in equal annual instalments over a period of seven years from the date of the Deed.
2. That authority be delegated to the Head of Finance and Asset Management to settle the further terms of the Deed and to the Borough Solicitor to prepare such documents as she considers appropriate to reflect the terms agreed.
3. That the moneys received from Severn Vale Housing Society Ltd to Tewkesbury Borough Council under the terms of the Deed be allocated for the benefit of Prior's Park Neighbourhood Project Ltd. or (should that company cease to exist) allocated for community support within the Prior's Park neighbourhood.

EX.49 CHRISTMAS CAR PARKING

- 49.1 The report of the Head of Development Services, circulated separately at Pages No. 1-4, set out an approach which had been made to the Council by retailers in Tewkesbury to change the current free parking offer from the last Saturday before Christmas (24 December) to the first Saturday in December (3 December) to coincide with Small Business Saturday in the UK. Members were asked to approve this as an amendment to the Parking Order for publication and consultation and to delegate authority to implement changes to the Parking Order to the Head of Development Services in consultation with the Lead Member for Economic Development/Promotion.
- 49.2 The Deputy Chief Executive explained that the retailers in the Town felt that this change could be used as a platform for promotion and to help attract Christmas shopping trade earlier in the month. Small Business Saturday was an established national event which highlighted small business success and encouraged consumers to 'shop local' and support small businesses in their communities. In Tewkesbury, the Federation of Small Businesses had been consulted and supported the change with the view that it was a good way to promote Small Business Saturday and to encourage people into the Town rather than going to Cheltenham and Gloucester. Businesses felt that the majority of Christmas shopping was usually completed by the last Saturday, which fell on Christmas Eve this year so would have little, if any, benefit to the local economy. The other free parking day in Tewkesbury would be retained for the switching on of the Christmas lights as set out in the current Car Parking Strategy. Consultation had also been undertaken with business groups and the Town Council in Winchcombe and they had indicated they would like to retain the free parking day on the last Saturday before Christmas, however, they would also like the other free parking day to be 3 December to coincide with Small Business Saturday; that request was in line with the current Car Parking Strategy as it fell under 'an equivalent Christmas event in

Winchcombe' therefore no amendment was required to the Parking Order in that regard.

49.3 During the brief discussion which ensued, a Member questioned whether it would cost a lot to offer every Saturday in December for free parking. In response, the Vice-Chair indicated that this issue had been considered as part of the review of the Car Parking Strategy but had been found to be prohibitively expensive.

49.4 Accordingly, it was

- RESOLVED:**
1. That the proposed amendment to the Parking Order be **APPROVED** for publication and consultation.
 2. That authority be delegated to the Head of Development Services, in consultation with the Lead Member for Economic Development/Promotion, to implement the changes to the Parking Order.

EX.50 SEPARATE BUSINESS

50.1 The Chair proposed, and it was

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

EX.51 SEPARATE MINUTES

51.1 The separate Minutes of the meeting held on 31 August 2016, copies of which had been circulated, were approved as a correct record and signed by the Chair.

EX.52 THE HANGINGS, LAND ADJ RIVER AVON, NORTH OF QUAY STREET, TEWKESBURY

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

52.1 Having considered the report, the Committee agreed to transfer the Public Open Space land and the river wall known as The Hangings, adjacent to River Avon, North of Quay Street, Tewkesbury to Tewkesbury Town Council.

The meeting closed at 3:45 pm

EXECUTIVE COMMITTEE FORWARD PLAN 2016/17

REGULAR ITEM:

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

<p>Addition to 23 November 2016</p> <ul style="list-style-type: none"> • Commercial Investment Programme. • Tree Management Policy – Brought forward from 4 January 2017. • Leisure Centre Strategic Partnership Board. • Proposed Expansion to the Council's Vehicle Fleet. • Confidential Item: Review of the Development Management Structure. • Confidential Item: Acquisition of Land at Furrowfield Park, Newtown. • Confidential Item: Caravan Park Lease.

Committee Date: 4 January 2017			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Management Report – Quarter 2 2016/17 (Annual).	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter two performance management information.	Graeme Simpson, Head of Corporate Services.	No.
Housing Strategy.	To approve the Housing Strategy.	Richard Kirk, Interim Head of Community Services.	Removed from the Forward Plan – will be considered by Council in January 2017.
Tree Management Policy.	To approve the Tree Management Policy.	Andy Noble, Asset Manager.	Brought forward to 23 November meeting.

11

Agenda Item 6

Committee Date: 4 January 2017

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Economic Development and Tourism Strategy.	To approve the amended Economic Development and Tourism Strategy following an Overview and Scrutiny review.	Andy Sanders, Economic and Community Development Manager.	No.
Fee Charging Strategy	To consider and agree a Fee Charging Strategy for the Council.	Simon Dix, Head of Finance and Asset Management.	Yes – from November 2016.
Confidential Item: Spring Gardens/Oldbury Road Regeneration.	To consider the information provided and agree a way forward.	Simon Dix, Head of Finance and Asset Management.	Yes – Deferred from October to allow time for further information to come forward to allow a decision on the matter.

(To be considered in private because of the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)).

21

Committee Date: 1 February 2017			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Budget 2017/18 (Annual).	To recommend a budget for 2017/18 to Council.	Simon Dix, Head of Finance and Asset Management.	No.
Treasury Management Strategy (Annual).	To approve the Treasury Management Strategy.	Simon Dix, Head of Finance and Asset Management.	No.
Financial Update – Quarter 3 Performance (Annual).	To consider the quarterly budget position.	Simon Dix, Head of Finance and Asset Management.	No.

↻

Committee Date: 15 March 2017			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required

Committee Date: 26 April 2017			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Management Report – Quarter 3 2016/17 (Annual).	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter three performance management information.	Graeme Simpson, Head of Corporate Services.	No.
Flood Risk Management Group Terms of Reference and Action Plan (Annual).	To undertake an annual review of the Terms of Reference of the Flood Risk Management Group and action plan.	David Steels, Environmental Health Manager	No.
Council Plan Update 2016/17 (Annual).	To consider the Council Plan and make a recommendation to Council.	Graeme Simpson, Head of Corporate Services.	No.
High Level Service Plan Summaries (Annual).	To consider the key activities of each service grouping during 2017/18.	Graeme Simpson, Head of Corporate Services.	No.

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	23 November 2016
Subject:	Medium Term Financial Strategy 2017/18 – 2021/22
Report of:	Head of Finance and Asset Management, Simon Dix
Corporate Lead:	Deputy Chief Executive
Lead Member:	Lead Member for Finance and Asset Management
Number of Appendices:	One

<p>Executive Summary:</p> <p>The Medium Term Financial Strategy (MTFS), attached at Appendix A, provides the financial plan for the Council for the period 2017/18 – 2021/22. It sets out the Council’s estimates of its commitment expenditure and identifies the spending pressures it faces and the budget savings needed to achieve the recommended Council Tax levels for each of the five years of the plan.</p>
<p>Recommendation:</p> <p>To RECOMMEND TO COUNCIL that the Medium Term Financial Strategy 2017/18 – 2021/22 be ADOPTED.</p>
<p>Reasons for Recommendation:</p> <p>The agreement of a five year financial plan is crucial to the Council in ensuring sufficient resources are allocated to priority areas and that the Council remains financially sustainable.</p>

<p>Resource Implications:</p> <p>The council faces a deficit in its base budget of over £3.34m in the next 5 years. The MTFS sets out some of the strategies that will need to be considered to deal with the deficit.</p>
<p>Legal Implications:</p> <p>None.</p>
<p>Risk Management Implications:</p> <p>Set out in in MTFS.</p>
<p>Performance Management Follow-up:</p> <p>The MTFS will be kept under continual review and amended in line with significant policy changes, and performance will be monitored against the plan by Members through the quarterly performance monitoring reports.</p>

Environmental Implications:

None.

1.0 INTRODUCTION/BACKGROUND

1.1 Financial planning is fundamental to good financial management and the five year Medium Term Financial Strategy sets out resource availability within recommended Council Tax levels.

2.0 MEDIUM TERM FINANCIAL STRATEGY

2.1 The Medium Term Financial Strategy (MTFS) is a key element within the Council's overall strategic planning framework. The Strategy takes a five year perspective and is reviewed, updated and rolled forward annually to set a framework for how budget pressures and priorities will be managed within the best estimates of available capital and revenue resources.

2.2 The MTFS outlines the budget that will be delivered over the medium to long-term. A further report, specifically on the 2017/18 detailed budget, will be presented to both Executive Committee and Council in February 2017 for Member approval.

2.3 The position of Local Government finance has been uncertain for long period of time and successive MTFS's have tried to outline a medium term plan against this uncertain backdrop. In producing this year's Strategy, there is even more uncertainty. Some of the issues contributing towards this include:

- The 'new' government's approach to public spending.
- Economic impacts resulting from the country's decision to leave the European Union.
- The continued reduction in public spending.
- Uncertainty over the future of the New Homes Bonus Scheme.
- Local authorities retaining 100% growth in business rates by the end of the current Parliament in return for reduced Government grant funding and increased responsibilities.
- Government's commitment to devolution.

2.4 In addition to the national uncertainty the Council faces with regards to its financial plans, both corporate and service related financial pressures continue to have a significant impact on the Council's forward projections of its financial position. These include:

- Further reduction in core government grant of £723,000.
- Salary growth of 1% in the next three years but an acknowledgement of increasing pressure from inflation forecasts.
- Further financial contributions required for the local government pension scheme.
- Change in waste collection and recycling methodology to meet the growing need of the Borough.
- Increasing cost of processing recycling material extracted from the waste stream.
- Increasing demand for additional resources to meet needs including both homelessness and development management.

2.5 The MTFS also contains important strategic planning in a number of areas including the increase of Council Tax and the use of New Homes Bonus (NHB). The headline recommendations of the Strategy are as follows:

- Council tax to be increased by £5 for 2017/18 and with £5 increases thereafter.
- NHB support to the base budget should increase by £200,000 per annum subject to available funding through the Scheme.
- Tewkesbury Borough Council to operate outside of the Gloucestershire Business Rates Pool in 2017/18 and until such a time as the risk from Virgin Media is mitigated.
- The £261,000 target for retained business rates income be removed from the Council's base budget and only reinstated once positive and sustained growth is achieved.

2.6 Best estimates have been made of the future financial position of the Council within the attached MTFS based on current assumptions of both government and local policy. Clearly the projections within the MTFS are subject to potentially significant change as a result of government policy on local government finance and therefore strategic financial management of this authority will need to be flexible to be able to respond to the rapidly moving agenda.

3.0 OTHER OPTIONS CONSIDERED

3.1 None.

4.0 CONSULTATION

4.1 Statutory consultation will be carried out with businesses and a public consultation is carried out through the Autumn.

5.0 RELEVANT COUNCIL POLICIES/STRATEGIES

5.1 MTFS sets out the level of resource availability to meet the Council priorities and pledges which form the Council Plan.

6.0 RELEVANT GOVERNMENT POLICIES

6.1 Council tax levels must be set within Government limits to avoid the need to hold a referendum on 'excessive' increases.

7.0 RESOURCE IMPLICATIONS (Human/Property)

7.1 Some of the savings streams identified may have implications on staffing levels and the asset portfolio. These will be set out specifically within the detailed reports surrounding proposed saving actions.

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

8.1 These will be set out specifically within the detailed reports surrounding proposed saving actions.

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

9.1 These will be set out specifically within the detailed reports surrounding proposed saving actions.

10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

10.1 None.

Background Papers: None.

Contact Officer: Simon Dix, Head of Finance and Asset Management
Tel: 01684 272005 Email: Simon.dix@teWKesbury.gov.uk

Appendices: A - Medium Term Financial Strategy 2017/18 – 2021/22.

Medium Term Financial Strategy 2017/18 to 2021/22



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

Tewkesbury Borough Council
November 2016

Foreword to Medium Term Financial Strategy 2017 - 2022

The Medium Term Financial Strategy is a forecast supported by assumptions and what impact those may have on the finances in the future. It is a tool we use to assist in the preparation of the detailed budgets for 2017-18 and frames the considerations, particularly the savings and additional incomes, required over the forecast period.

Financial planning has always been and continues to be important for the future. Over the past few years under the Government's Austerity measures this has been increasingly difficult but essential.

As a Council we try to plan ahead for five years but recognise that a plan is subject to change, particularly given the uncertainty around New Homes Bonus and Business Rates. We know we have challenges with welfare reform and the reduction and eventual removal of the Revenue Support Grant. We are working hard to bring commerciality to the Council to generate income streams but these take time to develop and bring on stream.

This strategy is a tool that can and will be modified to help us adapt to an uncertain future to ensure our finances are robust and support the services our residents and businesses expect us to deliver.

As I said last year and it continues to be true, that our Medium Term Financial Strategy will change and will change more rapidly than at anytime in the past.

Councillor Dave Waters
Deputy Leader of the Council
Lead Member for Finance and Asset Management

Contents

- 1.0 Background
- 2.0 The Council Plan 2016-2020
- 3.0 National context
- 4.0 Local Government Finance settlement
- 5.0 New Homes Bonus
- 6.0 Retained Business Rates
- 7.0 Growth pressures
- 8.0 Capital programme
- 9.0 Medium term financial projection
- 10.0 Council tax
- 11.0 Business Transformation Strategy
- 12.0 Revenue Reserves
- 13.0 Summary deficit reduction programme
- 14.0 Risk and sensitivity
- 15.0 Public and stakeholder consultation
- 16.0 Treasury strategy including Minimum Revenue Provision

1.0 BACKGROUND

- 1.1 The Medium Term Financial Strategy (MTFS) provides a financial framework for the council's strategic planning and decision making. The MTFS 2017/22 incorporates key factors such as the changes in Government funding, our spending plans, the level of savings and increased income that are likely to be needed to keep council tax affordable. By anticipating financial pressures now, we can plan ahead early to meet the significant challenges in a way that ensures financial resources are targeted to the council's highest priorities and have the minimum impact on services.
- 1.2 These are unprecedented times for budget setting, with significant cuts in public spending. The new Chancellor's Autumn Statement is to be delivered on 23rd November and the local government finance settlement in December, both of which will shape our financial profile over the medium term and give us a better understanding of the challenges facing the Council. In addition, the government has previously indicated it wishes to amend the New Homes Bonus scheme and as such issued a consultation at the beginning of 2016. Consultation has also been issued on retaining 100% business rates and fairer funding. Until these outcomes are known, there is considerable uncertainty about the extent and profile of financial deficits. Once again, financial planning has to be made without a stable footing and core assumptions are made on the basis of what is actually known at the current time and best estimates of the future direction of financing the council.
- 1.3 It is therefore essential that we continue to set our annual budget within the context of a rolling five year resource strategy. A longer term strategic view must be taken when decisions are made that have a financial impact beyond the annual budget as it enables us to assess the sustainability of such decisions. The financial strategy is linked to our key strategic objectives and incorporates both national and local improvement priorities which have been included in our individual service plans and strategies.
- 1.4 The 2016/2017 approved budget provides the base position for the financial strategy from which projections can be made to give an overall forecast of expenditure and income levels for the coming years. It is also necessary to maintain a minimum level of reserves to provide working capital and act as a contingency to meet any unforeseen needs.
- 1.5 In order to progress towards our aims and objectives, as contained within The Council Plan 2016 – 2020, we need to prioritise our spending plans. This involves not only considering the financial pressures identified, but also undertaking a strategic review of existing services; identifying new ways of working and areas where reduced levels of activity or discontinuation should be pursued.
- 1.6 Whilst effectively managing spending will help to reduce the deficit over the medium term, it will not address the financial challenge in its totality. The council will need to consider how it can increase income, both within its core services and from its financing streams, and therefore grow its way towards financial sustainability and perhaps in the medium to long term be able to be self-sufficient and insulated from economic shock and central government funding decisions.
- 1.7 To meet this challenge, the Council will need to think differently, have a strong risk appetite and be prepared to venture into new and innovative ways of tackling the funding gap.

2.0 THE COUNCIL PLAN 2016-2020

2.1 In April 2016, the new Council Plan for 2016 – 2020 was approved. The document is a statement of intent to drive forward our vision:

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

2.2 To deliver this vision and provide focus we have established four priorities and a number of objectives within each priority. We will:

Finance & Resources:

- Maintain a low council tax.
- Start on the path to being financially independent of the government’s core grants.
- Investigate and take appropriate commercial opportunities.
- Use our assets to provide maximum financial return.

Economic development:

- Be the primary growth engine of Gloucestershire’s economy.
- Identify and deliver employment land within the borough, in accordance with the Joint Core Strategy (JCS) and Tewkesbury Borough Plan.
- Maximise the growth potential of the M5 junctions within the borough.
- Deliver regeneration for Tewkesbury town.

Housing:

- Increase the supply of suitable housing across the borough to support growth and meet the needs of our communities.
- Achieve a five year supply of land.
- Deliver the homes and necessary infrastructure to create new sustainable communities in key locations.
- Deliver affordable homes to meet local need.

Customer focused services:

- Maintain and improve our culture of continuous service improvement.
- Develop our customer service ethos to ensure that we deliver to the needs of residents.
- Further expansion of the Public Services Centre (bring in other partners).
- Improve and expand our partnerships both public and private sector and explore opportunities to do this.
- To improve customer access to our services and service delivery through digital methods.

2.3 In addition to the priorities and objectives, which are aimed at delivering our vision, the council has adopted a set of values which we apply across all of our services and activities. We are a council that:

- **Puts customers first:** We will put the needs of our customers at the heart of what we do and listen to what they say, treating people fairly and without bias.
- **Is positive about working with others:** We recognise we cannot achieve our vision by working alone. We will continue to develop productive working relationships with other organisations and our communities, including the voluntary sector, town and parish councils and neighbourhood groups to achieve common goals.
- **Values our employees:** We will support, praise and invest in our workforce to develop our organisation.

3.0 NATIONAL CONTEXT

3.1 Prior to the referendum on remaining in Europe, the then government were continuing to follow the austerity path within public services with the aim of producing a national budget surplus by 2019/20. The reductions in public spending have been acutely felt within local government and are set to continue through this parliament. Allied to this has been a move to reduce the benefit of new homes bonus and a shift towards funding local government from retained business rates.

3.2 In the immediate aftermath of the decision to leave the European Union, there has been much political turmoil with leadership elections in both of the main parties. The change in leadership within the Conservative Party has resulted in a new Prime Minister, new Chancellor and new Secretary of State for Communities and Local Government. The sector has watched with interest to see if the change in personnel will signal a change in direction with regards to local government. As yet, the position is unclear with very little comment on local government coming forward in recent months. It is hoped that the Autumn Statement will give an indication of the direction of travel and the governments plans for the public sector.

3.3 The economic trajectory for the UK has been immeasurably altered following the vote to leave the EU. The long-term position of the UK economy will be largely dependent on the agreements the government is able to secure with the EU and other countries.

3.4 The short to medium-term outlook is somewhat more downbeat due to the uncertainty generated by the result and the forthcoming negotiations. The rapid installation of a new Prime Minister and cabinet lessened the political uncertainty, and the government/Bank of England have been proactive in tackling the economic uncertainty. PMI data, and consumer and business confidence surveys presented a more positive picture for August following the shock-influenced data for July, in line with expectations for an initial overreaction. However, many indicators remain at lower levels than pre-Referendum.

- 3.5 Globally, the outlook is uncertain and risks remain weighted to the downside. The UK domestic outlook is uncertain, but likely to be weaker in the short term than previously expected. The likely path for Bank Rate is weighted to the downside. The Arlingclose central case is for Bank Rate to remain at 0.25%, but there is a 40% possibility of a drop to close to zero, with a small chance of a reduction below zero. Table 1 details the 'flat' forecast of the Bank of England base rate.

Table 1 – Base rate forecast

Official Bank Rate	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19
Upside risk	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.25	0.25	0.50
Arlingclose central forecast	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Downside risk	-0.25	-0.25	-0.25	-0.25	-0.25	-0.50	-0.50	-0.50	-0.50	-0.50

4.0 LOCAL GOVERNMENT FINANCE SETTLEMENT

- 4.1 On 8th February 2016, the Secretary of State for Communities and Local Government announced the final local government settlement for 2016/17. The announcement included the following significant proposals to be delivered over the life of the Spending Review Period:

- Movement to 100% business rate retention;
- Permission to spend 100% of capital receipts from asset sales, to fund cost-saving reforms;
- Introduction of a social care Council Tax precept of 2% a year for those authorities with social care responsibilities;
- Flexibility for district councils to increase council tax by £5 a year;
- Increased support through the Rural Services Delivery Grant for the most sparsely populated rural areas;
- Retention of New Homes Bonus **but** with proposed changes, savings from the changes to be re-invested in authorities with social care responsibilities;
- The offer of a guaranteed 4 year budget to every council, which desires one, and which can demonstrate efficiency savings.

- 4.2 The actual financial settlement confirmed another steep reduction in core government funding for the council for the current financial year. In cash terms, the council lost a further £451,000 or 14.9% of core government funding. As a result, the total loss of core government grant during the 'austerity' period of the last six years amounted to £2,733,000 or 51.5% in cash terms with the real loss being significantly higher.

- 4.3 The settlement also included ‘illustrative’ core government grant settlements for each financial year up to 2019/20. As expected, they confirmed the phasing out of Revenue Support Grant (RSG) within the next three years but fortunately for this Council did not include a tariff on RSG in later years as is the case with many council’s. In this scenario, local authorities are paying over an amount of funding to the government rather than receiving funding from the government. Nevertheless, the illustrative figures project a further reduction in government funding of £723,000 over the next three years before small increases at the latter end.
- 4.4 Table 2 below outlines the levels of core government funding assumed in the MTFP based on the illustrative figures provided by the DCLG.

Table 2 – Core Government support 2016 – 2022

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	£'000	£'000	£'000	£'000	£'000	£'000
Revenue Support Grant	887	515	283	23	0	0
Business Rates baseline	1,690	1,723	1,774	1,830	1,876	1,923
Total	2,577	2,238	2,057	1,853	1,876	1,923
Change		-339	-182	-204	23	47
Change %		-13.2%	-8.1%	-9.9%	1.2%	2.5%

- 4.5 The council has responded to the government’s offer of a four year funding settlement by compiling and submitting an Efficiency Plan to the DCLG. This was submitted on the 14th October and the Council would expect to have drafted four year settlement shortly before Christmas.

5.0 NEW HOMES BONUS

- 5.1 New Homes Bonus (NHB) was introduced in 2011 and provides funding of a sum equivalent to 80% of the average annual council tax for every new home built, once occupied. This sum is payable for six years with an additional bonus of £350 for every affordable home occupied. The final scheme design included the principles of the funding being both permanent and flexible. There was no ring-fencing of the funding and no specific requirements for its use.
- 5.2 Tewkesbury is in a very fortunate position in that it has been able to benefit from relatively large amounts of NHB accumulating in the first six years of operation of the scheme. In the current financial year, the amount of NHB received was £3.4m and was split between supporting the base budget with £2.21m (65%) and providing one-off funding of £1.19m (35%) to various corporate requirements and council ambitions.

- 5.3 As previously highlighted, during the current financial settlement discussions the government indicated their intention to remove up to 2/3's of the current NHB funding in order to redirect it to support social care. A consultation was issued in early 2016 which looked at reducing the number of years that NHB was paid for – reducing from 6 to 4 was the governments preferred position – and the 'sharpening of the incentive' for councils by which NHB payments would be reduced if no local plan was in place, houses were developed following appeal and growth was below a national baseline. No information has been received from the government on whether they intend to take these changes forward in part, in full or not at all.
- 5.4 In order to estimate the likely level of NHB for 2017/18 and future years, a view has been taken on the most likely change that the government will introduce to the scheme – reducing from six to four years of payments. It has also been assumed that there will be a one year transitional arrangement put in place. The estimate for next year is based on the current property base within the Borough with future year projections based on housing numbers within the Joint Core Strategy. Table 3 shows the funding currently received by the council from NHB and a forecast of potential future receipts.

Table 3 – Forecast New Homes Bonus

	Year 6 2016/17	Year 7 2017/18 Projection	Year 8 2018/19 Projection	Year 9 2019/20 Projection	Year 10 2020/21 Projection	Year 11 2021/22 Projection
Year 1 actual income	£526,818	£0	£0	£0	£0	£0
Year 2 actual income	£410,595	£410,595	£0	£0	£0	£0
Year 3 actual income	£294,622	£294,622	£294,622	£0	£0	£0
Year 4 actual income	£638,205	£638,205	£638,205	£638,205	£0	£0
Year 5 actual income	£871,491	£871,491	£871,491	£871,491	£871,491	£0
Year 6 actual income	£659,431	£659,431	£659,431	£659,431	£659,431	£659,431
Year 7 projected income	£0	£900,000	£900,000	£900,000	£900,000	£900,000
Year 8 projected income	£0	£0	£883,773	£883,773	£883,773	£883,773
Year 9 projected income	£0	£0	£0	£1,018,585	£1,018,585	£1,018,585
Year 10 projected income	£0	£0	£0	£0	£1,416,782	£1,416,782
Year 11 projected income	£0	£0	£0	£0	£0	£1,467,961
Sub-total	£3,401,162	£3,774,344	£4,247,522	£4,971,485	£5,750,062	£6,346,532
Reductions under scheme redesign	£0	£-410,595	£-932,827	£-1,509,696	£-1,530,922	£-1,559,431
Total NHB available	£3,401,162	£3,363,749	£3,314,695	£3,461,789	£4,219,140	£4,787,101

- 5.5 As can be seen in table 3, despite the reduction in reward proposed, the Council's level of NHB remains reasonably constant over the next three years followed by substantial increases in the latter two years as the level of house building within the Borough increases. This projection is however subject to potential large positive and negative variances dependent on the governments final scheme redesign and actual levels of housebuilding, so should be treated with caution.

- 5.7 The Council has previously agreed to cap the level of general support to the base budget at 65% of NHB receipts. This has been a prudent strategy so as to avoid over reliance on NHB within the base budget. However, given the increasing pressure on the budget position as a result of reduced core funding and increasing costs it is recommended that this is relaxed in the medium term to allow increasing amounts of support to our core services to avoid unnecessary cuts to these services. A strategy to increase base budget support by £200,000 per annum over the next five years would see an extra £1m invested in protecting current service levels. This would see the percentage going to the base budget increase in the next three years before falling back towards the 65% level by year five of the plan.

The following table indicates the level of support to the ongoing budget and one-off programme based on current forecasts and this proposed strategy.

Table 4 – Forecast split useage of NHB

	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11
	2016/17	2017/18 Projection	2018/19 Projection	2019/20 Projection	2020/21 Projection	2021/22 Projection
Support to base budget	£2,210,755	£2,410,755	£2,610,755	£2,810,755	£3,010,755	£3,210,755
% of total NHB	65%	72%	79%	81%	71%	67%
One-off support to council priorities	£1,190,407	£952,994	£703,939	£651,034	£1,208,385	£1,576,346
% of total NHB	35%	28%	21%	19%	29%	33%
Total NHB	£3,401,162	£3,363,749	£3,314,695	£3,461,789	£4,219,140	£4,787,101

6.0 RETAINED BUSINESS RATES

- 6.1 The current Business Rates Retention scheme was introduced in 2013 and is intended to provide incentives for local authorities to drive economic growth, as the authorities will be able to retain a share of the growth generated in business rates revenue in their areas.
- 6.2 The last two financial years have seen Tewkesbury incur substantial losses under the scheme as the burden of part funding successful appeals, some dating back as far as 2005, has far outweighed the growth within the Borough. In both of these financial years, the council has received safety net payments from the Gloucestershire Pool in order to cover its losses, therefore depriving Gloucestershire communities of the financial benefits of business growth. Given this position, and the ongoing quantity of appeals within the system, particularly Virgin Media, Tewkesbury withdrew from the Gloucestershire Pool for 2016-17. As these appeals have yet to be dealt with by the Valuation Office Agency (VOA), Tewkesbury will again remain outside of the Pool for the financial year 2017-18.

- 6.3 Initial reviews of the retained business rates position of the scheme for this financial year showed a more encouraging position with reasonable levels of growth in the Borough being reflected in a positive financial position. However, due to the level of work involved in determining a new valuation list for 2017, the VOA did not process any appeals in this initial period. Recent months have seen an increasing number of appeals being processed which has led to negative impact on the overall position. At the half year point, the scheme is in credit by approximately £20,000 which, although a vast improvement on previous years, is not particularly encouraging in meeting the current target of £260,000. Given this latest position, the current trend of successful appeals and a review of the new rating list issued in September, which is likely to generate further significant levels of appeals, it is felt that there is currently little chance of meeting an income target of £260,000 in the near future. This income line will therefore be dropped from the Council's budget for the next financial year and only reinstated once positive and consistent growth is achieved.
- 6.4 Looking to the future, the government is currently consulting on the introduction of 100% retained business rates for authorities before the end of the current parliament. Under the current system roughly £12bn per year of business rates income is kept by Central government to fund local authority services. This is referred to as the "Central share" and is redistributed to councils in the form of Revenue Support Grant (RSG) and other grants including New Homes Bonus (NHB). In future, when this sum is retained by local authorities, new burdens of a broadly similar value will be passed across to local government. As a result, local government will not initially have more funding; over the longer term this will depend on whether business rates grow faster or slower than local authority service demands and costs, and to add further complication will depend on where the revised business rates baseline is set for the council.
- 6.5 The new system is likely to retain the top ups and tariffs of the current system to ensure an equitable distribution of funds around the country. It is also likely to retain some form of safety net provision to protect councils from the full impact of appeals. However, the current levy system, whereby 50% of growth above a baseline is returned to central government, is likely to be removed.
- 6.6 In previous years, local authorities have been funded through a mixed structure of grant e.g. RSG and locally driven income e.g. council tax and business rates which provided some mitigation of risk. Moving to a 100% retained system means the risk fully transfers to local government and as such individual councils must assess their level of risk and make appropriate contingency plans to manage the potential costs of the changing system and furthermore the local fluctuations in business rates revenue over time.
- 6.7 Despite the uncertainty of the future scheme and the current appeals issue, income from business rates offers significant potential for growth over the medium to long-term as aspirations for the development of Junction 9 and 10 and also the continued development of Gloucester Business Park become reality. Growing and retaining the business rate base in Tewkesbury should be a key priority for the Council.

7.0 GROWTH PRESSURES

- 7.1 In addition to the pressures on the council's finances already mentioned, the council continues to face rising costs. Whilst the budget is prepared on a standstill basis, in that no price inflation is added other than to contractual commitments and the cost of energy, other areas of rising and potential cost can have a major impact on the council's budget as highlighted in the following paragraphs.

- 7.2 The cost of employees is the Councils biggest area of expenditure and increases can be significant. In the Summer 2015 Budget, the Chancellor announced a pay award cap of 1% per annum for 4 years from 2016/17 for public sector workers. Pay awards in local government are covered by collective bargaining between employers and trade unions and this is not subject to direct control from central government. However, it is reasonable to assume that the local government employers will mirror what happens in the rest of the public sector and this assumption has been built into the projections. Pay settlements for the three years from 2017/18 are estimated to be 1% per annum with future years based on the Consumer Price Index target of 2%. Given recent projections of increasing levels of inflation, these assumptions could come under threat from increased pay demands in future years. An increase in salary above the levels contained within the MTFs will incur an extra £80,000 cost per annum for every 1% added.
- 7.3 The forecast for pay awards of 1% follows on from pay awards of 1% in the last three years and a number of years of pay freeze prior to that. Suppression of pay in local government presents a risk to Tewkesbury in being able to recruit and retain suitable staff in some key areas. The Council will need to consider the ongoing impact of pay restraint and may need to increase key salaries or provide market supplements in order to attract qualified and experienced staff capable of taking the council forward on its transformational journey.
- 7.4 It is also now five years since the Council last undertook a full organisation wide pay review with good practice recommending that this exercise takes place at least every five years. It is therefore expected that a pay review will take place during the period of this MTFs and therefore a figure of £150,000 has been assumed as a prudent estimate of the likely ongoing result of this exercise. This has been built in to the forecast for the 2018/19 financial year.
- 7.5 The results of the triennial valuation of the Gloucestershire Local Government Pension scheme are expected in late November and will set the levels of contribution from the Council for the next three years. In the current year, the Council makes an annual contribution of £1.5m towards the pension fund deficit whilst paying 14.7% of payroll against current employee obligations. This results in total pension payments of £2.271m per annum. It is expected that the financial requirements for both the pension deficit and the current employee obligations will rise under the new valuation. The MTFs allows for increased payments of £200,000 per year each year for the pension deficit whilst an increase in the current cost to circa 17% which increases the cost by around £130,000 per annum. Under these projections the Council will be paying around £3m on an annual basis to cover its pension requirements by 2019/20.
- 7.6 The cost of providing the waste and recycling service is projected to rise significantly over the course of the MTFs. The fall in prices obtained for selling recyclate will have a significant impact on the price the council pays to a contractor for processing its collected recyclables. The current contract for processing recyclate allows for an annual cost of £75,000 but projections of current market values see this annual cost rise to £400,000 per annum. The tender for this service is currently out to the market and the level of actual cost is expected to be known before Christmas.
- 7.7 In addition, the Council approved the change in the method of waste and recycling collection at its meeting in February 2016. The new method, which will come into effect from April 2017, will see food waste collected on separate vehicles from residual waste. This will provide capacity to meet the needs of the growing Borough. The increase in resources associated with this as well as normal contractual increases will see the cost of the contract with Ubico Ltd increase by approximately £300,000 per annum.

7.8 After many years of freezing service levels, a number of services are starting to require additional resources in order to meet the needs of customers. A separate report on adding to the establishment of the Development Management team will be presented to Council, which could see additional staffing costs of circa £80,000, whilst a collated list of other growth bids will be presented with the budget.

8.0 CAPITAL PROGRAMME

8.1 The capital expenditure of the council has an impact on the revenue budget and is part of the overall preparation of the revenue proposals for the coming year.

8.2 It is estimated that £5.91m will be spent on Capital Programme schemes during 2016/2017 which are to be funded by a combination of usable capital receipts reserve (£5.66m), revenue resources (£0.09m) and internal borrowing (£0.16m). The programme includes the final expenditure on a new leisure centre, purchase of a new vehicle fleet and a property investment. This level of commitment will exhaust the council's current capital receipts reserve and will require the council to borrow from its internal treasury funds. It is expected over the course of this MTFS that the council will dispose of some assets and generate new capital receipts to aid future investment plans. This expectation will be recognised as capital disposals are agreed by Executive Committee.

8.3 Looking ahead, the total value of the currently approved Capital Programme over the following five years is approximately £6.08m and is mainly focussed on the regeneration of the former Cascades site in Tewkesbury. Table 5 summarises the planned capital expenditure for future years, together with information on the funding of that expenditure.

Table 5 – Capital programme

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	TOTAL
Capital expenditure	£5.91m	£3.06m	£2.68m	£0.18m	£0.08m	£0.08m	£11.99m
Funded by:							
Capital receipts reserve	£5.66m	£1.47m	£0.00m	£0.00m	£0.00m	£0.00m	£7.13m
Internal Borrowing	£0.16m	£1.50m	£2.60m	£0.10m	£0.00m	£0.00m	£4.36m
External Borrowing	£0.00m	£0.00m	£0.00m	£0.00m	£0.00m	£0.00m	£0.00m
Revenue Reserves	£0.09m	£0.08m	£0.08m	£0.08m	£0.08m	£0.08m	£0.49m
Total	£5.91m	£3.06m	£2.68m	£0.18m	£0.08m	£0.08m	£11.99m

8.4 Annual expenditure on Disabled Facilities Grants (DFG's) has traditionally required a commitment of circa £200,000 from the councils own resources to support the grant available from central government. Following changes to the way the government allocate DFG funding, the current year allocation, and future years, is wrapped up in the Better Care Funding (BCF) received by the County Council and passported onto the District Council. The BCF allocation for the current year, and future projections of this allocation, has been increased substantially and it is therefore not expected that the Council's own resources will be required to 'top-up' the government allocation going forward. This is therefore a significant reduction in the on-going capital programme.

8.5 The capital programme is likely to see increases in planned expenditure in future years as both new investment plans are brought forward and the on-going vehicle replacement programme, funded from revenue reserves, is activated. The Public Service Centre will require major capital investment in order to deliver plans for its customer facing activities and to renovate the top floor in readiness for occupation by other parties. The Council will also need to consider plans to renovate the civic suite and re-use the old depot site in Tewkesbury. In addition to this, it is recommended that the Council pursue plans for investment in further commercial property assets from which it can derive an on-going return. The capital programme will be updated with these plans as and when they receive approval from full Council.

9.0 MEDIUM TERM FINANCIAL PROJECTION

9.1 The council's Medium Term Financial Projection includes the impact of all known capital and revenue commitments between 2017/18 and 2021/22 and includes the assumptions on financing streams previously highlighted. This is summarised in table 6.

Table 6 – Medium Term Financial Projection

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	£'000	£'000	£'000	£'000	£'000	£'000
Expenditure:						
Employees	8,148	8,339	8,499	8,622	8,795	8,945
Premises	533	513	519	525	531	538
Transport	144	155	157	158	161	165
Supplies and services	6,399	6,256	6,287	6,317	6,361	6,404
Housing benefits	18,989	18,989	18,989	18,989	18,989	18,989
Income	-25,324	-25,175	-25,098	-25,059	-25,022	-25,010
Total (Base budget)	8,889	9,077	9,353	9,552	9,815	10,031
Growth	0	1293	1,728	1,978	2,174	2,174
Approved savings plan	0	-435	-435	-570	-855	-905
Net budget	8,889	9,935	10,646	10,960	11,134	11,300
Financed by:						
Settlement Funding	-2,577	-2,238	-2,056	-1,853	-1,876	-1,923
Collection Fund Surplus	-104	-75	-75	-75	-75	-75
Retained Business Rates	-261	0	0	0	0	0
New Homes Bonus	-2,211	-2,211	-2,211	-2,211	-2,211	-2,211
Council tax income	-3,320	-3,361	-3,435	-3,538	-3,644	-3,749
Use of reserves	-416	0	0	0	0	0
Total financing	-8,889	-7,885	-7,777	-7,677	-7,806	-7,958
Deficit (cumulative)	0	2,050	2,869	3,283	3,328	3,342
Deficit (annual)	0	2,050	819	414	45	14

9.2 The table illustrates a funding gap of £3.34m over the five year life of the MTFs. In order for the council to remain financially sustainable over the medium term, a number of financial strategies will need to be followed to bridge the gap as well as allowing for the use of alternative funding streams such as New Homes Bonus and retained Business Rates, as already discussed.

10.0 COUNCIL TAX

- 10.1 The current Band D council tax for the authority is £104.36 per annum and is the fifth lowest in England for a District Council. The current year charge was an increase of £5 or 5.03% over the previous year, the largest increase allowed by the government before the increase is deemed excessive and would be subject to a local referendum. This was the first year in the last six that the Council has decided not to freeze its council tax and approve an increase.
- 10.2 The government are currently consulting on its preferred excessive council tax limits and are likely again to agree an increase of £5 or 2%, whichever is higher, for a District Council.
- 10.3 Previous financial strategies have suggested that council tax levels should increase in line with the referendum limits and given the size of the deficit faced by the council it is recommended that this strategy is continued. Increasing the council tax level by the current referendum limit of £5 per annum over the life of the MTFs would generate an additional £849,000 of income against projections of the likely council tax base in each year. Table 7 highlights the proposed charge and the additional income derived.

Table 7 – Council Tax Projections

Year	2017/18	2018/19	2019/20	2020/21	2021/22	Total
Band D Council Tax	£109.36	£114.36	£119.36	£124.36	£129.36	
Council tax income generated	£161,009	£164,557	£169,493	£174,607	£179,616	£849,283

- 10.4 The next table extrapolates table 7 and shows the proposed charge against all bandings for each of the five years. It also highlights how many households there are currently in each band.

Table 8 – Impact of proposed charges per council tax band

Year	Number of properties	% of total	2017/18	2018/19	2019/20	2020/21	2021/22
Band A charge	6,292	15.9%	£72.91	£76.24	£79.57	£82.91	£86.24
Band B charge	6,378	16.1%	£85.06	£88.95	£92.84	£96.72	£100.61
Band C charge	10,968	27.7%	£97.21	£101.65	£106.10	£110.54	£114.99
Band D charge	5,819	14.7%	£109.36	£114.36	£119.36	£124.36	£129.36
Band E charge	4,938	12.5%	£133.66	£139.77	£145.88	£152.00	£158.11
Band F charge	3,112	7.9%	£157.96	£165.19	£172.41	£179.63	£186.85
Band G charge	1,831	4.6%	£182.27	£190.60	£198.93	£207.27	£215.60
Band H charge	189	0.5%	£218.72	£228.72	£238.72	£248.72	£258.72

- 10.5 The proposed council tax for the next financial year of £109.36 is likely to be approximately £40 below the bottom quartile threshold and £60 below the national average for a District Council. Projections of future increases to council tax will ensure the council remains within the bottom quartile for council tax charges and meet its priority to maintain a low council tax.

11.0 BUSINESS TRANSFORMATION STRATEGY

- 11.1 Over the period of the last government, the council has responded to the financial challenges facing local authorities through the introduction of a wide range of efficiency and service improvement measures. It has also implemented and developed shared services and shared service arrangements to meet business and budget needs. This approach has resulted in reduced costs and staffing whilst maintaining service levels.
- 11.2 A more strategic and planned approach to meet the significant challenges posed by continuing public sector funding reductions was necessary and therefore the Business Transformation Strategy was developed. This would help the council to plan and implement innovative or radical change to the range, scope, shape and practices of current council services. The council has embarked on a journey to re-shape itself and its partnerships to fit the resources available and now needs to accelerate the pace of change and take bigger steps. This work will also help the council to prepare for the changing agenda around public sector reform and the rethinking of the relationship between public services, people, place and economy.
- 11.3 The Business Transformation Strategy was recently refreshed at Executive and a fifth theme, commercialisation, added to the existing four themes. The following sections explain achievements and forward plans in each of the five themes:

11.4 Partnerships and commissioning

The Council has been involved in the setting up of a number of successful shared services in recent years such as One Legal and Building Control. It is also a shareholder in Ubico Ltd who provide the Council's waste and recycling, street cleaning and grounds maintenance requirements. In addition the Council has attracted a number of partners to operate out of the Public Service Centre in Tewkesbury. These partners include the County Council, Department of Works and Pensions and Gloucestershire Police. This has provided better services to our residents but also delivered an ongoing income stream to the Council.

The Council will build on this culture by looking for further opportunities to partner with other local authorities in the provision of its services and will also consider outsourcing opportunities if appropriate. Given this Council's relatively low expenditure on services, it is not envisaged that large levels of savings from efficiency would be made on entering a shared service or outsourcing. The opportunities are more likely to be beneficial in terms of service resilience and building future opportunities for income generation from those service areas. Therefore the estimates of likely financial benefit from these opportunities have been restricted.

The Council also hopes to attract additional rent paying public sector partners to its building in Tewkesbury although will consider parties from other sectors if appropriate. An income target for this has already been established within the base budget.

11.5 Use of buildings

In addition to the sharing of premises with public sector partners, the council has also invested in photovoltaics at the Public Service Centre which is reducing the cost of energy consumed. It has also completed the £7.5m development of a new leisure centre and expects to secure a retail unit in the near future to add to its portfolio.

In April 2016, members agreed plans for the regeneration of Tewkesbury town centre utilising the former Cascades site as well as car parks at Spring Gardens and Oldbury Road. Acting as the developer the Council expects to create a number of retail units from which it can generate an ongoing revenue return and a residential offering which can be sold to a third party developer. It will also secure the current usages on site such as car parking, the market and the MOP fair.

Building on the established commercial investment portfolio, members have recently agreed to the £15m acquisition of office and commercial property within the Borough which, if secured, will provide a substantial ongoing benefit. A new commercial investment property strategy is currently being prepared and will suggest further investment is made in properties both within the Borough and externally. Given the historically low interest rates currently available for capital investment it is envisaged that a net ongoing return of circa 1.5% could be made from a £40m portfolio.

11.6 Using technology

The Council hopes to make better use of technology in order to provide a better customer experience, a more efficient process for staff and revenue savings towards the budget deficit. As an example, the council's new website, costing just £150, is due to go live in December and support all of those aforementioned ambitions. In addition the new asset inspection system for play areas and trees is now fully operational and providing an effective management tool whilst reducing the capacity required to monitor and manage council assets.

There are many other areas that the Council has plans to review and would benefit from either new technology, replacement of existing technology or simply making more out of the systems currently available. The council will also review its communication channels to ensure the most appropriate and efficient are being used. A new printing and postage contract will minimise the amount of mail that is sent out from the PSC whilst improvements in the use of email distribution will look to further minimise the overall quantum of post being sent to customers.

11.7 People and culture

Plans are in place to create and implement a workforce development strategy whilst improving the flexibility of working arrangements for staff will help with recruitment and the delivery of services to the customer.

Changes in the culture of the public service will put more focus on performance and commercial orientation and different approaches to some aspects of service delivery will have a knock on financial benefit for the council.

11.8 Commercialisation

The newly added theme of commercialisation hopes to embed a change of culture within the organisation so that commercial opportunities are sought and delivered as part of normal business. This includes reviewing our current commercial activities such as trade waste to ensure they are operating at the optimum commercial level and exploring completely new opportunities such as a housing development company or the operation of a crematorium.

In addition our core services will review what they can offer on a commercial basis and what trading opportunities may exist. Ensuring current fees and charges are maximised within the permitted legislation is crucial to covering the current cost of services and so a new fees and charges strategy will set a framework for delivering a robust and systematic approach to annual fee setting.

12.0 REVENUE RESERVES

- 12.1 The General Fund 'working balance' and the earmarked reserves are a significant element of the council's financial resources, and as such it is important that they are aligned to priority areas as well as mitigating against potential financial risks to the authority.
- 12.2 The council's 'Working Balance' is the revenue reserve that is set aside to cover any significant business risks and emergencies that might arise outside of the normal set budget. This reserve had been increased in previous years from £500,000 to £600,000 which equated to approximately 8.5% of net revenue budget for the year 2010/11. At the end of 2012/13, it was necessary to reduce the balance to £450,000 in order to accommodate a specific reserve to guard against the risk inherent in the new retained business rates scheme.
- 12.3 The external auditor does not provide specific guidance on what the level of council reserves should be other than that they should be adequate to cover potential risks. It is considered that the £450,000 currently in the working balance is adequate to cover potential unknown risks provided sufficient earmarked reserves are provided to mitigate other known risks.
- 12.4 As at the 31 March 2016, the council had £6.9m in useable earmarked reserves, although it should be noted that over half of this reserve is not useable as it covers the timing difference in business rate payments to the government and a proportion of the balance is held on behalf of third parties for specific purposes.
- 12.5 It is suggested that the level of these reserves are adequate to cover medium levels of risk. Further expansion of the risk management reserves should be considered at the earliest opportunity in order to provide enhanced levels of confidence and reassurance in the financial affairs of the council.
- 12.6 Given the £3.3m deficit faced by the council in the next five years and in particular the frontloading of that deficit with over £2.8m due to be found in the next two years, it will be necessary to use a substantial amount of reserves to help smooth the deficit. As illustrated in table 9 in section 13 it is estimated that around £805,000 of one-off support from reserves will be required to enable the Council to set a balanced budget for 2017-18. This can be met from the current MTFs reserve of £330,000, uncommitted new homes bonus in the current year of £450,000 and from the projected surplus on the current year budget.

- 12.7 Future years of the MTFs projection will also require substantial support from one off sources and it is estimated that around £2.6m will be required over the next five years to balance the annual budget. The use of one-off monies allow for savings plan and income generation to be delivered as well as the natural growth in the council tax base and new homes bonus. It is also hoped that the retained business rates scheme and in particular the move to 100% retention, will bring added income streams to the council from which it can meet its ongoing expenditure needs.
- 12.8 To meet the requirement of £2.6m it will be necessary to utilise the majority of the balance of new homes bonus that is not directed to support the underlying base budget. This may mean that some of the items previously funded from this source such as grants may need to be suspended until such times that base budget support isn't required. It will also be necessary to direct any surplus funds towards the MTFs support reserve in order to meet this requirement.
- 12.9 Section 25 of the Local Government Act 2003 required the chief finance officer to report to the council, as part of the budget and tax setting report, their view on the robustness of estimates and the adequacy of reserves. This view will be given in the report to council in February 2017.

13.0 SUMMARY DEFICIT REDUCTION PROGRAMME

- 13.1 In order to summarise both the overall deficit and the various strategies which have been highlighted to tackle the deficit, a five year projection of the suggested deficit reduction programme has been compiled. This is shown in table 9 below.

Table 9 – Summary deficit reduction programme

	17/18	18/19	19/20	20/21	21/22	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000
Anticipated deficit	-£2,050	-£818	-£414	-£45	-£13	-£3,342
Unfunded savings b/fwd	£0	-£805	-£755	-£665	-£330	-£2,555
Total deficit	-£2,050	-£1,623	-£1,169	-£710	-£343	-£5,896
Corporate funding:						
Council tax support	£161	£164	£169	£174	£179	£849
New Homes Bonus support	£200	£200	£200	£200	£200	£1,000
Council tax policies	£12	£10	£0	£0	£0	£22
Transformation Programme:						
1. Partnerships and commissioning	£70	£70	£35	£40	£0	£215
2. Use of buildings	£300	£300	£0	£0	£0	£600
3. Using technology	£65	£20	£20	£20	£10	£135
4. People and culture	£100	£0	£0	£0	£0	£100
5. Commercialisation	£339	£107	£87	-£50	-£100	£383
Total identified ongoing savings / income	£1,247	£871	£511	£384	£289	£3,304
Surplus / (Shortfall)	-£803	-£751	-£658	-£325	-£53	-£2,592
Use of reserves	£805	£755	£665	£330	£55	£2,610

Net surplus / (shortfall)	£2	£4	£7	£5	£2	£18
---------------------------	----	----	----	----	----	-----

14.0 RISK AND SENSITIVITY ANALYSIS

14.1 The MTFS is based on a series of estimates and assumptions about future expenditure and income levels as well as government funding and local financing. These estimates and assumptions are based on the best information available at the time but will obviously be susceptible to fluctuations and changes to both national and local policy. It is therefore important not only to model different scenarios but also be aware of individual sensitivities within the figures. Table 10 analyses the risk around some of the key assumptions within the MTFS:

Table 10 – sensitivity analysis

Description	2017/18	2018/19	2019/20	Sensitivity
Pay	1.00%	1.00%	1.00%	+/- 1.00% = £80,500
General inflation	2.00%	2.00%	2.00%	+/- 0.50% = £25,000
Energy – increases	2.00%	2.00%	2.00%	+/- 5.0% = £25,000
Income - fees and charges	2.00%	2.00%	2.00%	+/- 0.50% = £28,000
Return on council investments	0.41%	0.43%	0.43%	+/- 0.10% = £6,000
Total sensitivity / risk re: changes to the above expenditure and income assumptions:				+/- £164,500
Resources				Sensitivity
Council tax	4.79%	4.57%	4.37%	+/- 1.00% = £33,600
Funding Settlement decrease	13.2%	8.1%	9.9%	+/- 1.00% = £25,700
New Homes Bonus decreases	1.1%	1.4%	-4.4%	+/- 5.00% = £170,000
Tax base	1.2%	2.2%	3.0%	+/- 0.5% = £16,600
Council tax total collected	98.50%	98.50%	98.50%	+/- 1.0% = £33,200
Total sensitivity / risk re: changes to the above resource assumptions:				+/- £279,100

14.2 As with all plans and strategies, it is prudent to set aside some monies in order to deal with unforeseen issues and for deviations from the set budget as a result of changes to the assumptions underpinning the plan.

14.3 It is therefore recommended that the use of New Homes Bonus continues to allow for an uncommitted sum to cover the risks in setting a budget within the current financial climate. Any unspent monies from these set asides should be accumulated within reserves at the year end to provide further on-going security.

15.0 PUBLIC AND STAKEHOLDER CONSULTATION

- 15.1 The production of the Medium Term Financial Strategy and the annual budget report is carried out with reference to the Transform Working Group, with views of members taken into account when compiling both reports.
- 15.2 In addition, consultation with both the general public and local businesses will continue to take place on budget principles and specific budget proposals.

16.0 TREASURY STRATEGY AND MINIMUM REVENUE PROVISION (MRP)

- 16.1 The council has previously enjoyed debt free status and been in a position to invest significant sums in treasury markets. As a result of the current capital programme, all capital balances will be expended in the current year as projects such as the new leisure centre and the purchase of a new vehicle fleet are completed. This will mean that the council will need to borrow monies in order to fund its future investment ambitions.
- 16.2 Given this change in status, the new year Treasury Management Strategy will place a greater focus on borrowing strategies whilst still ensuring that the cash flow balances the Council does have available are invested appropriately to ensure liquidity and minimisation of risk where possible.
- 16.3 The Councils borrowing requirement will increase rapidly in the coming year if plans for commercial investment and Public Service Centre development are approved and delivered. This requirement will run into tens of millions and therefore having in place an efficient borrowing strategy will be important in minimising the annual cost of borrowing that the revenue account will bear.
- 16.4 Borrowing rates are currently at an historic low with rates for Public Works Loan Board 40 year loans having fallen as low as 2.1% in recent months. This offers excellent value when considering capital investment opportunities but it may be possible to secure even better rates by using a mixture of short term and pre-arranged long term borrowing and securing agreements with other financial institutions. All options will need to be considered as the investment requirements are progressed over the life of the MTFs.
- 16.5 In addition to the interest rate payable, the council must also make provision for the repayment of principal borrowed. It is required to make a revenue charge each year to provide for this repayment. This has been historically based on regulations stating that 4% of the Non-HRA capital financing requirement at the end of each year be charged to revenue in the following year.

An amendment to the Government's Capital Financing Regulations, replaces the present rules with a simple duty for an authority each year to make an amount of Minimum Revenue Provision (MRP) which it considered to be "prudent". The prudent provision is to ensure that debt is repaid over a period reasonably commensurate with that over which the capital expenditure provides benefits.

Under the new regulations, the authority is required before the start of each financial year to prepare a statement of its policy on making MRP and submit it to the Full Council. The approved policy for 2016/17 is as follows:

For unsupported capital expenditure incurred after 31st March 2008, MRP will be determined by charging the expenditure over the expected useful life of the relevant assets in equal instalments or as the principal repayment on an annuity with an annual interest rate, starting in the year after the asset becomes operational. MRP on purchases of freehold land will be charged over 50 years. MRP on expenditure not related to fixed assets but which has been capitalised by regulation or direction will be charged over 20 years.

MRP will be charged in the year after the capital expenditure has been incurred.

- 16.6 The new Treasury Management Strategy and the MRP statement will form part of the overall budget proposals put to Council in February 2017.

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	23 November 2016
Subject:	Financial Update – Quarter Two Performance and Half Year Treasury Management Report
Report of:	Head of Finance and Asset Management, Simon Dix
Corporate Lead:	Deputy Chief Executive
Lead Member:	Lead Member for Finance and Asset Management
Number of Appendices:	Four

Executive Summary:

The budget for 2016/17 was approved by Council in February 2016 with the reserves being approved at Executive Committee in July 2016. This report is the second quarterly monitoring report of the Council's financial performance for the year.

The report highlights a quarter 2 surplus of £186,421 on the revenue budget and details the expenditure to date against both the capital programme and the approved reserves.

It is also a requirement of the CIPFA Treasury Management in the Public Services: Code of Practice 2011 that treasury activities are reported to Members at least twice yearly. The report summarises the half year treasury management activity position.

Recommendation:

- 1. To scrutinise the financial performance information for the second quarter of 2016/17.**
- 2. To approve the use of the reported surplus to fund the one-off costs of the management restructure and to use the balance available to support the Medium Term Financial Strategy (MTFS) reserve.**
- 3. To note the half year treasury management report.**

Reasons for Recommendation:

The Executive Committee is responsible for recommending the budget to Council and for the management and delivery of the approved budget during the financial year.

The quarterly financial report is to notify Members of any known significant variations to budgets for the current financial year, highlight any key issues, and to inform Members of any corrective action to be taken if required.

Resource Implications:

As detailed within the report. No additional resource implications identified as a result of the reported budget position as at the end of September 2016.

Legal Implications:

None associated with the report.

Risk Management Implications:

The financial performance of the Council is monitored on a monthly basis and reported to Members quarterly.

Performance Management Follow-up:

Budgets will continue to be monitored on a regular basis by budget holders supported by Finance. Further finance reports will update the Committee on a quarterly basis, with the outturn position reported to the Committee in July of the following year.

Environmental Implications:

None.

1.0 INTRODUCTION/BACKGROUND

1.1 This report provides the half year monitoring position statement for the financial year 2016/17. The purpose of this report is to notify Members of any known significant variations to budgets for the current financial year, highlight any key issues, and to inform Members of any action to be taken if required.

2.0 REVENUE BUDGET POSITION

2.1 The Financial Budget Summary for Q2 shows a £186,421 saving (£56,194 at Q1) against the profiled budget. Below is a summary of the expenditure position for the Council split out between the main expenditure types.

2.2	Full Year Budget	Q2 Budget Position	Q2 Actual Position	Savings / (Deficit)	Budget Variance %
Group budget Summary					
Employees	8,203,541	4,015,620	3,889,273	126,347	3.1
Premises	533,016	346,602	324,809	21,793	6.3
Transport	145,429	72,293	61,589	10,704	14.8
Supplies & Services	2,031,861	997,087	1,020,367	(23,280)	(2.3)
Payments to Third Parties	4,870,390	2,750,191	2,770,087	(19,896)	(0.7)
Transfer Payments - Benefits Service	18,989,000	10,208,486	10,168,602	39,884	0.4
Income	(25,154,349)	(12,124,015)	(12,279,942)	155,927	(1.3)
Support Services	0	0	0	0	0.0

Capital Charges	470,506	0	0	0	0.0
Treasury Mg Activity	(120,000)	0	6	(6)	100.0
	9,969,394	6,266,264	5,954,791	311,473	4.97
Corporate budgets					
Salary & Procurement savings	(80,500)	(40,264)	0	(40,264)	100.0
New Homes Bonus	47,407	23,712	0	23,712	0.0
Retained Business Rates income	(260,000)	(130,000)	(21,500)	(108,500)	83.5
	9,676,301	6,119,712	5,933,291	186,421	3.05

Note: With regards to savings and deficits, items in brackets are overspends

- 2.3** The budget position in relation to the Heads of Service responsibility shows an underspend of £311k (£112k in Q1) as at the end of September. As can be seen there are two main areas of savings, employees of £126k and income of £186k. This is traditionally the areas where underspend against the Council budget are generated.

Employee costs savings are generated mainly through staff vacancies and maternity leave. Services have managed vacancies in the short term with limited use of agency staff and help from current staff to cover work. In development services, agency staff have been funded from government grants as work is carried out by them on large scale development projects in the Borough.

Income is up against budget with planning income continuing to be higher than expected, along with licencing income. The Council sets a budget which is realistic, but does not rely on income targets that may not be achievable or sustainable in the medium term.

Underspends from recovery of benefits expenditure is also contributing to a positive position against the budget. A prudent budget was set in 2016/17 for this; given a significant overspend in 2015/16 which was reported to Members.

- 2.4** Attached on Appendix 1 is a summary of the position for each Head of Service, which shows the current variance against their budget. Where the main types of expenditure headings within the Head of Service's responsibility have a variance over £10k, a short explanation for the reason for the variance has been provided.
- 2.5** Although the Head of Service's position appears to be significantly underspent, the budget report also recognises the need to achieve savings from the base budget in terms of salaries and procurement savings. These savings targets are currently held on the corporate budget codes on the ledger. No savings are recognised against these plans as they accumulate through the year within service groupings.

- 2.6** Also detailed under corporate budgets is the retained income from the Business Rates Scheme. This is showing a deficit of £108k. This is a prediction of the year end position and has been recognised in full at the half year stage. The budget projection was that a surplus above the business rates income target which would contribute £260k to the budget. The projection of business rates income for the year still continues to be effected by the high level of appeals being granted on properties within the Borough.
- 2.7** Taking into account the deficits on the corporate accounts, the overall position of the Council at the end of quarter two is a surplus of £186,421. It is recommended the Executive approve the use of £72,000 of this surplus to fund the cost of the management restructure as agreed by Council on 20 September and the remaining £114,000 is set aside in the Medium Term Financial Strategy (MTFS) reserve to support the use of reserves which will be required to balance the Council's annual budget.

3.0 CAPITAL BUDGET POSITION

- 3.1** Appendix 2 shows the capital budget position as at Q2. This is currently showing a significant underspend against the profiled budget.
- 3.2** The underspend is as a result of certain projects such as purchase of capital investments not being completed in the expected timescales. There is also some slippage in spend in relation to capital grants and disabled facilities grants. Plans are in place and being implemented to spend this before the year end.

As reported in Q1 the overspend on Council owned buildings is showing as being overspent in relation to the leisure centre. However this is planned as the additional funding is coming from revenue resources.

4.0 RESERVES POSITION

- 4.1** Appendix 3 provides a summary of the current usage of available reserves.
- 4.2** Reserves have been set aside from previous years to fund known future costs and the strategic planning of the authorities operation. The information in the Appendix does not take account of reserves which have been committed, but not yet paid.
- 4.3** Whilst the Q2 position shows that there remains a significant balance on the reserves, the expectation is that the remaining balance will be spent in the future.

5.0 MID YEAR TREASURY MANAGEMENT REPORT

- 5.1** At the half year point of the financial year, treasury investment activities have resulted in an average return of 0.83% on its investments in short term deposits. This is where the Council holds the majority of its investments. Other investments are seeing returns of between 0.25% to 1.35% depending on length and amount of investment. The full year projection predicts investment returns of £113,000 against the budget estimate of £120,000. This is considered to be a reasonable return given the impact of the Brexit vote and also the fall in the interest Base rate to 0.25% during the year. At the time the budget was set, forecasts had expected interest rates to rise during this time.

5.2 At the start of the year the Council had no borrowing. Given the falling level of capital receipts, now that the leisure centre has been completed and the commitment for a new vehicle fleet, the Council now finds that it will need to borrow to fund new capital investments. A report has already been approved by Council (presented on the 19/09/2016) for an increase in the level of borrowing, predicted to be in the region of up to £20m in the current financial year, to fund capital investment opportunities. This is the result of the Council implementing a commercial programme to identify ways of increasing income, as grant income from Central Government is reduced. The impact of this borrowing is that the Council will have to service the interest cost from revenue funds. This has been taken into account when considering the individual business case for each potential investment opportunity.

6.0 CONSULTATION

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

7.0 RELEVANT COUNCIL POLICIES/STRATEGIES

7.1 Budget monitoring is on the approved budget for 2016/17 which has been prepared in line with the Medium Term Financial Strategy.

8.0 RELEVANT GOVERNMENT POLICIES

8.1 None.

9.0 RESOURCE IMPLICATIONS (Human/Property)

9.1 None.

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

10.1 None.

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

11.1 None.

12.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

12.1 None.

Background Papers: None.

Contact Officer: Simon Dix, Head of Finance and Asset Management

Tel: 01684 272005 Email: Simon.dix@teWKesbury.gov.uk

Appendices: Appendix 1 – Quarter 2 Revenue Position by Group.

Appendix 2 – Quarter 2 Capital Position.

Appendix 3 – Quarter 2 Earmarked Reserves Update.

Appendix 4 – Semi Annual Treasury Management Report.

Appendix 1 - Analysis of Budget by Group Manager Unit

	Full Year Budget	Q2 Budget Position	Q2 Actual Position	Budget Under / (over) spend	Budget Variance %	Notes
Chief Executive	0	93,140	117,901	(24,761)	(27)	
Employees	233,545	116,618	116,369	249	0.2	
Premises	0	0	0	0	0.0	
Transport	2,099	1,052	1,024	28	2.6	
Supplies & Services	4,680	2,708	507	2,201	81.3	
Payments to Third Parties	2,000	0	0	0	0.0	
Support Services	(187,864)	0	0	0	0.0	
Income	(54,460)	(27,238)	0	(27,238)	0.0	1

1) A savings plan target of £54k included in the income budget has not yet been realised. Opportunities to deliver this savings plan continues to be investigated, including discussions with partners.

Corporate Services	610,792	649,202	603,362	45,839	7	
Employees	861,515	432,183	403,846	28,337	6.6	2
Premises	0	0	0	0	0.0	
Transport	5,827	2,919	2,522	397	13.6	
Supplies & Services	402,803	197,197	187,702	9,495	4.8	
Payments to Third Parties	65,574	18,703	13,521	5,181	27.7	
Support Services	(764,144)	0	0	0	0.0	
Depreciation	43,717	0	0	0	0.0	
Income	(4,500)	(1,800)	(4,230)	2,430	100.0	

2) The variance on employee costs is as a result of time lag to fill vacant posts and maternity savings within the policy and communications team.

Democratic Services	1,613,572	363,075	311,817	51,258	14	
Employees	231,677	115,770	89,900	25,870	22.3	3
Premises	0	0	347	(347)	0.0	
Transport	17,752	8,883	7,172	1,711	19.3	
Supplies & Services	442,121	230,090	221,567	8,523	3.7	
Payments to Third Parties	36,700	8,584	8,285	299	3.5	
Support Services	884,354	0	0	0	0.0	
Depreciation	1,468	0	0	0	0.0	
Income	(500)	(252)	(15,455)	15,203	(6,032.8)	4

3) Staff employed on a casual basis to cover peak workloads such as elections, annual canvass etc. in order to obtain maximum flexibility from budget to meet the needs of the service.

4) Additional funding received from the Government following the registration difficulties experienced during the referendum with the government website crashing and the subsequent extension of the registration deadline causing significant additional work.

Deputy Chief Executive	0	59,321	59,098	223	0	
Employees	112,217	56,131	55,928	203	0.4	
Premises	0	0	0	0	0.0	
Transport	2,012	1,010	1,251	(241)	(23.8)	
Supplies & Services	2,750	2,180	1,920	260	11.9	
Support Services	(116,979)	0	0	0	0.0	
Income	0	0	0	0	0.0	

Development Services	1,277,231	518,950	357,256	161,694	31	
Employees	1,499,677	749,841	667,173	82,668	2.7	5
Premises	41,470	7,289	8,539	(1,250)	(8.9)	
Transport	46,735	22,789	17,583	5,206	16.7	
Supplies & Services	320,359	172,331	179,092	(6,761)	(6.4)	
Payments to Third Parties	301,850	239,052	238,640	412	10.9	
Support Services	406,220	0	0	0	0.0	
Depreciation	37,761	0	0	0	0.0	
Income	(1,376,841)	(672,352)	(753,770)	81,418	(0.6)	6

5) Employee Costs are showing an underspend due to staff turnover and changes in employment patterns in the quarter. Funding of staff from LSIF grant has also meant that agency staff working on development of the Junction 9 area within the borough is not being charged to the service, but rather the grant held in an earmarked reserve.

6) Planning income is significantly above the budgeted income for the quarter as planning applications continue to generate more income than initially predicted in the budget.

Environmental and Housing	3,897,379	1,661,553	1,706,199	(44,646)	(3)	
Employees	914,515	457,442	504,687	(47,245)	(10.3)	7
Premises	3,500	1,317	552	765	58.1	
Transport	29,432	14,727	13,942	785	5.3	
Supplies & Services	138,823	76,111	84,047	(7,936)	(10.4)	
Payments to Third Parties	3,946,671	2,231,900	2,271,918	(40,018)	(1.8)	8
Support Services	503,327	0	0	0	0.0	
Depreciation	95,481	0	0	0	0.0	
Income	(1,734,370)	(1,119,944)	(1,168,948)	49,004	(4.4)	9

7) Employee costs overspend relate to the use of agency cover during a period that operationally critical staff have been on long-term sick. Recently there has been positive moments with some returning to work albeit on a managed return.

8) Overspend on UBICO contract of £35k with additional cost of insurance on vehicles which was under budgeted at the start of the year and cost of delivering the garden waste as demand means use of additional vehicle.

9) Income is better than budget in relation to recycling credits received during the period and also licencing fees.

Finance and Asset	1,553,930	1,169,461	1,129,292	40,169	3	
Employees	2,361,371	1,093,239	1,070,387	22,852	2.1	10
Premises	488,046	337,996	315,371	22,625	6.7	11
Transport	9,237	4,659	5,773	(1,114)	(23.9)	
Supplies & Services	491,408	175,862	177,292	(1,430)	(0.8)	
Payments to Third Parties	480,185	242,227	229,545	12,682	5.2	12
Support Services	(868,022)	0	0	0	0.0	
Depreciation	282,832	0	0	0	0.0	
Income	(1,571,127)	(684,522)	(669,083)	(15,439)	2.3	13
Treasury Mg Activity	(120,000)	0	6	(6)	100.0	

10) Savings made on vacancies within both Financial Services and Asset Management. Both teams are now running at full capacity. Savings also generated on Cascades staffing prior to the transfer to the new leisure centre.

11) Savings have been made on utilities across the property portfolio. In addition, successful business rate appeals in respect of car parks and the public offices have reduced the council's liability in this area.

12) Part year savings across a range of service areas including the public service centre, car parks and Cascades pre transfer.

13) Strong income in a number of areas including car parks and cemeteries but overall position is affected by the delay in securing the property investment and the failure to secure a paying tenant for the top floor of the offices.

One Legal	0	558,738	557,734	1,004	0	
Employees	1,185,751	592,598	586,194	6,404	1.1	
Premises	0	0	0	0	0.0	
Transport	22,368	11,268	6,831	4,437	39.4	
Supplies & Services	94,511	62,142	95,039	(32,897)	(52.9)	14
Payments to Third Parties	10,660	3,230	1,306	1,924	59.6	
Support Services	(270,237)	0	0	0	0.0	
Depreciation	0	0	0	0	0.0	
Income	(1,043,053)	(110,500)	(131,635)	21,135	(19.1)	15

14 & 15) Costs incurred in the quarter are higher than budgeted as additional work has been undertaken for clients, however this is being offset by increased income through the period. This has led to a overall position of being on budget.

Revenues and Benefits	1,016,490	1,192,825	1,112,133	80,692	7	
Employees	803,273	401,798	394,788	7,010	1.7	
Transport	9,967	4,986	5,491	(505)	(10.1)	
Supplies & Services	134,406	78,466	73,202	5,264	6.7	
Payments to Third Parties	26,750	6,496	6,872	(376)	(5.8)	
Transfer Payments - Benefits Service	18,989,000	10,208,486	10,168,602	39,884	0.4	16
Support Services	413,345	0	0	0	0.0	
Depreciation	9,247	0	0	0	0.0	
Income	(19,369,498)	(9,507,407)	(9,536,821)	29,414	(0.3)	17

16) Changes in benefit payments in the quarter, including being up to date on caseload has meant that the position against budget on Housing Benefits is better than budgeted.

Appendix 2 - Analysis of Capital Budget

	Q2 Budget Position	Q2 Actual Position	(Over) / Under spend	% Slippage	Comments
Council Land & Buildings	265,591	366,624	(101,033)	(38)	The overspend is in relation to completion of the Leisure centre project. Whilst the items are capital in nature they are not directly part of the original capital scheme. These items are being funded from a revenue budget contribution which was set aside before the start of the project and will be applied at the year end.
Equipment	126,000	95,079	30,921	25	The underspend is in relation to a savings from the purchase of the a new lawn mower against a budget of £61k. Also there is currently an underspend on purchase of new bins at the Q2 position
Capital Investment Fund	1,780,400	1,965	1,778,435	100	The budget assumed that the Council would have made an investment in a commercial asset by September 2016. This purchase has been delayed due to circumstances outside of the council control. At this stage the Officers are in negotiation to ensure that an investment opportunity is the best option for the use of funds available.
Community Grants	218,036	93,272	124,764	57	Payment of most capital grants awarded is in line with expectation, although there is some slippage against a few major projects.
Housing & Business Grants	358,500	206,668	151,832	42	A total budget of £717k is available for housing related grants such as disabled facilities. It is difficult to predict when requests for these grants will be received. Currently expenditure is below the budget profile. However this can change during the year as new grant requests are made.
	2,748,527	763,608	1,984,919	72	

Appendix 3 - Revenue Reserves for 16/17

Reserve	Balance 31st March 2016	Spent on Reserve Quarter 2	Reserve Remaining	Note
Asset Management Reserve	£335,459	£32,187	£303,272	
Borough Regeneration Reserve	£10,588	£3,585	£7,003	
Business Rates Reserve	£4,097,967	£0	£4,097,967	
Business Support Reserve	£107,031	£17,375	£89,656	
Business Transformation Reserve	£231,202	£25,670	£205,532	
Community Support Reserve	£117,844	£48,514	£69,330	1
Development Management Reserve	£466,596	£126,582	£340,014	2
Development Policy Reserve	£317,391	£29,407	£287,984	
Elections Reserve	£64,160	£0	£64,160	
Flood Support and Protection Reserve	£255,330	£70,592	£184,738	3
49 Health & Leisure Development Reserve	£33,802	£5,732	£28,070	
Housing & Homeless Reserve	£40,026	£5,428	£34,598	
MTFS Equalisation Reserve	£746,496	£1,354	£745,142	5
Organisational Development Reserve	£27,259	£2,253	£25,006	
Risk Management Reserve	£26,310	£26,154	£156	4
Waste & Recycling development Reserve	£21,451	£1,451	£20,000	
Totals	£6,898,913	£396,284	£6,502,628	

Notes to Reserves

- 1 Expenditure against balance of community grants brought forward
- 2 Costs resulting from planning appeals and temporary staff to support major planning studies (externally funded)
- 3 Expenditure of external funding to support recovery following floods in Winter 2014 and specific flood alleviation schemes
- 4 Legal costs associated with health and safety prosecution
- 5 £415,000 of this reserve is being used to support the base budget in 2016/17 with the balance of £330,000 supporting future years

Semi Annual Treasury Outturn Report 2016/17

1. Introduction

The Chartered Institute of Public Finance and Accountancy's Treasury Management Code (CIPFA's TM Code) requires that Authorities report on the performance of the treasury management function at least twice yearly (mid-year and at year end). This report provides an additional quarterly update.

The Authority's Treasury Management Strategy for 2016/17 was approved by full Council on 18th February 2016 which can be accessed on:

<http://minutes.tewkesbury.gov.uk/ieListDocuments.aspx?CId=256&MId=2270&Ver=4>

The Authority has 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. This report covers treasury activity and the associated monitoring and control of risk.

2. External Context – Economic Commentary and Outlook

The preliminary estimate of Q2 2016 GDP showed reasonably strong growth as the economy grew 0.7% quarter-on-quarter, as compared to 0.4% in Q1 and year/year growth running at a healthy pace of 2.2%. However the UK economic outlook changed significantly on 23rd June 2016. The surprise result of the referendum on EU membership prompted forecasters to rip up previous projections and dust off worst-case scenarios. Growth forecasts had already been downgraded as 2016 progressed, as the very existence of the referendum dampened business investment, but the crystallisation of the risks and the subsequent political turmoil prompted a sharp decline in household, business and investor sentiment.

The repercussions of this plunge in sentiment on economic growth were judged by the Bank of England to be severe, prompting the Monetary Policy Committee to initiate substantial monetary policy easing at its August meeting to mitigate the worst of the downside risks. This included a cut in Bank Rate to 0.25%, further gilt and corporate bond purchases (QE) and cheap funding for banks (Term Funding Scheme) to maintain the supply of credit to the economy. The minutes of the August meeting also suggested that many members of the Committee supported a further cut in Bank Rate to near-zero levels (the Bank, however, does not appear keen to follow peers into negative rate territory) and more QE should the economic outlook worsen.

In response to the Bank of England's policy announcement, money market rates and bond yields declined to new record lows. Since the onset of the financial crisis over eight years ago, Arlingclose's rate outlook has progressed from 'lower for longer' to 'even lower for even longer' to, now, 'even lower for the indeterminable future'.

Semi Annual Treasury Outturn Report 2016/17

The new members of the UK government, particularly the Prime Minister and Chancellor, are likely to follow the example set by the Bank of England. After six years of fiscal consolidation, the Autumn Statement on 23rd November is likely to witness fiscal initiatives to support economic activity and confidence, most likely infrastructure investment. Tax cuts or something similar cannot be ruled out.

Whilst the economic growth consequences of BREXIT remain speculative, there is uniformity in expectations that uncertainty over the UK's future trade relations with the EU and the rest of the world will weigh on economic activity and business investment, dampen investment intentions and tighten credit availability, prompting lower activity levels and potentially a rise in unemployment. These effects will dampen economic growth through the second half of 2016 and in 2017.

Meanwhile, inflation is expected to pick up due to a rise in import prices, dampening real wage growth and real investment returns. The August Quarterly *Inflation Report* from the Bank of England forecasts a rise in CPI to 0.9% by the end of calendar 2016 and thereafter a rise closer to the Bank's 2% target over the coming year, as previous rises in commodity prices and the sharp depreciation in sterling begin to drive up imported material costs for companies.

The rise in inflation is highly unlikely to prompt monetary tightening by the Bank of England, with policymakers looking through import-led CPI spikes, concentrating instead on the negative effects of Brexit on economic activity and, ultimately, inflation.

Market reaction: Following the referendum result gilt yields fell sharply across the maturity spectrum on the view that Bank Rate would remain extremely low for the foreseeable future. The yield on the 10-year gilt fell from 1.37% on 23rd June to a low of 0.52% in August, a quarter of what it was at the start of 2016. The 10-year gilt yield has since risen to 0.69% at the end of September. The yield on 2- and 3-year gilts briefly dipped into negative territory intra-day on 10th August to -0.1% as prices were driven higher by the Bank of England's bond repurchase programme. However both yields have since recovered to 0.07% and 0.08% respectively. The fall in gilt yields was reflected in the fall in PWLB borrowing rates, as evidenced in Tables 2 and 3 in Appendix 1.

On the other hand, after an initial sharp drop, equity markets appeared to have shrugged off the result of the referendum and bounced back despite warnings from the IMF on the impact on growth from 'Brexit' as investors counted on QE-generated liquidity to drive risk assets.

The most noticeable fall in money market rates was for very short-dated periods (overnight to 1 month) where rates fell to between 0.1% and 0.2%

3. Local Context

At 31/3/2016 the Authority's underlying need to borrow for capital purposes as measured by the Capital Financing Requirement (CFR) was £1.5m, while usable reserves and working capital which are the underlying resources available for investment were £9.028m. The Authority had no borrowing and £8.496m of investments.

Semi Annual Treasury Outturn Report 2016/17

The Authority has an increasing CFR over the next 3 years due to the capital programme, but minimal investments and will therefore require to borrow up to £20m over the forecast period.

4. Borrowing Strategy during the period

At 30/9/2016 the Authority held no loans to fund previous years' capital programmes.

The Authority expects to borrow up to £20m in 2016/17.

The Authority's chief objective when borrowing continues to be striking an appropriately low risk balance between securing low 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.

Given the significant cuts to public expenditure and in particular to local government funding, the Authority's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. With short-term interest rates currently much lower than long-term rates, it is likely to be more cost effective in the short-term to either use internal resources, or to borrow short-term loans instead.

By doing so, the Authority is able to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. The benefits of internal borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise. Arlingclose will assist the Authority with this 'cost of carry' and breakeven analysis. Its output may determine whether the Authority borrows additional sums at long-term fixed rates in 2016/17 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.

Alternatively, the Authority may arrange forward starting loans during 2016/17, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period.

In addition, the Authority may borrow short-term loans (normally for up to one month) to cover unexpected cash flow shortages.

Semi Annual Treasury Outturn Report 2016/17**5. Investment Activity**

The Authority holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. Cashflow forecasts indicated that during 2016/17 the Authority's investment balances would range between £7 and £18 million.

The Guidance on Local Government Investments in England gives priority to security and liquidity and the Authority's aim is to achieve a yield commensurate with these principles.

The transposition of European Union directives into UK legislation places the burden of rescuing failing EU banks disproportionately onto unsecured local authority investors through potential bail-in of unsecured bank deposits including certificates of deposit.

Given the increasing risk and continued low returns from short-term unsecured bank investments, it is the Authority's aim to further diversify into more secure and/or higher yielding asset classes. This is especially the case for the estimated £2m that is available for longer-term investment. The majority of the Authority's surplus cash is invested in short-term unsecured bank deposits, and money market funds.

The Authority invested in securities issued by Registered Providers of Social Housing. The Authority is also invested in pooled cash plus funds which provides diversification of investment risk. This represents a continuation of the strategy adopted in 2015/16.

Semi Annual Treasury Outturn Report 2016/17**Investment Activity in 2016/17**

Investments	Balance on 01/04/2016 £m	Investments Made £m	Maturities/ Investments Sold £m	Balance on 30/09/2016 £m	Avg Rate/Yield (%)
Short term Investments (call accounts, deposits) - Banks and Building Societies with ratings of A- or higher	4.061	31.294	28.863	6.492	0.83
Long term Investments - Banks and Building Societies with ratings of A+ or higher	0.0	0.0	0.0	0.0	N/A
UK Government: - DMADF - Treasury Bills - Gilts	0.0	0.0	0.0	0.0	N/A
Money Market Funds	0.935	31.135	28.270	3.8	0.30
Investments with other Local Authorities	0	1.0	0	1.0	0.25
Other Pooled Funds (VNAV funds)	3.5	0.5	0.0	4.0	0.78
Investments with Registered Providers of Social Housing rated BBB- or higher	0.0	2.0	0.0	2.0	1.35
Bonds issued by Multilateral Development Banks Covered Bonds Corporate Bonds	0.0	0.0	0.0	0.0	N/A
Financial Institutions without credit ratings	0.0	0.0	0.0	0.0	N/A
Other organisations (e.g. loans to small businesses)	0.0	0.0	0.0	0.0	N/A
TOTAL INVESTMENTS	8.496	65.929	57.133	17.292	0.71
Increase/ (Decrease) in Investments £m				8.796	

Semi Annual Treasury Outturn Report 2016/17

Security of capital has remained the Authority's main investment objective. This has been maintained by following the Authority's counterparty policy as set out in its Treasury Management Strategy Statement for 2016/17.

Counterparty credit quality was assessed and monitored with reference to credit ratings (the Authority's minimum long-term counterparty rating for institutions defined as having "high credit quality" is A- across rating agencies Fitch, S&P and Moody's); credit default swap prices, financial statements, information on potential government support and reports in the quality financial press.

Credit Risk

The table below shows counterparty credit quality as measured by credit ratings and the percentage of the in-house investment portfolio exposed to bail-in risk.

Date	Value Weighted Average – Credit Risk Score	Value Weighted Average – Credit Rating	Time Weighted Average – Credit Risk Score	Time Weighted Average – Credit Rating	Investments exposed to bail-in risk %
31/03/2016	5.30	A+	5.01	A+	100
30/06/2016	5.26	A+	5.14	A+	100
30/09/2016	5.02	A+	5.69	A	77

Scoring:

-Value weighted average reflects the credit quality of investments according to the size of the deposit

-Time weighted average reflects the credit quality of investments according to the maturity of the deposit

-AAA = highest credit quality = 1

-D = lowest credit quality = 26

-Aim = A- or higher credit rating, with a score of 7 or lower, to reflect current investment approach with main focus on security

Counterparty Update

Various indicators of credit risk reacted negatively to the result of the referendum on the UK's membership of the European Union. UK bank credit default swaps saw a modest rise but bank share prices fell sharply, on average by 20%, with UK-focused banks experiencing the largest falls. Non-UK bank share prices were not immune although the fall in their share prices was less pronounced.

Fitch downgraded the UK's sovereign rating by one notch to AA from AA+, and Standard & Poor's downgraded its corresponding rating by two notches to AA from AAA. Fitch, S&P and Moody's have a negative outlook on the UK. S&P took similar actions on rail company bonds guaranteed by the UK Government. S&P also downgraded the long-term ratings of the local authorities to which it assigns ratings as well as the long-term rating of the EU

Semi Annual Treasury Outturn Report 2016/17

from AA+ to AA, the latter on the agency's view that it lowers the union's fiscal flexibility and weakens its political cohesion.

Moody's affirmed the ratings of nine UK banks and building societies but revised the outlook to negative for those that it perceived to be exposed to a more challenging operating environment arising from the 'leave' outcome.

There was no immediate change to Arlingclose's credit advice on UK banks and building societies as a result of the referendum result. Our advisor believes there is a risk that the uncertainty over the UK's future trading prospects will bring forward the timing of the next UK recession.

The European Banking Authority released the results of its 2016 round of stress tests on the single market's 51 largest banks after markets closed on Friday 29th July. The stress tests gave a rather limited insight into how large banks might fare under a particular economic scenario. When the tests were designed earlier this year, a 1.7% fall in GDP over three years must have seemed like an outside risk. Their base case of 5.4% growth now looks exceptionally optimistic and the stressed case could be closer to reality. No bank was said to have failed the tests. The Royal Bank of Scotland made headline news as one of the worst performers as its ratios fell by some of the largest amounts, but from a relatively high base. Barclays Bank and Deutsche Bank ended the test with Common Equity Tier 1 (CET1) ratios below the 8% threshold, and would be required to raise more capital should the stressed scenario be realised. The tests support our cautious approach on these banks.

In July Arlingclose completed a review of unrated building societies' annual financial statements. Cumberland, Harpenden and Vernon Building Society were removed from Arlingclose's advised list, following a deterioration in credit indicators. The maximum advised maturity was also lowered for eleven societies from 6 months to 100 days due to the uncertainty facing the UK property market following the EU referendum.

Budgeted Income and Outturn

The UK Bank Rate had been maintained at 0.5% since March 2009 until August 2016, when it was cut to 0.25%. It is now forecast to fall further towards zero but not go negative. Short-term money market rates have remained at relatively low levels (see Table 1 in Appendix 1). Following the reduction in Bank Rate, rates for very short-dated periods (overnight – 1 month) fell to between 0.1% and 0.2%. Debt Management Account Deposit Facility (DMADF) rates fell to 0.15% for periods up to 3 months and to 0.10% for 4 – 6 month deposits.

New investments on an unsecured basis with banks and building societies over the 6-month period were made at an average rate of 0.45%. Investments in Money Market Funds generated an average rate of 0.44%.

Semi Annual Treasury Outturn Report 2016/17

The Authority's budgeted investment income for the year was estimated at £120,000.

The Bank Rate is expected to be cut further towards zero in the coming months, which will in turn lower the rates short-dated money market investments with banks and building societies. As the majority of the Authority's surplus cash continues to be invested in short-dated money market instruments, it will most likely result in a fall in investment income over the year.

Externally Managed Funds:

The Cash Plus investments continue to produce good levels of income for the Council. As at 30/09/2016 the average yields were 0.78%. During the period a further £500,000 was invested in the Ignis Short Duration Cash Plus Fund, reaching the maximum allowed investment in this fund, and bringing the Authority's total investment in externally managed funds to £4m.

The Authority anticipates an investment outturn of £113,000 for the whole year.

6. Compliance with Prudential Indicators

The Authority confirms compliance with its Prudential Indicators for 2016/17, which were set in February 2016 as part of the Authority's Treasury Management Strategy Statement.

Treasury Management Indicators

The Authority measures and manages its exposures to treasury management risks using the following indicators.

Interest Rate Exposures: This indicator is set to control the Authority's exposure to interest rate risk. The upper limits on fixed and variable rate interest rate exposures, expressed as the amount of net principal borrowed will be:

	2016/17	2017/18	2018/19
Upper limit on fixed interest rate exposure	£5m	£5m	£5m
Actual	£0m		
Upper limit on variable interest rate exposure	£0m	£0m	£0m
Actual	£0m		

Fixed rate investments and borrowings are those where the rate of interest is fixed for the whole financial year. Instruments that mature during the financial year are classed as variable rate.

Semi Annual Treasury Outturn Report 2016/17

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 fixed rate borrowing will be:

	Upper	Lower	Actual
Under 12 months	100%	0%	0%
12 months and within 24 months	100%	0%	0%
24 months and within 5 years	100%	0%	0%
5 years and within 10 years	100%	0%	0%
10 years and above	100%	0%	0%

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.

Principal Sums Invested for Periods Longer than 364 days: 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 limits on the total principal sum invested to final maturities beyond the period end will be:

	2016/17	2017/18	2018/19
Limit on principal invested beyond year end	£2m	£2m	£1m
Actual	£2m	£0m	£0m

7. Investment Training

The needs of the Authority's treasury management staff for training in investment management are assessed as part of the staff appraisal process, and additionally when the responsibilities of individual members of staff change. Staffs regularly attend training courses, seminars and conferences provided by Arlingclose and CIPFA.

8. Outlook for the remainder of 2016/17

The economic outlook for the UK has immeasurably altered following the popular vote to leave the EU. The long-term position of the UK economy will be largely dependent on the agreements the government is able to secure with the EU, particularly with regard to Single Market access.

The short to medium-term outlook has been more downbeat due to the uncertainty generated by the result and the forthcoming negotiations. Economic and political uncertainty will likely dampen or delay investment intentions, prompting lower activity levels and potentially a rise in unemployment. The downward trend in growth apparent on the run up to the referendum may continue through the second half of 2016, although

Semi Annual Treasury Outturn Report 2016/17

some economic data has held up better than was initially expected, perhaps suggesting a less severe slowdown than feared.

Arlingclose has changed its central case for the path of Bank Rate over the next three years. Arlingclose believes any currency-driven inflationary pressure will be looked through by Bank of England policymakers. Arlingclose's central case is for Bank Rate to remain at 0.25%, but there is a 40% possibility of a drop to close to zero, with a small chance of a reduction below zero.

Gilt yields are forecast to be broadly flat from current levels, albeit experiencing short-term volatility.

	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19
Official Bank Rate													
Upside risk	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.25	0.25	0.25	0.25	0.25	0.25
Arlingclose Central Case	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Downside risk	-0.25	-0.25	-0.25	-0.25	-0.25	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50

Global interest rate expectations have been pared back considerably. There remains a possibility that the Federal Reserve will wait until after November's presidential election, and probably hike interest rates in in December 2016 but only if economic conditions warrant.

In addition, Arlingclose believes that the Government and the Bank of England have both the tools and the willingness to use them to prevent market-wide problems leading to bank insolvencies. The cautious approach to credit advice means that the banks currently on the Authority's counterparty list have sufficient equity buffers to deal with any localised problems in the short term.

Semi Annual Treasury Outturn Report 2016/17**Appendix 1****Money Market Data and PWLB Rates**

The average, low and high rates correspond to the rates during the financial year rather than those in the tables below.

Please note that the PWLB rates below are Standard Rates. Authorities eligible for the Certainty Rate can borrow at a 0.20% reduction. Borrowing eligible for the project rate can be undertaken at a 0.40% reduction.

Table 1: Bank Rate, Money Market Rates

Date	Bank Rate	O/N LIBID	7-day LIBID	1-month LIBID	3-month LIBID	6-month LIBID	12-month LIBID	2-yr SWAP Bid	3-yr SWAP Bid	5-yr SWAP Bid
01/4/2016	0.50	0.36	0.36	0.39	0.46	0.61	0.88	0.78	0.83	0.98
30/4/2016	0.50	0.36	0.36	0.38	0.47	0.62	0.90	0.86	0.95	1.13
31/5/2016	0.50	0.35	0.37	0.39	0.46	0.61	0.89	0.82	0.92	1.09
30/6/2016	0.50	0.35	0.36	0.39	0.43	0.55	0.80	0.49	0.49	0.60
31/7/2016	0.50	0.15	0.45	0.42	0.52	0.64	0.77	0.47	0.47	0.54
31/8/2016	0.25	0.11	0.18	0.18	0.38	0.54	0.69	0.42	0.42	0.48
30/9/2016	0.25	0.10	0.25	0.45	0.51	0.61	0.74	0.43	0.42	0.47
Minimum	0.25	0.02	0.15	0.18	0.30	0.50	0.66	0.38	0.37	0.42
Average	0.43	0.26	0.37	0.42	0.52	0.66	0.83	0.61	0.64	0.75
Maximum	0.50	0.43	0.55	0.61	0.72	0.83	1.04	0.88	0.99	1.20
Spread	0.25	0.41	0.40	0.43	0.42	0.33	0.38	0.51	0.62	0.78

Table 2: PWLB Borrowing Rates - Fixed Rate, Maturity Loans (Standard Rate)

Change Date	Notice No	1 year	4½-5 yrs	9½-10 yrs	19½-20 yrs	29½-30 yrs	39½-40 yrs	49½-50 yrs
01/4/2016	125/16	1.33	1.82	2.51	3.24	3.33	3.19	3.15
30/4/2016	165/16	1.37	1.95	2.65	3.34	3.40	3.25	3.21
31/5/2016	205/16	1.36	1.93	2.56	3.22	3.27	3.11	3.07
30/6/2016	249/16	1.17	1.48	2.09	2.79	2.82	2.61	2.57
31/7/2016	292/16	1.07	1.31	1.84	2.57	2.65	2.48	2.44
31/8/2016	336/16	1.09	1.23	1.65	2.22	2.29	2.12	2.08
30/9/2016	380/16	1.02	1.20	1.70	2.34	2.43	2.29	2.27
	Low	1.01	1.15	1.62	2.20	2.27	2.10	2.07
	Average	1.20	1.54	2.12	2.81	2.87	2.70	2.67
	High	1.40	2.00	2.71	3.40	3.46	3.31	3.28

Semi Annual Treasury Outturn Report 2016/17

Table 3: PWLB Borrowing Rates - Fixed Rate, Equal Instalment of Principal (EIP) Loans (Standard Rate)

Change Date	Notice No	4½-5 yrs	9½-10 yrs	19½-20 yrs	29½-30 yrs	39½-40 yrs	49½-50 yrs
01/4/2016	125/16	1.50	1.86	2.54	2.99	3.25	3.34
30/4/2016	165/16	1.59	1.99	2.68	3.11	3.34	3.42
31/5/2016	205/16	1.58	1.97	2.58	2.99	3.23	3.30
30/6/2016	249/16	1.24	1.51	2.11	2.55	2.79	2.86
31/7/2016	292/16	1.13	1.34	1.87	2.31	2.58	2.67
31/8/2016	336/16	1.12	1.25	1.67	2.02	2.23	2.31
30/9/2016	380/16	1.05	1.22	1.72	2.13	2.36	2.44
	Low	1.03	1.17	1.64	2.00	2.20	2.28
	Average	1.30	1.57	2.15	2.58	2.82	2.89
	High	1.63	2.04	2.73	3.17	3.41	3.48

Table 4: PWLB Variable Rates (standard rate)

	1-M Rate	3-M Rate	6-M Rate	1-M Rate	3-M Rate	6-M Rate
	Pre-CSR	Pre-CSR	Pre-CSR	Post-CSR	Post-CSR	Post-CSR
1/4/2016	0.61	0.65	0.67	1.51	1.55	1.57
30/4/2016	0.61	0.65	0.67	1.51	1.55	1.57
31/5/2016	0.65	0.66	0.70	1.55	1.56	1.60
30/6/2016	0.64	0.62	0.62	1.54	1.52	1.52
31/7/2016	0.55	0.48	0.45	1.45	1.38	1.35
31/8/2016	0.38	0.41	0.48	2.18	1.31	1.38
30/9/2016	0.38	0.40	0.48	1.28	1.30	1.38

Please note PWLB rates are standard rates

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	23 November 2016
Subject:	Review of Tree Safety Management Policy
Report of:	Head of Finance and Asset Management, Simon Dix
Corporate Lead:	Deputy Chief Executive
Lead Member:	Lead Member for Finance and Asset Management
Number of Appendices:	One

Executive Summary:

The Corporate Tree Safety Management Policy was last updated in July 2012 and is now due for review. The strategy has been updated to reflect the introduction of a new risk management system which zones the trees for the periodic inspections whilst ensuring the authority meets its 'duty of care' obligation for the safe management of trees.

Recommendation:

To APPROVE the updated Tree Safety Management Policy.

Reasons for Recommendation:

The Council has over 5,000 trees on land in its ownership and is required to have a tree safety management plan and inspection regime to ensure the risk of falling trees and branches is managed to reduce the risk of injury or damage to property.

Resource Implications:

The authority was unable to resource the previous tree safety management policy given the bi-annual inspection requirements. The updated policy zones the trees by risk and reduces the number of the periodic inspections required therefore reducing the resources required.

Legal Implications:

The Council has a 'Duty of Care' under the Health and Safety at Work Act 1974 and the occupiers' liability legislation to ensure a risk management plan is in place to ensure reasonable steps are taken to minimise risk.

Risk Management Implications:

The authority doesn't have sufficient resources to meet the current bi-annual inspection regime required within the 2012 policy therefore the approval of this new policy will ensure the authority is able to meet its obligations and reduce the possibility of litigation claims.

Performance Management Follow-up:

The inspections are contracted to Ubico with defined areas of inspection to be completed within specific timescales. This is managed by the property team on a weekly basis during the winter inspection period using the Public Sector Software system (PSS).

Environmental Implications:

None.

1.0 INTRODUCTION/BACKGROUND

- 1.1 The 2012 Tree Safety Management Policy (TSMP) was introduced to ensure the authority met its obligation under a 'duty of care' to ensure the risk of falling trees and branches we managed to minimise the risk.
- 1.2 The current TSMP was last fully approved by Members in October 2012.
- 1.3 The authority has over 5,000 trees upon land that it owns and leases. The responsibility is with the authority to ensure these trees are managed to reduce the risk to properties and the public.
- 1.4 The current policy requires all trees to be inspected every two years which the authority is unable to meet with its current resources.
- 1.5 The policy takes in to account guidance from the Health and Safety Executive and the National Tree Safety Group.

2.0 REVISED TREE SAFETY MANAGEMENT PLAN

- 2.1 The responsibility of tree management transferred to the Asset Management section in July 2015 and in November 2015 investment was made in the Trimble GPS plotting equipment to accurately plot the trees within TBC ownership. A software management system that operates on the Trimble to maintain its playgrounds and trees was introduced at the same time (PSS).
The introduction of this system allows for Asset Management to accurately monitor the findings ensuring the risks are mitigated.
- 2.2 The draft Tree Safety Management Plan for 2016 onwards is detailed at Appendix A.
- 2.3 Since November 2015 the property team has sourced and developed software and equipment that was fundamental in implementing an inspection programme that minimises the risk of litigation for the authority.
- 2.4 Since June 2016 the property team has visited Council owned sites throughout the Borough to ensure all trees have been scored within the scoring matrix for the periodic inspections. This will enable the property team to give clear instructions with regard to the inspections to be completed by the contractor.

- 2.5** The draft TSMP introduces a scoring matrix to zone all the trees taking into account their maturity and location. Mature trees located next to occupied buildings or high pedestrian/traffic areas are considered higher risk than those located within a wooded area with no access. The scoring matrix scores the trees within five zones, with zone 1 requiring inspection every five years and zone 5 requiring inspection every year.
- 2.6** If the revised TPS is approved by Executive on 23 November 2016, it is the intention that it will be replacing the existing TPS with immediate effect.
- 3.0 OTHER OPTIONS CONSIDERED**
- 3.1** None.
- 4.0 CONSULTATION**
- 4.1** The Ubico ground maintenance team is the contractor that completes the inspections and the internal audit team were consulted during the drafting of the revised Policy.
- 5.0 RELEVANT COUNCIL POLICIES/STRATEGIES**
- 5.1** Current Tree Management Plan 2012.
- 6.0 RELEVANT GOVERNMENT POLICIES**
- 6.1** None.
- 7.0 RESOURCE IMPLICATIONS (Human/Property)**
- 7.1** None.
- 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** The Tree Management Plan was drafted around current resources whilst ensuring the authority meets its 'duty of care' obligation for the health and safety of it residents.
- 10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS**
- 10.1** None.

Background Papers: None.

Contact Officer: Andy Noble, Asset Management Tel: 01684 272005
Email: andy.noble@teWKesbury.gov.uk

Appendices: A – Tree Management Plan.

Tewkesbury Borough Council

Tree Safety Management policy



Updated 02.08.16

Contents

Policy Statement

Introduction

Periodic inspection programme

Periodic inspector qualifications

Findings and remedial works

Tree findings reported by the general public

Tree Replacements

Monitoring

Policy Statement

Tewkesbury Borough Council ('the council'), as a tree owner, has a responsibility to ensure that its trees do not pose a danger to the public or property. The council has a statutory duty of care to members of the public and staff who must not be put at risk because of any failure by the council to take all reasonable precautions to ensure their safety. In the National Tree Safety Group publication, "Common Sense Risk Management of Trees", statistics show that there is about a one in 10 million chance of an individual being killed by a falling tree or part of a tree in any given year.

Like all living organisms, trees are subject to decline and collapse and they can be damaged physically or invaded by pathogenic organisms. As trees deteriorate they are increasingly likely to shed limbs or fall in strong winds and the potential to cause harm increases.

Ancient and decaying trees are often beautiful and uniquely valuable as habitat for wildlife and, however poor the physical condition of a tree, remedial action is only necessary where there is a clearly perceptible risk to life or property. This might mean removing part of the tree or reducing the level of public access in the vicinity.

This Tree Safety Management Policy address the risk and responsibilities on the authority for the management of falling trees, branches and limbs which is managed by ensuring that:

- the risk to life and property, as a result of tree deterioration, is kept to a minimum as is reasonably practicable;
- a system of tree inspections is in operation in relation to the above risk;
- a record of trees and inspections is retained;
- staff who carry out inspections are competent to do so;
- work identified through the inspection programme to be undertaken by suitably qualified staff or contractors.

Introduction

The council recognises that trees are an important conservation and amenity resource to the area, but that they can present risk to the public if they are not managed properly.

Owners of trees have a legal duty of care and are obliged to take all reasonable care to ensure that any foreseeable hazards can be identified and made safe. Although it is not possible to completely eliminate the risk of a tree falling, there are often indications that a tree may be in decline, have physical faults or be suffering from decay or pests and diseases. Many of these signs can be recognized during periodic inspections by a competent person who can then instigate further works by qualified arboriculturist.

The safe and appropriate management of its trees is important to the council who want to ensure that a balance is maintained between public safety and sustaining a healthy tree population with the benefits it provides. Trees are integral to most natural land-based ecosystems, providing a wide range of ecosystem services to humankind, including mitigating the harmful effects of climate change as well as assisting with climate adaption. Trees are an important part of the economy providing timber and non-timber forest products. They also bring communities together, playing a part in their cultural and spiritual values and aesthetic appreciation.

Their importance is recognised in international, national and local government policies, and many non-governmental organisations have policies dedicated to conserving trees and their biodiversity.

This policy seeks to manage the risks associated with trees using a risk-based approach which both identifies with the risk presented to the public and buildings by their location and size and then through periodic inspections of the trees to assess whether they represent any additional risk to life or property as a result of structural faults or suffering from decay or pests and diseases, and to take remedial action as appropriate.

Periodic inspections programme

In 2016 a review of council owned land was undertaken to prioritise the periodic inspections and establish an ongoing inspection frequency for all trees within the council's ownership. The following matrix is designed to take account of the probability and severity to give a risk value which in turn establishes the inspection frequency. The severity is determined through the size of the tree whilst the probability is determined by the location to buildings, vehicles and pedestrians.

The above review was undertaken as a combination of a desk-top exercise and site visits. All Council owned trees must be identified and scored within the matrix which establishes a periodic inspection programme. The periodic inspector will identify trees that have defects (findings) record them, assign a hazard rating and report their findings within the council tree management system.

PERIODIC INSPECTION MATRIX	Severity by size of tree	Small tree less than 3m	Small Tree estimated size 3m to 9 m	Medium tree estimated size 9m to 15m	Large old tree estimated to be in excess of 15m	Large tree on unstable land i.e. on steep slopes high wind area
Probability population and usage		1	2	3	4	5
No access i.e. in wooded area with very little or no access no buildings in the area	1	Score 1 very low	Score 2 very Low	Score 3 very low	Score 4 low	Score 5 low
Light foot and vehicle traffic, no buildings within fall parameter of the tree	2	Score 2 very low	Score 4 low	Score 6 low	Score 8 medium	Score 10 medium
Medium foot and vehicle traffic unoccupied building within fall parameter of the tree i.e. bus shelter and scout hut	3	Score 3 very low	Score 6 low	Score 9 Medium	Score 12 medium	Score 15 high
high volume foot and vehicle or occupied building within fall parameter of the tree i.e. located on route to a large school or factory	4	Score 4 low	Score 8 medium	Score 12 Medium	Score 16 high	Score 20 high
Extremely High volume foot and vehicle traffic or occupied building within fall perimeters of the tree i.e. on major trunk road or on route to multiply commercial units or large town location	5	Score 5 low	Score 10 medium	Score 15 high	Score 20 high	Score 25 very high

	Severity by size of tree	Small tree less than 3 metres	Small Tree estimated size 3m to 9 m	Medium tree estimated size 9m to 15m	Large old tree estimated to be in excess of 15m	Large tree on unstable land i.e. on steep slopes high wind area
Probability population and usage		1	2	3	4	5
No access i.e. in wooded area with very little or no access no buildings in the area	1	Score 1	Score 2	Score 3	Score 4	Score 5
Light foot and vehicle traffic, no buildings within fall parameter of the tree	2	Score 2	Score 4	Score 6	Score 8	Score 10
Medium foot and vehicle traffic unoccupied building within fall parameter of the tree i.e. bus shelter and scout hut	3	Score 3	Score 6	Score 6	Score 12	Score 15

high volume foot and vehicle or occupied building within fall parameter of the tree i.e. located on route to a large school or factory

4

Score 4

Score 8

Score 12

Score 16

Score 20

Extremely High volume foot and vehicle traffic or occupied building within fall perimeters of the tree i.e. on major trunk road or on route to multiply commercial units or large town location

5

Score 5

Score 10

Score 15

Score 20

Score 25

Score 1 to 3	Very low risk zone 1	To be inspected every 5 years
Score 4 to 7	Low risk zone 2	To be inspected every 4 years
Score 8 to 12	Medium risk zone 3	To be inspected every 3 years
Score 13 to 20	High risk zone 4	To be inspected every 2 years
Score 21 to 25	Very high risk zone 5	To be inspected every year

Periodic Inspectors qualifications

Periodic inspections must be carried out by a competent person, experienced in tree inspections including and not limited to visual signs of serious ill health or significant structural problems, such as substantial fractured branches or rocking root plate, record them, assign a hazard rating and report their findings within the council management system.

The council officer commissioning these inspections must be satisfied that the person carrying out these inspections is suitably qualified, experienced and has the necessary public liability insurance

Findings and remedial works through inspections

All trees will be inspected according to the frequency determined by the risk zones table above using the council tree management system. All inspection must be recorded on the tree management system along with any findings.

Future inspections of trees with no findings (defects) will be inspected in line with the periodic inspection programme.

Where a tree with defects is identified as being potentially hazardous the finding must be recorded on the tree management system and the risk assessed. This risk score will determine when the remedial works or next inspection should take place by recording a task within the system; this will override the periodic inspection programme.

Trees must be recorded as assets within the tree management system and where there a number of trees within a location with the same periodic inspection score these can be inspected on mass and recorded as inspected although any defects (findings) must be recorded as individual trees within the asset.

Tewkesbury Borough Council will commission suitably qualified contractors to carry out the remedial works who will be required to update the tree management system when they complete the remedial works or inspections are completed.

The inspector must risk score the finding in line with the matrix below to ensure TBC commission the complete the remedial works within a timely manner to reduce the risk of injury.

FINDINGS MATRIX	Probability by finding	Highly unlikely	Unlikely	Possible	Likely	Highly likely
Severity by zone		1	2	3	4	5
Tree within risk zone 1	1	Score 1 very low	Score 2 very Low	Score 3 very very low	Score 4 low	Score 5 low
Tree within risk zone 2	2	Score 2 very low	Score 4 low	Score 6 low	Score 8 medium	Score 10 medium
Tree within risk zone 3	3	Score 3 very low	Score 6 low	Score 9 Medium	Score 12 medium	Score 15 high
Tree within risk zone 4	4	Score 4 low	Score 8 medium	Score 12 Medium	Score 16 high	Score 20 high
Tree within risk zone 5	5	Score 5 low	Score 10 medium	Score 15 high	Score 20 high	Score 25 very high

Score 1 to 3	Very low risk	No task assigned return to periodic inspection programme
Score 4 to 9	Low risk	Task to be completed within 1 year
Score 10 to 15	Medium risk	Task to be completed within 3 months
Score 16 to 20	High risk	Task to be completed within 1 month
Score 25	Very high risk	Task to be completed immediately

Please note: - Trees will be inspected in accordance with the periodic tree inspection programme; only trees that have findings identified and tasks will be inspected in accordance with the above matrix until the defect has been rectified.

Tree findings reported by the general public

All tree findings reported via the council reporting system will initially be checked for ownership and responsibility. Once ownership is established the finding will be recorded on the tree management system and risk scored in line with the findings matrix. The remedial works will then be commissioned with a suitably qualified contractor who will be required to update the tree management system when they complete the remedial works or inspections are completed.

Tree Replacements

Any tree that is felled as result of the tree inspection programme and where particularly possible must be replaced with a tree of an appropriate species. If possible the replacement tree should be the same species as the tree removed or an alternative species chosen in consultation with the Conservation Officer, Gloucestershire Archaeology and/or English Heritage.

Monitoring

In order to ensure adherence to the Tree Safety Management policy, adequate tree inspection records must be kept for a minimum of 10 years and systems demonstrating compliance with the policy must be in place

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	23 November 2016
Subject:	Leisure Centre Strategic Partnership Board
Report of:	Head of Finance and Asset Management, Simon Dix
Corporate Lead:	Deputy Chief Executive
Lead Member:	Lead Member for Finance and Asset Management
Number of Appendices:	None

Executive Summary:

In June 2016 Places for People Leisure Management (PFPLM) commenced their contract for the provision of delivering the Leisure Centre services on behalf Tewkesbury Borough Council. Within the contract it was agreed that a 'user group' be formed to be known as the Leisure Centre Strategic Partnership Board (LCSPB) with Councillors, members from the Swimming Baths Trust, representatives from PFP and officers of the Council. The purpose of this group is to monitor service performance, to consider proposals for continuous service improvement and to ensure the partnership is consistent with working cooperatively.

Recommendation:

- **That the Lead Member for Finance and Asset Management and the Lead Member for Health and Wellbeing are the Member representatives on the Leisure Centre Strategic Partnership Board.**
- **That the Head of Finance and Asset Management is authorised to nominate two officer representatives to the Leisure Centre Strategic Partnership Board.**

Reasons for Recommendation:

The leisure centre operator contract requires a User Group to be formed as a legacy of the Swimming Bath Trust and their commitment to providing safe facilities for children to learn to swim. The board is to optimise the client/contractor relationship.

Resource Implications:

None.

Legal Implications:

On 13 January 2015 the Council entered into a contract with Places for People Leisure Management (PFPLM). This contract includes a provision for the establishment of a User Group (Schedule 10- paragraph 14) comprising:

'representatives from the bodies which makeup the Tewkesbury Swimming Bath Trust, the Contractor and the Leisure Operator. The proposals are to include, without limitation, the frequency of meetings, the groups of Users to be represented on the User Group and the role and terms of reference of the User Group'.

In addition, the contract makes provision for 10% of any surplus (as defined in the contract) to be made available:

'for reinvestment in the Facility and its function within the wider Tewkesbury Community.'

The proposed Terms of Reference of the new User Group will include making recommendations to the Council and the Contract on the allocation of this sum.

Risk Management Implications:

None.

Performance Management Follow-up:

The contract is managed by a client officer with a reporting system to the Lead Member for Finance and Asset Management and Lead Member for Health and Wellbeing. The purpose of this Board is to ensure the client/contractor partnership is optimised.

Environmental Implications:

None.

1.0 INTRODUCTION/BACKGROUND

1.1 Cascades Swimming pool was opened in 1970 and the building was leased by Tewkesbury Swimming Bath Trust and managed by Tewkesbury Borough Council under a management agreement.

1.2 In November 2013, Members agreed to build and outsource the operation of a new leisure facility, as a replacement of Cascades swimming pool. The Swimming Bath Trust (SBT) also agreed to work with Tewkesbury Borough Council to ensure that the SBT charitable obligation for the provision of a safe learn to swim facility was met within the Borough.

1.3 The authority had continued to work in partnership with the SBT through the development of the new Leisure Centre to ensure the objectives of the SBT of providing a safe environment for children to learn to swim within the Borough was maintained.

1.4 During the tender for the operator and the appointment it was agreed that a LCSPB would be formed to optimise the partnership arrangement for the contract of the leisure operator.

1.5 In May 2016, the SBT agreed to relinquish the lease on Cascades supported by the charity commission with the understanding that they could have representation on the LCSPB.

2.0 PROPOSED LEISURE CENTRE STRATEGIC PARTNERSHIP BOARD

2.1 The board will comprise of senior officers and directors from both the Council and PFPLM, representatives from the SBT and political representatives of the Council.

2.2 Both PFPLM and the authority will maintain continuous service improvements and achieve greater cost effectiveness and efficiency in the delivery of the service. It is anticipated that this will form part of the dialogue between PFPLM and the authority at the LCSPB level but may filter down to operational level.

- 2.3** Within the gain share agreement it is proposed that 10% of the over performance profit share is allocated to the LCSPB to allocate in areas such as bursaries for elite local athletes, purchasing of equipment and outreach.
- 2.4** The suggested functions of the board are to make recommendations to the Council and contractor on the following matters:
- Targets on an annual basis in accordance with best practice/contractual obligations.
 - The allocation of any profit share allocated to the LCSPB in line with the agreed objectives.
 - Monitor that the level of service is delivered to a high standard in accordance with the contract. In particular, by receiving reports on service performance i.e. Health and Safety, customer comments, energy consumption and through agreed performance indicators.
 - To receive financial and participation report highlighting trends and comparisons against previous year.
 - Develop and/or consider proposals for continuous service improvement and for greater cost-effectiveness in the delivery of the service.
 - Anticipate and consider proposals for any change in the service that may be required e.g. by any change in law, policy or by any change in economic or social circumstances or expectations.
 - Consider any representations that may be made by either party to the contract concerning any matter that appears to be inconsistent with the parties commitment to working cooperatively.
 - Receive annual reports prepared separately by each partner setting out an open account of the partner's opinion of the state of the partnership successes and shortcomings over the year, and proposals for improvement in the partnership in future.
- 2.5** It is recommended that LCSPB meet twice a year in May and November.
- 2.6** It is recommended that two Members are appointed is to ensure balance on the board from the various organisations. The key factors within this contract are the management and maintenance of building, the customer experience and satisfaction and the range of activities that increases participation therefore it is applicable for the Lead Members for Finance and Asset Management and Health and Wellbeing to be represented on the board. They currently receive the monthly management reports and feedback via the client officer at an operational level.
- 3.0 OTHER OPTIONS CONSIDERED**
- 3.1** None.
- 4.0 CONSULTATION**
- 4.1** The Leisure facility Member Reference Group and the Swimming Bath Trust were consulted throughout the tender and award process.
- 5.0 RELEVANT COUNCIL POLICIES/STRATEGIES**
- 5.1** None.

6.0 RELEVANT GOVERNMENT POLICIES

6.1 None.

7.0 RESOURCE IMPLICATIONS (Human/Property)

7.1 None.

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 Cascades redevelopment project 26 November 2013.

Background Papers: None.

Contact Officer: Andy Noble, Asset Manager Tel: 01684 272005
Email: andy.noble@teWKesbury.gov.uk

Appendices: None.

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	23 November 2016
Subject:	Safeguarding Policy
Report of:	Interim Head of Community Services, Richard Kirk
Corporate Lead:	Deputy Chief Executive
Lead Member:	Lead Member for Community
Number of Appendices:	One

<p>Executive Summary:</p> <p>The Council's Safeguarding Policy has been reviewed and revised in accordance with the Executive's Forward Plan.</p>
<p>Recommendation:</p> <p>To APPROVE the revised Safeguarding Policy and AGREE that future amendments to the Policy can be delegated to the Deputy Chief Executive.</p>
<p>Reasons for Recommendation:</p> <p>The Council's Safeguarding Policy has been reviewed and revised to incorporate a number of changes to reflect best practice and now requires adoption.</p>

<p>Resource Implications:</p> <p>Continual in-house training and monitoring through the current staffing establishment.</p>
<p>Legal Implications:</p> <p>The Children Act 2004, the Care Act 2014 and Safeguarding Vulnerable Groups Act 2006 places duties on the Council to ensure its functions are discharged having regard to the need to safeguard and promote the welfare of children and young people and vulnerable adults.</p>
<p>Risk Management Implications:</p> <p>The Council has a duty of care for the children and young people who take part in activities, or access services that it provides. The Council recognises that all children and young people have a right to be safe and to be protected from abuse and harm. By not having an up to date policy and associated training in place for staff, children or young people could be exposed to increased risk of abuse and this could damage the Council's reputation.</p>
<p>Performance Management Follow-up:</p> <p>The Safeguarding Policy will be reviewed annually.</p>

Environmental Implications:

None specific for this report.

1.0 INTRODUCTION/BACKGROUND

- 1.1** The Council has a duty of care towards children, young people and vulnerable adults who take part in activities or access the services that it provides.

The Council has previously recognised that all children have a right to be safe and to be protected from abuse and harm and takes seriously its duty to safeguard and promote the welfare of children. It therefore takes all reasonable steps to ensure services for children are safe and accessible; this duty of care now extends to vulnerable adults.

- 1.2** The Council also has a duty under the Children Act 2004, to cooperate with the Lead Authority, Gloucestershire County Council. The interagency arrangements to safeguard and promote the welfare of children are coordinated and monitored through the Gloucestershire Safeguarding Children's Board, which links to the Gloucestershire Children and Young People's Partnership.

- 1.3** Additional similar responsibilities were placed on the Council for vulnerable adults under the Care Act 2014.

2.0 ISSUES FOR CONSIDERATION

- 2.1** At the Executive Committee on 2nd October 2013, it was agreed that:

- the Council's Safeguarding Policy and training action plan would be approved;
- authority be delegated to the Deputy Chief Executive to alter the Policy once approved, to take account of changes in staffing and job titles as a result of any subsequent staff changes; and
- in the event of any legislative changes that affect delivery of the policy, the policy will be bought back to Executive Committee.

- 2.2** In addition to the obligations under the legislation relating to children and young people, the Council has a duty of care in relation to vulnerable adults under the Care Act 2014.

- 2.3** A new Safeguarding Policy has been written and now includes a wider remit to cover the welfare of vulnerable adults as well as children and for this reason it is being brought to the Executive Committee for approval. The revised Safeguarding Policy is attached at Appendix 1.

- 2.4** The Council's Audit Team has previously undertaken a compliance audit (September 2014) in respect of Section 11 of the Children Act 2004 to ensure that the Council is discharging its functions correctly having regard to the need to safeguard and promote the welfare of children and young people.

A further Section 11 audit will be carried out in Q4 and the results reported to the Audit Committee.

- 2.5** Contractors providing a service on behalf of the Council e.g. leisure services will be required to work within the framework of the policy.

3.0 OTHER OPTIONS CONSIDERED

3.1 None.

4.0 CONSULTATION

4.1 None.

5.0 RELEVANT COUNCIL POLICIES/STRATEGIES

5.1 Code of Conduct.
Disciplinary Procedure and Rules.
Disclosure Policy and Procedure.
Equality Statement and Equality Schemes.
Grievance Policy and Procedure.
Harassment and Bullying Procedure.
Recruitment and Selection – Code of Practice.
ICT User Policy.
Data Protection – Policy, Procedure and Guidance.
Complaints Procedure.

6.0 RELEVANT GOVERNMENT POLICIES

6.1 Statutory Guidance on making arrangements to safeguard and promote the welfare of children under Section 11 of the Children Act 2004 (HM Government 2005).
Working Together to Safeguard Children: A guide to inter-agency working to safeguard and promote the welfare of children (HM Government 2015).
Guide to the Care Act 2014 - The Implications for Providers.

7.0 RESOURCE IMPLICATIONS (Human/Property)

7.1 On-going training costs.

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 & Safety)

9.1 Matters relating to equalities and human rights are contained within the revised Safeguarding Policy. Appropriate referrals carried out will ensure children and vulnerable adults are kept safe.

10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

10.1 None.

Background Papers: None.

Contact Officers: Richard Kirk, Interim Head of Community Services
01684 272259 richard.kirk@tewkesbury.gov.uk

Paula Baker, Housing Services Manager
01684 272173 paula.baker@tewkesbury.gov.uk

Appendices: Appendix 1 - Safeguarding Policy.

Tewkesbury Borough Council

SAFEGUARDING POLICY & PROCEDURE

Version: November 2016

Contents

Page No.

Safeguarding Policy

1. Introduction
2. Statement of Intent
3. Purpose
4. Distinctions
5. Council's Roles and Responsibilities
6. Definitions and Types of Abuse
7. Responsible Leads
8. Who the Safeguarding Policy Affects
9. Safeguarding Practices
10. Policy Review

Safeguarding Procedure

1. Listening to Children and Vulnerable adults
2. What to do if you have concerns
3. Dealing with allegations against staff
4. Maintaining Confidentiality
5. Support
6. Allegations of Previous Abuse
7. Quick Guide

SAFEGUARDING POLICY

1.0 INTRODUCTION

Safeguarding means protecting people's health, wellbeing and human rights and enabling them to live free from harm, abuse and neglect. It is primarily about protecting vulnerable adults, young people or children from abuse or neglect. It means making sure people are supported to get good access to health care and stay well and is fundamental to high-quality health and social care. It is wrong if vulnerable people are not treated with the same respect as others.

2.0 STATEMENT OF INTENT

Tewkesbury Borough Council is committed to the principles of safeguarding and promoting the welfare of all children, young people and vulnerable adults.

Our employees and any contractors working on the council's behalf are briefed and understand the definitions of children and vulnerable adults in the context of the Safeguarding Vulnerable Groups Act and the legislative framework of measures to protect these groups from harm.

3.0 PURPOSE

The purpose of this Policy is to ensure there is an overarching approach to safeguarding across the organisation and that all employees, elected Members, volunteers and contractors delivering services on behalf of the council are aware of their legal obligations to safeguard children, young people and vulnerable adults.

4.0 DISTINCTIONS

Safeguarding distinctions for children and adults

Safeguarding children and promoting their welfare includes:

- Protecting them from maltreatment or things that are bad for their health or development.
- Making sure they grow up in circumstances that allow safe and effective care.

Safeguarding vulnerable adults includes:

- Protecting their rights to live in safety, free from abuse and neglect.
- People and organisations working together to prevent the risk of abuse or neglect and to stop them from happening.
- Making sure people's wellbeing is promoted, taking their views, wishes, feelings and beliefs into account.

Types of Harm

The safeguarding of children and young people and the safeguarding of adults with care and support needs (vulnerable adults) can encompass the following types of harm within the definition:

- domestic abuse / physical harm / neglect;
- sexual abuse or exploitation;
- emotional or psychological abuse;
- financial exploitation;
- modern slavery / human trafficking / illegal workers;
- honour based abuse;
- stalking;
- forced marriage;
- cyber bullying;
- female genital mutilation (FGM).

5.0 THE COUNCIL'S ROLE AND RESPONSIBILITIES

The council has a statutory responsibility and a duty of care, to cooperate and report issues relating to safeguarding to the appropriate authorities and partner agencies.

This Policy aims to raise overall awareness of safeguarding, the signs of abuse and information on what to do if any form of abuse is identified or suspected.

Safeguarding is not a practice that operates in isolation; the subject cuts across every service and function that the council undertakes and as such, is embedded within the organisation and has direct links to other council policies including, the Code of Conduct, Anti-Bullying and Harassment Policy, Safer Recruitment and Whistle Blowing.

5.1 Safeguarding Children

Local Authorities have a duty under the Children Act 2004 to ensure that they consider the need to safeguard and promote the welfare of children when carrying out their functions. The council is a member of the Gloucestershire Safeguarding Children's Board (GSCB) and has a role in identifying children and young people who may be at risk and alerting the appropriate services. All staff must ensure that they are aware of the safeguarding procedures in place within the organisation and the staff members responsible for safeguarding issues. All staff members will receive safeguarding training at induction.

5.2 Safeguarding Vulnerable Adults

The council's role for safeguarding vulnerable adults is governed by the Care Act 2014.

The council's safeguarding responsibilities apply to adults who:

- have care and support needs;
- are experiencing or are at risk of abuse or neglect;
- are unable to protect themselves from either the risk of, or the experience of abuse or neglect.

6.0 DEFINITIONS AND TYPES OF ABUSE

6.1 Children and Young People

In accordance with guidance provided by Working Together to Safeguard Children 2010 and based on the Children Act 1989 and 2004, the terms "children", "child", "young person" or "young people" shall for the purposes of this Policy be deemed to mean:

“Anyone who has not yet reached their 18th birthday. The fact that they have reached 16 years of age; are living independently or in further education; are a member of the armed forces; in hospital or in custody in the secure estate for children and young people, does not change his or her status or entitlement to services or protection under the Acts...”.

A child may be at risk of abuse in a number of ways:

TYPE	DEFINITION	SIGNS
Emotional	The persistent emotional maltreatment of a child such as to cause severe and persistent effects on the child's emotional development.	Conveying to children that they are worthless or inadequate; imposing age or developmentally inappropriate expectations, serious bullying, exploitation.
Sexual	Forcing or enticing a child or young person to take part in sexual activities, whether or not the child is aware what is happening.	Inappropriate sexual behaviour, fear of adults, recoiling from physical contact.
Neglect	The persistent failure to meet a child's basic physical and/or psychological needs, likely to result in the serious impairment of the child's health or development.	Inadequate food, clothing, shelter. Inadequate access to appropriate medical care or treatment.
Physical	May involve hitting, shaking, poisoning, burning or scalding, drowning, suffocating or otherwise causing physical harm to a child.	Unexplained bruising, burns, fractures.

6.2 Vulnerable Adults

A vulnerable adult is any person aged 18 or over who is or may be unable to take care of him or herself, or unable to protect him or herself against significant harm or serious exploitation. Vulnerable adults may include people with:

- a mental health problem or mental illness (including dementia);
- a physical disability;
- a sensory impairment;
- a learning disability;
- frailness and/or experiencing a temporary illness;
- old age.

A vulnerable adult may be at risk of abuse in a number of ways:

TYPE	DEFINITION	INDICATORS
Physical	The non-accidental use of physical force that results (or could result) in bodily injury, pain or impairment including: assault, hitting, slapping, pushing, misuse of medication and restraint.	Unexplained bruising, cowering or flinching, bruising consistent with being hit, unexplained burns, unexplained fractures.
Domestic Abuse	An incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse by someone who is or has been an intimate partner or family member regardless of gender or sexuality.	Unexplained bruising, cowering or flinching, bruising consistent with being hit.
Sexual	Direct or indirect involvement in sexual activity without consent.	Incontinence, difficulty/discomfort in walking, excessive washing, sexually transmitted diseases, bruising/bleeding in genital areas.
Emotional/Psychological	Acts or behaviour which impinge on the emotional health of, or which causes distress or anguish to individuals.	Disturbed sleep, anxiety, confusion, extreme submissiveness or dependency, sharp changes in behaviour, loss of confidence or appetite.
Neglect & Acts of Omission	Ignoring or withholding physical or medical care needs, which result in a situation or environment detrimental to the individual.	Ignoring medical, emotional or physical care needs, failure to provide access to appropriate health care, withholding medication, adequate nutrition and heating.

Financial & Material Abuse	Unauthorised, fraudulent obtaining and improper use of funds, property or any resources of an adult at risk. Scamming and coercion in relation to an adult's financial affairs.	Unexplained or sudden inability to pay bills, unexplained withdrawals of money from accounts, personal possessions going missing, unusual interest by a friend/relative/neighbour in financial matters.
Discriminatory	When values, beliefs or culture result in a misuse of power that denies main stream opportunities to some groups or individuals. This includes discrimination on the grounds of race, faith or religion, age, disability, gender, sexual orientation and political views, along with racist, sexist, homophobic or ageist comments or jokes, or comments and jokes based on a person's disability or any other form of harassment.	Inciting others to commit abusive acts, lack of effective communication.
Modern Slavery	Encompasses slavery, human trafficking, forced and compulsory labour and domestic servitude.	
Institutional/ Organisational	Where the culture of the organisations places the emphasis on the running of the establishment above the needs and care of the person.	Lack of care plans, contact with the outside world not encouraged, no flexibility or lack of choice.
Self-neglect	Neglecting to care for personal hygiene, health or surroundings and includes behaviour such as hoarding.	A deterioration in physical appearance or rapid weight gain/loss.

There are also a number of specific acts that constitute abuse which could affect both children and adults and are safeguarding concerns, namely:

TYPE	DEFINITION
Female Genital Mutilation	Female genital mutilation is a collective term used for illegal procedures, e.g. female circumcision, which includes the partial or total removal of the external female genital organs, or injury to the female genital organs for a cultural or non-therapeutic reason.
Honour Based Abuse (HBA)	<p>Honour based abuse is violence and abuse in the name of honour, covering a variety of behaviours (including crimes), mainly but not exclusively against females, where the person is being punished by their family and/or community for a perceived transgression against the "honour" of the family or community, or is required to undergo certain activities or procedures in "honour" of the family.</p> <p>It is a form of domestic abuse which relates to a victim who does not abide by the "rules" of an honour code. This will have been set at the discretion of relatives or community; the victims are punished for bringing shame on the family or community.</p>
Forced Marriage	<p>In a forced marriage people are coerced into marrying someone against their will and they may be physically threatened or emotionally blackmailed to do so. It is an abuse of human rights and cannot be justified on any religious or cultural basis.</p> <p>Forced marriage is not the same as an arranged marriage where there is a choice as to whether to accept the arrangement or not. The tradition of arranged marriages has operated within many communities, cultures and countries over a long period of time.</p>
Child Sexual Exploitation (CSE)	<p>Sexual exploitation of children and young people under 18 involves exploitative situations, contexts and relationships where young people (or a third person or persons) receive something in return (e.g. food, accommodation, drugs, alcohol, cigarettes, affection, gifts, money) as a result of them being subjected to sexual activities.</p> <p>Child sexual exploitation can occur through the use of technology without the child's immediate recognition; e.g. being persuaded to post sexual images on the internet or mobile phones without immediate payment or gain.</p> <p>In all cases those exploiting the child/young person have power over them by virtue of their age, gender, intellect, physical strength and/or economic or other resources. Violence, coercion and intimidation are common, involvement in exploitative relationships being characterised in the main by the child or young person's limited availability of choice, resulting from their social/economic and/or emotional vulnerability.</p>

Stalking	The Protection of Freedoms Act 2012 defines "stalking" as an offence, however there is no legal definition, but examples include: following or spying on a person or forcing contact with the victim through any means including social media. Any of these examples carried out repeatedly or persistently can cause significant alarm or distress.
Prevent	Prevent is a government strategy which aims to raise awareness and resilience to radicalisation, it recognises that children and vulnerable adults can be susceptible to extremist views and coerced into criminal behaviour.
Cyber-Crime	Cyber-crime is defined as criminal activity carried out by means of computers or the internet. Criminals are increasingly exploiting the speed, convenience and anonymity of the internet to commit a diverse range of criminal activities without physical or virtual borders. These crimes can cause serious harm and pose significant threats to victims worldwide.
Modern Slavery	Modern slavery has a number of characteristics which distinguish it from other human rights violations. It involves people being forced to work through mental or physical threat of abuse, dehumanisation and being treated like a commodity or bought and sold as "property".
Human Trafficking	Human trafficking takes place when a victim is moved from one place to another for the purpose of exploitation and this could be through sexual exploitation, domestic servitude or forced labour.

7. RESPONSIBLE LEADS

7.1 Designated Safeguarding Lead

The council has a two Designated Safeguarding Leads who are responsible for championing the importance of safeguarding and promoting the welfare of children, young people and vulnerable adults. Their role is also to support staff and provide guidance and advice to aid implementation of this Policy and in making a referral. In the event of concerns arising in relation to a member of staff or a volunteer then the Human Resources Manager should be notified.

Designated Safeguarding Leads (Contact Points):	
Post Title	Telephone Number
Head of Community Services	01684 272259
Housing Services Manager	01684 272173
Community and Economic Manager (Temporary)	01684 272094
Human Resources Manager	01684 272057

7.2 Corporate Leadership Team (CLT)

The council's Corporate Leadership Team will ensure that:

1. The council meets its legal obligations.
2. Where applicable the safeguarding of children, young people and vulnerable adults is considered in strategies, plans and services.
3. The best safeguarding practices are embedded and maintained across all services to ensure continuous improvement and compliance with national and local policies.
4. All safeguarding matters relating to safeguarding are expedited in a timely manner and treated seriously.
5. Staff are supported on all aspects of safeguarding and procedures are adhered to.

7.3 Service Managers

The council's Service Managers will ensure that:

1. The Safeguarding Policy is adhered to across the organisation;
2. Staff complete and implement the appropriate safeguarding training;
3. Staff handling safeguarding issues are fully supported;
4. They take responsibility for the quality of safeguarding children, young people and vulnerable adults in their service area;
5. Staff and volunteers working with children, young people and vulnerable adults have employment checks appropriate to their role and legislative requirements.

7.4 Human Resources

The council's Human Resource Manager will ensure that:

1. The relevant policies are in place, e.g. Whistle-blowing, Safer Recruitment and Disciplinary Procedures;
2. Managers are supported in the use of the policies directly and indirectly associated with safeguarding;
3. Support with the pre-employment checks (including through the Disclosure and Barring Service) is given to managers and staff, as appropriate;
4. All staff are trained in safeguarding policies and procedures during induction;
5. All staff training associated with safeguarding is up-dated on a regular basis.

7.5 Staff

Council staff will ensure that they:

1. Treat all safeguarding matters seriously;
2. Report all concerns as per the reporting procedure;
3. Are aware of the council's safeguarding policies and procedures;
4. Complete the safeguarding training relevant to their role.

8. WHO THE SAFEGUARDING POLICY AFFECTS

In addition to employees and elected Members of the council this Policy shall also apply to the following areas:

8.1 Procurement

Any contracts awarded with external agencies for the provision of goods and services must make specific reference to safeguarding and the duties imposed on staff. Steps must be taken to ensure the safeguarding of children, young people and vulnerable adults is commensurate with the type of service being provided on behalf of, or in partnership with the council.

8.2 Contractors

The council will ensure that:

1. All contractors providing services directly related to children, young people and vulnerable adults have a safeguarding policy and practices which complement the council's requirements relating to safeguarding.
2. Contractors providing a service to the council (such as maintenance work at a council property) will be made aware of the council's procedures and policies.
3. Council staff will ensure that relevant safeguarding practices are adopted by the contractor.
4. Contractors providing a service on behalf of the council, e.g. leisure services, will be required to work within the framework of this Policy.

In addition, the contractor must ensure that they meet with the standards and guidance set out in the council's Safeguarding Policy.

8.3 Partners

All partners working with the council must have regard to safeguarding. For joint projects, partner agencies will be required to pass a copy of their safeguarding policy to the council to ensure it aligns with the council's safeguarding requirements or alternatively, where no such policy exists, the partner will be required to adopt this Policy for the duration of the project.

Taxi drivers licenced by the council must attend specific safeguarding training.

8.4 Volunteers

Any volunteers operating either in their own right as individuals or as part of a larger organisation on behalf of the council working with children, young people and / or vulnerable adults will be required to undertake a Disclosure and Barring Service (DBS) check and will be made aware of the council's Safeguarding Policy as part of their overall induction.

8.5 Apprentices, Work Experience and Workers Under the Age of 18

Staff will be made aware that the above duty will apply to their interaction with work experience and apprentices under the age of 18. Such workers would still be deemed as children under this Policy (see section 3.1), whilst also themselves being responsible under the duty imposed by Section 11 of the Children Act 2004. It will be necessary to consider the impact of this in all risk assessments carried out in relation to these staff members. In all cases a Young Persons' Risk Assessment must be carried out (available on the council's intranet or through Human Resources).

If a work experience placement involves working with a member of staff off site or working with a member of staff on their own for longer than half a day, the student's parents or guardians should be informed prior to the work experience placement. In addition when the student goes off-site the employee must advise a Senior Officer where they are going, the reason for the visit and how long the visit will take.

9. SAFEGUARDING PRACTICES

9.1 Safer Recruitment

The council has a Safer Recruitment Policy which must be followed for all staff appointments. The policy can be found on the council's intranet or requested from Human Resources.

9.2 Training

All staff working with children, young people and vulnerable adults must attend safeguarding training appropriate to their role as a minimum and be familiar with the Safeguarding Induction Booklet for Children, Young People and Vulnerable Adults available on the council's intranet.

All council employees will be familiar with their safeguarding responsibilities irrespective of their role. Basic safeguarding training will be given during new staff inductions and renewed every two years – either through online packages or internal briefings. Human Resources will work with managers to ensure this is undertaken and monitored. Elected Members will be made aware of their safeguarding responsibilities and training will be offered to them.

9.3 Safeguarding Allegations Against a Member of Staff

The council takes seriously any allegations or complaints about the conduct of staff and volunteers in respect of their contact with children and vulnerable adults. All allegations or complaints received by the council will be investigated fully and where applicable, action will be taken against the member of staff or volunteer in accordance with the council's disciplinary procedure. If deemed necessary, the member of staff or volunteer will be suspended whilst the investigation takes place. The decision to suspend lies ultimately with a Chief Officer.

In the event of a serious allegation against a member of staff or volunteer, the council will involve the Local Authority Designated Officer (LADO) employed by Gloucestershire County Council.

9.4 Support for Staff/Volunteers

Support will be provided for any member of staff or volunteer subject to an allegation as indicated in the council's Disciplinary Procedure.

9.5 Whistle-Blowing

The council has a Whistle-Blowing Policy which should be read in conjunction with this Policy; this can be found on the council's intranet or requested from the Human Resources team. Staff have a duty of care to draw attention to bad or poor practice in the workplace; this includes practices that may be abusive and / or neglectful. Members of staff who work with children, young people or vulnerable adults have an individual responsibility to raise concerns with someone who has responsibility to take action.

9.6 E-Safety

Children, young people and vulnerable adults can be at risk of exploitation and abuse through the medium of Information and Communication Technology (ICT). It is important that staff are alert to potential risks children, young people and vulnerable adults may be exposed to and that steps have been taken to mitigate the risk of this occurring, with specific reference to the council's ICT Policies, which can be found on the council's intranet and include:

- Information Security Policy.
- Acceptable Use Code of Practice.
- Access Control Code of Practice.
- E-Mail Code of Practice.
- Internet Code of Practice.

9.7 Related Policies

The council has adopted a number of policies related to the protection of staff when undertaking their duties these include the:

- Safeguarding Policy to guide individuals on how to be vigilant about spotting any signs of harm or potential harm and what to do about it.
- Health and Safety Policy to help ensure that staff wellbeing is protected in the workplace.

- Equality and Diversity Policy, to ensure all are treated fairly and appropriately in the workplace.
- Well-being and Stress Management Policy, which aims to promote job satisfaction and a stress free environment.
- Anti-Bullying and Harassment Policy.
- Whistle-Blowing Policy.

9.8 Reporting Safeguarding Concerns

The council undertakes to:

- Report any safeguarding related information received by third parties to the appropriate body, e.g. Social Care, the police, other regulators and government departments for further investigation.
- Refer safeguarding concerns that are identified by staff in the course of carrying out the council's business to the appropriate body, e.g. Social Care, the police, other regulators and government departments for further investigation.
- Record any incidents on safeguarding through the council's internal procedures.

9.9 Communicating this Policy

This Policy will be communicated to all staff and elected Members at their initial induction briefing and thereafter from time to time, but at least every two years.

This Policy will also be followed in conjunction with any specific local arrangements imposed or recommended by the partner agencies, including Social Services, the police etc., which will also be communicated to staff where appropriate.

A copy of this Policy is available from the contact points listed in the document.

10 POLICY REVIEW

10.1 This Policy will be reviewed annually or in response to legislative changes.

SAFEGUARDING PROCEDURE

1. Listening to children and vulnerable adults

As adults with trust and influence, council staff are in a powerful position to recognise and receive information about abuse. However, it is not their responsibility to decide if a child or vulnerable adult is being abused; their role is to act on their concerns.

If a child tells a member of staff about potential or alleged abuse:

- Stay calm.
- Listen carefully to what they have to say, without making any judgement.
- Try not to ask questions, but if you have to, make sure they are open-ended questions to clarify understanding and not to probe or investigate.
- Do encourage them to talk.
- Do not give an opinion or offer advice.
- Be honest with them about what you can and cannot do.
- Tell them that you are not able to keep what they have told you secret.
- Tell them that you will try to find them the help they need.
- When they have finished, make a detailed note of what they have said on the incident record form (available on the council's intranet or through Human Resources), using their words where possible, and then sign and date the record and pass that information on to the nominated safeguarding lead.
- Do not contact or confront the individual who is alleged to be responsible.
- Re-assure the child / young person / vulnerable adult that they have done the right thing.
- Maintain confidentiality and do not discuss with others.

2. What to do if you have concerns

It is not the responsibility of an employee to take individual responsibility for deciding whether or not abuse is actually taking place. However, there is a responsibility to protect children and vulnerable adults in order that appropriate agencies (e.g. local social services) can then make enquiries and take any necessary action.

The council recognises that the decision to report a concern can be a difficult one to make, not least because of the fear of reprisal from those responsible for the malpractice.

The council will not tolerate harassment or victimisation in any form of anyone raising a legitimate concern. Any employee who attempts at any stage to apply any retribution or detriment to a member of staff will face serious disciplinary charges.

In being vigilant of child and vulnerable adult protection it is crucial that all employees with responsibility for care are aware of the steps used to recognise signs of abuse. In these situations, or where concerns still exist, any suspicion, allegation or incident of abuse must be reported to either of the council's Safeguarding Lead Officers as soon as possible.

Once the incident/allegation has been reported it is the responsibility of the council's Safeguarding Lead Officer to inform the appropriate agency without delay.

3. Dealing with allegations against staff

Should an individual member of staff become aware of an allegation against a colleague of an incident of child abuse taking place, or having taken place, they should follow the procedure outlined below:

- Take the allegation seriously. It is your duty to consider any allegation to be potentially dangerous to the child and therefore report it.
- As part of your report, make a written record of any details of which you are aware.
- Report the allegation to the Safeguarding Lead Officer giving details of the allegation, how you became aware of it and any other relevant details. Try not to cloud your report with your opinions or judgements
- Do not judge or investigate. As an employee, it is important not to lose focus of your role. By reporting an allegation quickly, any necessary investigations and/or judgement can be made by trained professionals, i.e. social services and/or the police.

4. Maintain confidentiality

It is extremely important that any allegations are not discussed (unless absolutely necessary) as any breaches could be damaging to the child or vulnerable adult and to any investigation which may follow. Any requests for information from members of the public (including parents, guardians or carers) or the media should be directed to the Safeguarding Lead Officer.

5. Support

Consideration should be given to the kind of support that children, parents, guardians, carers and members of staff may need. Use of help lines, support groups and open meetings will maintain an open culture and help with any process of reparation.

6. Allegations of previous abuse

Allegations of abuse may be made some time after the event, e.g. by an adult who was abused as a child or against a member of staff who is still currently working with children. Where such an allegation is made, the person should follow the procedure as detailed above contacting the safeguarding lead most appropriate who would then notify the police.

7. Further Information

Further information relating to safeguarding, including definitions, guidance leaflets, can be found on the Gloucestershire County Council web-site pages:

[Safeguarding Children in Gloucestershire](#)

Quick Guide:**What must I do?**

Immediately share your concerns verbally with the designated Safeguarding Lead Officer.

Safeguarding Leads (Contact Points):	
Post Title	Telephone Number
Head of Community Services	01684 272259
Housing Services Manager	01684 272173
Community and Economic Manager (Temporary)	01684 272094
Human Resources Manager	01684 272057

If appropriate they will complete a safeguarding referral with you and then speak to Social Care.

If you have concerns about a member of staff then speak to:

Human Resources Manager	01684 272057
-------------------------	--------------

Then:

Make a written record (using the child's or adult's own words) sign and date it.

Pass the written record to the designated Safeguarding Lead Officer without delay. If the referral is based on an observation, please give as much information as possible. All reports will be treated with the strictest confidentiality. If you wish to remain anonymous you can make a protected disclosure under the councils Whistle-Blowing Policy.

To ensure that this information is as helpful as possible, a detailed record should always be made at the time of the disclosure/concern, which should include the following:

- The name, age and date of birth of the child or vulnerable adult.
- Their home address and telephone number.
- Whether or not the person making the report is expressing their own concerns or those of someone else.

- The nature of the allegation. Include dates, times, any special factors and other relevant information.
- Make a clear distinction between what is fact, opinion or hearsay.
- A description of any visible bruising or other injuries. Also any indirect signs, such as behavioural changes.
- Details of witnesses to the incidents.
- The child's or adult's account, if it can be given, of what has happened and how any bruising or other injuries occurred.
- Have the parents, guardians or carers been contacted? If so, what has been said?
- Has anyone else been consulted? If so, record details.
- If the child was not the person who reported the incident, has the child been spoken to? If so, what was said?
- Has anyone been alleged to be the abuser? Record details.
- Where possible referral to the police or social services should be confirmed in writing within 24 hours and the name of the contact who took the referral should be recorded.

If you are worried about sharing concerns about abuse with a senior colleague or the HR lead you can contact:

Organisation	Telephone Number
Social Services (Children and Families Helpdesk)	01452 426565
Social Services (Adult Helpdesk)	01452 426868
Police	101

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	23 November 2016
Subject:	Work Experience and Work Placement Policy
Report of:	Head of Corporate Services, Graeme Simpson
Corporate Lead:	Chief Executive, Mike Dawson
Lead Member:	Lead Member for Organisational Development
Number of Appendices:	Two

Executive Summary:

The Work Experience and Work Placement Policy has been developed from existing procedural arrangements, and expanded to include specific reference to groups which may experience significant barriers to employment, in addition to the existing arrangements for access to work experience for school leavers and undergraduate students. In addition, it includes reference to the potential for paid work (section 2.1) in exceptional circumstances.

Recommendation:

That the new Work Experience and Work Placement Policy be APPROVED and ADOPTED effective from 1 December 2016.

Reasons for Recommendation:

The policy will have a direct impact on the local community through improving job prospects by offering real-life placements, supporting development of employment skills. The policy promotes development of relationships with a wide variety of stakeholders, including Schools, Social Services, Youth and Enterprise Services.

Resource Implications:

There are resource implications which are directly proportionate to the number of work experience placements offered. This includes the time of management and operational staff to induct placement students; provide brief training/explanation and ongoing Human Relations support to manage the application processes, seek suitable placement and liaise with stakeholders.

Legal Implications:

The Government is cutting red tape that can get in the way when working with young people; The Council does not need to carry out an enhanced Disclosure and Barring Services check (formerly CRB) for staff supervising young people aged 16-17, because the work is not regarded as a regulated activity. Employers' Liability Insurance covers work experience students.

Risk Management Implications:

Simplified Health and Safety Guidance makes it clear that if you already employ young people you won't need to repeat risk assessments for work experience students. However, the Council will ensure that those service areas that have not previously had a young person engaged will complete a risk assessment. All work experience and work placement participants will be made aware of the risk assessments applicable to them.

Performance Management Follow-up:

The issues raised are monitored by the Human Resources section. The policy will be kept under review and updated in accordance with changes in equalities legislation and good practice.

Environmental Implications:

None arising directly from this report.

1.0 INTRODUCTION/BACKGROUND

- 1.1 An effective work experience programme gives young people and people wishing to enter the job market, the opportunity to gain practical experience and will enable them to believe they are valuable and productive members of the workforce.
- 1.2 This policy formalises the existing work placement procedure guide, and extends the provision primarily for school and university students, to other members of the community who may experience significant barriers to employment.
- 1.3 The work experience scheme offers an effective way to identify new talent, and may impact the Council's talent management pool positively by allowing such individuals to apply for apprenticeships and other internal opportunities.

2.0 WORK EXPERIENCE AND WORK PLACEMENT POLICY

- 2.1 The policy clarifies the access routes, types of placement offered by the Council, and provides guidance and support to staff members involved in work experience, for the effective management of placements. While most placements will be for a fixed period and are unpaid, the policy allows for short paid placements, subject to budget availability, in exceptional circumstances. Selection will be at the discretion of the Council.
- 2.2 The benefits to the Council include identifying wider ranges of talent, providing staff mentoring and development opportunities, and introducing fresh perspectives to the Council and new ways of thinking.
- 2.3 The benefits to the wider society include providing opportunities for people to access the work place, and develop work-related skills. Ultimately this may impact local unemployment rates, and promote community engagement by being seen as an employer of choice.
- 2.4 All applications will be considered on merit and with reference to the Council's capacity to offer appropriate, well designed and high-quality work experience or work placements. The Council is under no obligation to offer work experience or placement opportunities if it does not have the capacity to do so.

3.0 OTHER OPTIONS CONSIDERED

3.1 None.

4.0 CONSULTATION

4.1 Trade Unions and Management.

5.0 RELEVANT COUNCIL POLICIES/STRATEGIES

5.1 HR Strategy, HR Service Plan, Health and Safety at Work and Disciplinary and Grievance Procedures and Safeguarding Policy.

6.0 RELEVANT GOVERNMENT POLICIES

6.1 The key areas of legislation are the Equality Act 2010, the Data Protection Act 1998 and the Employment Rights Act 1996 and the Health and Safety at Work Act 1974.

7.0 RESOURCE IMPLICATIONS (Human/Property)

7.1 These are contained within the body of the report.

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 An equality impact assessment has been carried out.

10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

10.1 None.

Background Papers: None.

Contact Officer: Janet Martin – Human Resources Manager. Tel: 01684 272057

Email: janet.martin@teWKesbury.gov.uk

Appendices:

1. Work Placements Policy Version 1.
2. Equality Impact Assessment.

Work Experience and Work Placements Policy

November 2016

VERSION 1.2

1.0 The Vision

An effective work experience programme will help to improve the lives of our local community by offering real-life placements and job skills training to improve job prospects, provide work experience opportunities for students and job seekers, including those who may experience barriers to employment.

2.0 Introduction

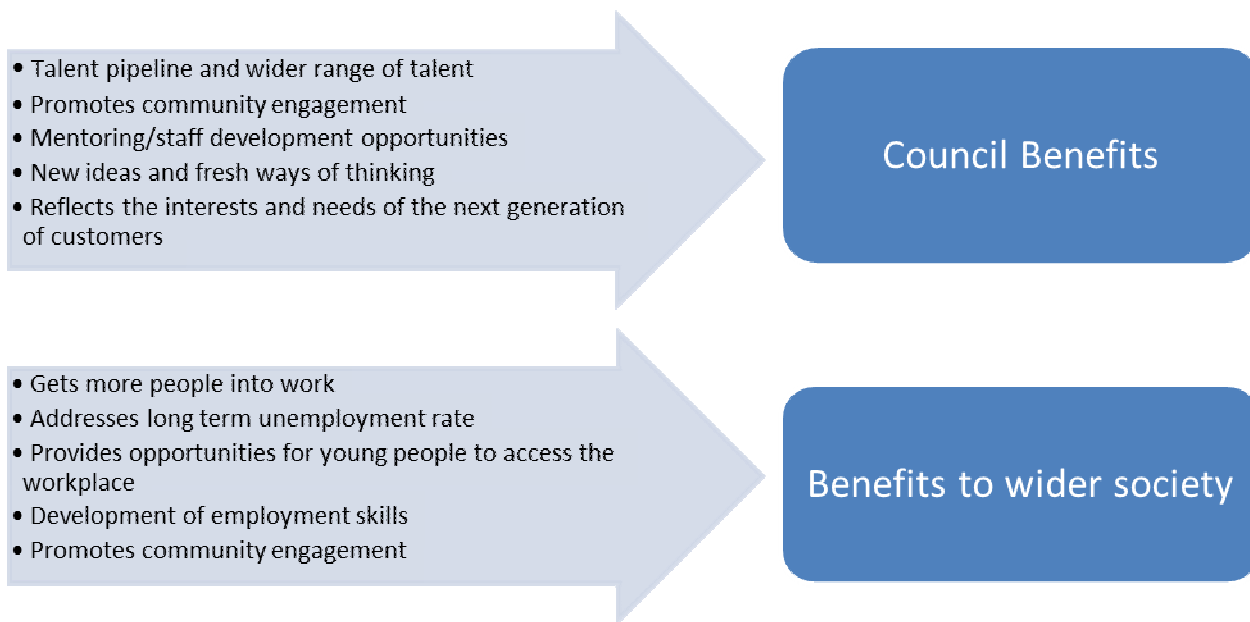
2.1 Background

Tewkesbury Borough Council is committed to providing Apprenticeship opportunities, and work experience to members of the local community, including school leavers, students, graduates and job seekers.

This policy clarifies the access routes, types of placement opportunity offered by the council, and provides guidance to staff members involved in work experience to support effective management of placements, in a risk managed environment. The policy covers two types of arrangement; firstly "**work placements**" where the individual is undertaking a piece work for the organisation, and secondly "**work experience**", where an individual can learn about a particular career area and experience a real work environment.

An effective and well managed work experience/work placement scheme can realise benefits for both the council and within our wider community.

A successful placement scheme will promote economic development in the borough by supporting the development of job skills to reduce skills gaps and unemployment. It will allow the council to support our communities by empowering job seekers through their development of relevant job skills. There may be the potential for opportunities to development placement opportunities with our Public Sector partners in the Public Services Centre (PSC).



2.2 Scope of the Policy

This policy covers work experience and unpaid work placements. It does not include the Apprentice programme however the programme could lead to an apprenticeship following successful application. This policy also extends the provision of unpaid placements, to include the potential for short paid placements, subject to budget availability or external funding provision from partner organisations. The opportunity for paid placements will be limited to those applicants who are experiencing, or likely to experience, significant disadvantages in the job market. Selection will be at the discretion of the council, and paid placements will be subject to the provisions of a standard employment contract.

2.3 Definitions under this work experience policy

The following definitions are used in this policy:

“The applicant” means the individual who has applied for work experience or a work placement.

“The council” means Tewkesbury Borough Council.

“The participant” means the individual taking part in the work experience/placement program, following successful application.

“Partners” means the organisations that provide work experience students, for example the Job Centre Plus, or Prospects.

“Work Experience” means an unpaid period of a specified time (typically up to 1 week) by which an individual can learn about a particular career area and experience a real work environment. The individual will be at school, or in further/higher education, or possibly an adult considering a career change.

“Work Placement” means an unpaid period of a specified time (typically up to 8 weeks) during which an individual can experience a real work environment and develop transferable employment skills. The individual may not be in full time employment, education or training, and is likely to be of school leaving age, a graduate or older; some individuals may be students looking to develop their academic knowledge in a practical setting, or as part of a sandwich course mixing academic study with work placements.

3.0 Effective Work Experience and Work Placements - Quality Charter

As an employer we are committed to offering consistently high-quality work experience and work placements. In order to achieve work experience and work placements that have positive outcomes for the council, the participant, and society, work experience and work placements should be based around the following key principles:

- **Tailored to the participant’s needs** and circumstances, including developing an understanding of what skills they want to develop, what barriers they face and what their career aspirations are.
- Clarity about the role the participant will play and arrangements for **support, supervision and mentoring**.
- The participant is introduced to the **structure of working life**; they are helped to learn and to develop a range of transferable skills which will contribute towards their employability.
- **Success is celebrated** and the individual has an enjoyable and positive work experience/work placement that encourages them to become more confident in their abilities.
- The participant is encouraged to **relate their experiences and skills to the workplace** and supported in making a more informed decision about their future
- They receive **open and honest feedback** about what went well and what areas need to be improved and, if possible, advice on how to do this.
- **We explain what our expectations are** (see work placement agreement, Appendix 2): show an interest in the council; make the most of the opportunity; demonstrate a willingness to learn; respect the values of the council; and abide by the rules. The participant knows what they will contribute, and whether there are any job opportunities.
- We support the participant to **find out about the different employment options** available and how to access them, including recruitment processes.

Managers should refer to the Human Resources (HR) section for guidance on supporting participants in their sections and designing effective placements.

4.0 Types of Placement

4.1 General Requirements for all applicants

Applicants are required to complete a work experience/work placement application form (Appendix 1). The applicant should have a genuine interest in the operations of Tewkesbury Borough Council. The number of placements supported will be considered on a local basis and this will depend upon each section's ability to provide support for a meaningful placement.

Once an applicant has been matched to a suitable opportunity, we will ask them to complete a work experience/work placement agreement (Appendix 2) to outline the expectations of both parties.

4.2. School/Academic Work Experience

Applications should be directed from the individual student or the school/college work experience co-ordinators to the HR Section. Students will typically be in years 11/12 (aged 16/17). Work experience may be for a period of up to 1 week.

4.3 University/higher education academic work placements

Applications should be directed from the individual student to the HR Section. The work placement should focus on developing practical applications of academic knowledge, and could include a mix of work shadowing and the delivery of a specific and appropriate piece of work. Placements may be of varying length, typically 6-8 weeks.

4.4 Traineeships

This is an education and training programme (in partnership with a training provider) aimed at 16-24 year olds. At its core are English and math qualifications, combined with work preparation training and a high quality work experience placement giving 16 to 24 year olds the skills and experience that employers are looking for, helping them secure an apprenticeship or other job in the future.

The work placement needs to be for at least 100 hours over a maximum of six months and should be long enough to enable the trainee to develop new skills and behaviours. If the trainee is in receipt of unemployment benefits the work placement will not exceed 8 weeks.

4.5 Care Leavers

The scheme will support referrals from Gloucestershire County Council and partner organisations, to provide placements to young people leaving the care system.

4.6 Work placements for job seekers

Young people aged 16 to 24, who are in receipt of Jobseekers Allowance, can be referred from the Job Centre Plus for a work placement. The placement can last between 2 and 8 weeks.

4.7 Work Returners Scheme

This scheme will support individuals who have been out of the workforce for a period of time, for example following long term illness, or having had a family or other caring responsibilities.

4.8 Disability placements

This scheme operates with partner organisations and charities to place students and job seekers with physical and/or learning disabilities in roles suitable for their needs. This may be for short term work experience or longer term work placements. Work experience/work placements will be arranged on an ad hoc basis in line with the requirements of the individual.

4.9 Leavers from the Armed Forces

This scheme will support military resettlement programmes aimed at transitioning former Armed Forces personnel into a civilian work environment, in support of the military covenant.

5.0 Entry routes

A work experience/work placement application can be submitted to HR directly from the applicant by downloading an application form via our website.

Job seekers can be referred from Job Centre Plus. If a direct approach is made to HR, the applicant will need to advise Job Centre Plus of their application.

Disabled applicants may be referred from various organisations and charities, including Gloucestershire County Council, and the National Star Centre.

All applications will be considered on merit and with reference to the council's capacity to offer appropriate, well designed and high-quality work experience or work placements. The council is under no obligation to offer work experience or placement opportunities if it does not have the capacity to do so.

6.0 Administration of Placements

Service areas are asked to actively seek opportunities for placements, and managers are expected to provide placement opportunities whenever possible. Every service should consider the type of opportunities they can offer ideally as part of the business planning process, and with reference to the limitations of the nature and size of their service. The decision to offer a placement remains with the service manager.

For short placements for individuals facing employment challenges (as outlined in sections 4.4 - 4.9), the council will consider reasonable requests to cover local travel expenses, subject to budget availability.

Managing Performance Issues

The council's disciplinary, grievance and capability procedures do not apply to unpaid placement or work experience personnel.

Where the responsible line manager has reason to believe that there are minor issues concerning the person's capability or conduct, she/he will raise it informally with them. Where, in the opinion of the responsible line manager, the capability or conduct issues are serious, the matter should be brought to the attention of the HR.

Line managers should observe basic principles of fairness in dealing with any issues of capability or conduct that may arise. In cases of capability, individuals should be informed of any shortcomings in their performance and given the chance to improve. In cases of misconduct, the responsible line manager must have reasonable grounds for believing that the individual has been guilty of misconduct and should give him or her opportunity to give any explanation/mitigation.

The council reserves the right to terminate a placement immediately, should the individual be guilty of any misconduct or negligence resulting in loss or damage to the organisation.

APPENDIX 1: APPLICATION FOR WORK EXPERIENCE AND WORK PLACEMENTS (UNPAID)



Please complete all sections

Tewkesbury Borough Council is committed to providing high quality work experience and work placements. We require an understanding of your needs and circumstances, and an idea of the skills you want to develop, to help us identify appropriate opportunities for you.

Personal Details *Please use block capitals*

Last Name:	<input type="text"/>	First Name(s):	<input type="text"/>				
Address:	<input type="text"/>	Age:	<input type="text"/>	Male	<input type="text"/>	Female	<input type="text"/>
		Date of Birth:	<input type="text"/>				
		Email Address:	<input type="text"/>				
Post Code:	<input type="text"/>	Telephone:	<input type="text"/>				

Education

Name of school/college	<input type="text"/>
Address of school/college	<input type="text"/>

What subjects/courses are you studying? What qualifications do you have?

Subject	Qualifications (G.C.S.E, NVQ, A level), Degree	Grade (if known)	Date awarded

Date work experience is required:

What type of work experience/work placement do you require – please tick as appropriate

School work experience (Years 10-13)	<input type="checkbox"/>
University/higher education work placement	<input type="checkbox"/>
Job Seeker (via Job Centre Plus)	<input type="checkbox"/>
Work returners scheme	<input type="checkbox"/>
Armed Forces Leaver	<input type="checkbox"/>
Social Services Care Leaver	<input type="checkbox"/>
Other (please explain)	<input type="checkbox"/>

What do you hope to gain from this work experience/work placement?

Do you have any special areas of interest or special training requirements?

Is this your first introduction to the work you may undertake? (If no, please provide details)

Is there anything further you would like us to be aware of?

Signature:

Date:

False information, knowingly given, will disqualify.

Please send the completed application form to:

**Human Resources Section, Tewkesbury Borough Council, Gloucester Road, Tewkesbury, Glos,
GL20 5TT or e-mail: humanresources@tewkesbury.gov.uk**

APPENDIX 2 - WORK EXPERIENCE AND WORK PLACEMENTS (UNPAID) - AGREEMENT



Please complete all sections.

Personal Details *Please use block capitals*

Last Name: First Name(s):

Address: Age: Male Female

Date of Birth:

Email Address:

Post Code: Telephone:

Role Offered	
Service Area + Line Manager	Dates

I agree to take part in the above work experience/work placement which has been arranged on my behalf in accordance with the policy for Tewkesbury Borough Council. I understand that:

I am expected to comply with the council's policies and procedures at all times and the specific requirements of my work experience area. This includes attendance, dress code and behaviour. Failure to comply with these may result in my placement being terminated with immediate effect.

I may have access to confidential information during the course of my work experience/work placement.

I understand that I must never disclose information given in confidence by anyone, or information acquired which I believe is of a confidential nature, without the consent of a person authorised to give it.

I must not disclose confidential information for my own personal use or for use by anyone else known to me, or to the disadvantage or the discredit of the council or anyone else.

I must always observe the provisions of the Data Protection Act 1998, the Freedom of Information Act 2000 and the council's procedures for the release of personal information held about other employees or members of the public.

I will act responsibly and professionally at all times during my work experience/work placement, and comply with any Health and Safety procedures that I am made aware of.

If I am unsure of the correct procedures to follow in any given circumstance, or if I have any questions during my work experience/work placement, I will ask my named line manager or another member of staff for assistance.

I have read and understand the content of this agreement, and agree to comply with all the requirements set out above.

Signature: **Date:**

Please note that the council will arrange a review meeting at the end of your placement, to help you identify what went well, and any areas you could consider for future development. We will also provide a reference on request.

Equality impact assessments – for services and policies

What is an equality impact assessment?

An equality impact assessment is an important part of our commitment to improving equality practice. The form will help us find out what impact or consequences our functions, policies, procedures and practices have on our citizens, employees and potential employees.

By undertaking an impact assessment, we are able to:

- Take into account the needs, experiences and circumstances of those groups of people who use (or don't / can't use) our services.
- Identify any inequalities people may experience.
- Think about the other ways in which we can deliver our services which will not lead to inequalities.
- Develop better policy-making, procedures and services.

Impact assessment are required by law; The Race Relations Amendment Act, The Disability Discrimination Act and the amended Sex Discrimination Act all require local authorities to assess the impact of their functions, policies, practices and services, or the likely impact of any that are proposed, on equality.

However, our view is that we should be using the results of impact assessment to improve service delivery so that we become more accountable to the people that we serve.

Background

Name of service / policy and date	Work Experience and Work Placement Policy
Lead officer	Janet Martin, HR Manager
Other people involved in completing this form	Sophie Newbury, HR Assistant

Step 1 - About the project

<p>What is the aim of the project and what outcomes is it contributing to</p>	<p>This work placement policy outlines the framework which Tewkesbury Borough Council operate within when offering work experience and work placements. This is to ensure a consistent approach and to offer a positive and worthwhile experience which is of benefit to both the participant and the council. This policy is applicable to all staff that has work experience and work placements.</p>
<p>Who are the primary customers of the project and how do they / will they benefit</p>	<p>The primary customers are staff at Tewkesbury Borough Council, and participants.</p>
<p>How and where is the policy implemented</p>	<p>The policy is implemented by the Human Resources section in partnership with managers and supervisors in placement areas, who are offering work experience and work placements and stakeholders.</p>
<p>What potential barriers might already exist to achieving these outcomes</p>	<p>The ability to offer work experience and work placements because of time constraints, and availability of staff.</p>

118

Step 2 – What do you know already about your existing / potential customers

<p>What existing information and data do you have about your existing / potential customers e.g. Statistics, customer feedback, performance information</p>	<p>The council has offered work experience and work placements on a regular basis each year. Feedback has been received from the work experience and work placement participants, schools, colleges and parents from time to time.</p>
<p>What does it tell you about who use your service / policy and those that don't?</p>	<p>It tells us that there should be consistent approach to the offer of work experience placements. Work experience is an integral part of school and college curriculum and one that can help shape the future of the workforce at Tewkesbury Borough Council. Work experience and work placements can also provide an opportunity for those seeking employment with the council or an apprenticeship, or a career in a specialist area such as Planning, Environmental Health or Legal to get an insight into the various career opportunities available and what training and qualifications are required. This policy has been developed to support and encourage the community to aim for a career in local government. Work experience or a work placement should not take place outside of this policy,</p>

<p>What have you learnt about real barriers to your service from any consultation with customers and any stakeholder groups?</p>	<p>The opportunity to offer a work experience or a work placement at the time requested.</p>
<p>If not, who do you have plans to consult with about the service / policy?</p>	

Step 3 - Assessing Impact

How does your service / policy impact on different groups in the community? The groups in bullets are current priority groups identified by the CSP.

119

Group	What are you already doing to benefit this group	What are you doing that might disadvantage this group	What could you do differently to benefit this group	No impact on this group
<p>Ethnicity / Race</p> <ul style="list-style-type: none"> • Bangladeshi women • Economic migrants • Chinese community <p>BME young people</p>				<p>There is no impact on this group. No monitoring data is available by Race group on the take-up of work experience/work placements. The policy applies equally to all races and access to information about opportunities is available to all participants irrespective of race.</p>

Appendix 2

120

<p>Gender and trans-gender</p> <ul style="list-style-type: none"> • Women who are not in work • Trans-gender people 				<p>There is no impact on this group. Although no monitoring data is available on the take-up of work experience/work placements. The policy applies equally to all genders and access to information about opportunities is available to all participants irrespective of gender.</p>
<p>Age</p> <ul style="list-style-type: none"> • Older people experiencing isolation and poverty • Vulnerable children and young people 				<p>There is no impact on this group. No monitoring data is available on the take-up of this policy by age.</p> <p>Access to the information on and communication about work experience/work placements is equal, irrespective of age. As a result this procedure has a neutral impact on employees depending on age group.</p> <p>Age-related impairments such as degeneration in sight and hearing will affect older employees disproportionately.</p>

				<p>However, the accessible formats available to all employees will mediate any potential negative impact this may have on older workers.</p>
<p>Disability</p> <ul style="list-style-type: none"> • People experiencing mental ill-health • People with physical disabilities • Children and young people with learning difficulties and/or disabilities 	<p>We have provided work experience placements to young people with disabilities and have enabled support workers to accompany them where necessary.</p>			<p>There is no impact on this group. No monitoring data is available on the take-up of this policy by disabled participants.</p> <p>Access to information regarding work experience/work placements is via the council's website or direct approach.</p> <p>All council communications are available in accessible formats on request as are Council Policies e.g. in Braille and larger print. External access to the intranet is assisted through the options to increase text size and to browse Webpages 'Aloud', enabling visually impaired individuals to access information.</p>

Appendix 2

<p>Religion or belief</p> <ul style="list-style-type: none"> • Muslim community 		<p>Religion or belief is not being monitored by the Council.</p>		<p>No monitoring data is available on the take-up of this policy by participants by religion/faith.</p> <p>Access to the available information on this policy is equal irrespective of their religious belief and as a result the impact of this policy does not differ depending on group.</p>
<p>Sexual orientation</p> <ul style="list-style-type: none"> • Lesbian women • Gay men • Bi-sexual people 		<p>Sexual orientation is not being monitored by the council.</p>		<p>No monitoring data is available on the take-up of this work experience/work placements by employees by orientation. The information available on the work experience/work placements policy is equally accessible irrespective of orientation and as a result the impact of this policy does not differ depending on group.</p>

<p>Other socially excluded groups or communities</p> <ul style="list-style-type: none"> • People on low incomes • People with poor literacy skills • Gypsies and Travellers 				<p>As the procedure is written in English there is a potential impact on employees whose first language is not English and therefore may struggle reading the policy. It is a universal re-quisite that all council employees are fluent in English so as to enable them to deliver services and engage with the organisation. In addition, it is expected that the work experience/work placement participant is taken through the work experience agreement to ensure that they know what is expected of them and the requirements of their work experience/work placement.</p>
<p>Staff</p> <ul style="list-style-type: none"> • Who work part-time or on an irregular shift pattern • Staff with caring responsibilities • Staff who are on maternity or paternity leave 				<p>There is no impact on this group.</p>

Step 4 - what are the differences

124

<p>Are any groups affected in different ways to others as a result of the work experience/work placement policy.</p>	<p>The work experience/work placement policy does not discriminate in any of the equalities strands.</p> <p>Race: There is no negative impact identified in this EQIA by race.</p> <p>Gender: There is no negative impact identified in this EQIA by gender.</p> <p>Disability: There is no negative impact identified in this EQIA on disabled or non-disabled stakeholders</p> <p>Age: There is no negative impact identified in this EQIA by age</p> <p>Sexual Orientation: There is no negative impact identified in this EQIA by sexual orientation.</p> <p>Religious/Faith groups: There is no negative impact identified in this EQIA by religion/ faith.</p>
<p>Does the proposed work experience/ policy either directly or indirectly discriminate?</p>	<p>No</p>
<p>If yes, what can be done to improve this?</p>	<p>Not applicable.</p>
<p>Are there any other ways in which the service can help support priority communities in Tewkesbury?</p>	<p>The council can work with stakeholders to support priority communities in the borough.</p>

Step 5 – taking things forward

<p>What are the key actions to be carried out and how will they be resourced and monitored?</p>	Action Plan Below				
	Recommendation	Key activity	Progress milestones	Officer Responsible	Progress
	<p>Publicise Work Experience/ Placement Policy on the intranet and internet, with schools and stakeholders seeking work experience/work placements.</p> <p>This would reinforce the message of support from senior managers.</p>	<p>Publicise the Policy on the Intranet and internet.</p>	<p>Publication of the Policy on the Intranet and internet</p>	<p>HR/Webmaster</p>	<p>Identified location on new website</p>
<p>Communication and training</p>	<p>Ensure that managers and supervisors are aware of the policy and how important it is in providing good quality work experience/work placements.</p>	<p>Raised awareness and understanding of the policy with short bite sized training with managers and supervisors offering work experience/work placements</p>	<p>Communications officer, HR and</p>	<p>Plan to do training sessions.</p>	

125

Who will play a role in the decision-making process?	Corporate Leadership Team, Managers, Supervisors, Human Resources and stakeholders.
What are your learning and development needs?	These are contained in the action plan
How will you capture these actions in your service planning?	This will be captured in the training plan.

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	23 November 2016
Subject:	Recruitment of Environmental Warden
Report of:	Interim Head of Community Services, Richard Kirk
Corporate Lead:	Chief Executive, Mike Dawson
Lead Member:	Lead Member for Clean and Green
Number of Appendices:	Two

Executive Summary:

The report considers the involvement of Tewkesbury Borough Council in proposing and leading on the formation of a partnership between the Borough, Town and Parish Councils in Tewkesbury Borough, principally to recruit an Environmental Warden for a three year period to help reduce incidences of dog fouling and related environmental issues.

Recommendation:

- 1. To APPROVE the recruitment of an Environmental Warden subject to ensuring cost neutrality over the proposed three year appointment and entering into a satisfactory partnership agreement.**
- 2. To delegate responsibility to the Head of Community Services, in consultation with the Lead Member for Clean and Green, to negotiate a partnership agreement with Parish and Town Councils wishing to participate; the agreement to include Terms of Reference.**

Reasons for Recommendation:

The recruitment of an Environmental Warden in partnership with Parish and Town Councils will help support the existing work of all Councils in trying to tackle environmental crime issues, especially the problem of dog fouling. It will also help strengthen the existing close working relationships.

Resource Implications:

Funding for the post will be paid through contributions from Town and Parish Councils wishing to be partners. The management arrangements associated with the new officer(s) would be met from existing resources within the Environmental Health team. It is anticipated that the work of the new officer(s) will result in fewer complaints from the public regarding dog fouling and other environmental issues to all partners.

Legal Implications:

A partnership will be entered into with all wishing to participate. A partnership agreement will need to be negotiated, drawn up and entered into with the Parish and Town Councils and Meetings that reflect the proposals.

Employment and recruitment will be carried out in accordance with Tewkesbury Borough Council policies. The contract of employment will reflect the nature of the work being undertaken for different Parish Councils.

Any insurance policies will need to be checked with regard to any relevant liabilities in respect of the employment of the Environmental Warden when carrying out the work at the different locations.

Risk Management Implications:

As Tewkesbury Borough Council is proposing to take the lead, the project will need to be closely managed by officers to make sure that clear targets are agreed, monitored and achieved. Failure to do so will not only damage the reputations of all partners involved, but will also lead to the risk of failure of a larger number of environmental crimes to go unchallenged which itself could lead to damage to the environment and an increase in ill health.

Performance Management Follow-up:

A robust performance management framework will be important to gauge the success of the project and therefore is the subject of the consultation with Town and Parish Councils. The proposal put to them includes the following:

- Annual reports to be produced and shared with all partners; including the Overview and Scrutiny Committee.
- Biannual meetings of partners; this could happen at the same time as the regular Town and Parish Seminars.
- Targets and outputs will be reported to Members as part of the regular quarterly monitoring cycle.
- Daily / weekly reports will be passed to each Parish / Town Council when work is carried out in their areas.

Environmental Implications:

The purpose of the project is to tackle local environmental despoilment issues and, if the project is a success, will lead to quantifiable improvements in the environment.

1.0 INTRODUCTION/BACKGROUND

- 1.1** Legislation such as the Environment Act 1990 and the Clean Neighbourhoods and Environment Act 2005 gives Districts and Parishes powers to take action to combat environmental crime including dog fouling, littering etc. Dog fouling is a perennial issue within the Borough and a continual source of complaints to Parish, Town and Borough Councils and residents.
- 1.2** Various agencies already apply resources to tackle the problem, including Tewkesbury Borough Council. However, much of this resource is applied reactively to issues that are brought to the attention of the authorities and lack coordination. Appendix 1 gives information on the resources and initiatives the Council uses to tackle dog related issues, including the Council's stray dog service and the Paws on Patrol Scheme.

2.0 PROPOSAL

- 2.1** The intention is for the new officer(s) to begin in the new financial year (1 April 2017). Parish and Town Councils have been asked to consider the proposal and, should they wish to participate, include the proposals within their budget setting process for 2017/18.
- 2.2** The Environmental Warden would work within the existing environmental health team and would be supported by the officers and established resources in that team, for instance receiving support with more difficult cases, taking calls and messages whilst out of the office and reporting cases on the Idox Uniform computer database. The officer would be recruited by Tewkesbury Borough Council and would therefore receive the benefits that any other Council employee would receive, as well as complying with the Council's terms and conditions of employment.

3.0 OTHER OPTIONS CONSIDERED

- 3.1** Parish and Town Councils are invited to explore options for delivery and will be supported by officers to ensure that any potential alternative options achieve the project's aims.
- 3.2** Should Members choose not to support the recommendation, dog control and environmental crime enforcement by Tewkesbury Borough Council would still continue as described in the document at Appendix 1. Members could instead choose to offer support to Towns and Parishes to form a partnership between themselves, without the inclusion of Tewkesbury Borough Council.

4.0 CONSULTATION

- 4.1** The proposal contained at Appendix 1 was sent at the beginning of October to all local Town and Parish Councils for comment and response. Initial approaches to Parish and Town Councils on this matter were made approximately a year ago and have continued since.
- 4.2** Gloucestershire Constabulary has also been contacted and briefed regarding this project due to their involvement in environmental crime issues.
- 4.3** Responses received are shown at Appendix 2. So far there have been 10 responses showing an interest, 19 responses from those not wishing to participate and 16 either wanting to give the matter further consideration or waiting on the next meeting of their Members. Six had sent no response as of 11 November.

4.4 Those responding positively and the proposal put to them (as shown at Appendix 1) are as follows:

Parish/Town Council	OPTION 1 – Precept based				OPTION 2 – Population based		
	Precepts (£)	% Pro rata	Pro-rata 1 x FTE for 1 year (note 1)	Hours per year (note 2)	Population (note 3)	Pro-rata 1 x FTE for 1 year (note 1)	Hours per year (note 2)
Ashleworth	£5,000	0.29%	£67.17	5.1	555	£155.41	11.8
Badgeworth	£11,517	0.68%	£155.41	11.8	1,280	£358.22	27.2
Bishops Cleeve	£320,629	18.83%	£4,313.18	327.5	10,688	£2,996.18	227.5
Brockworth	£169,057	9.93%	£2,274.46	172.7	7,184	£2,013.69	152.9
Northway	£140,000	8.22%	£1,883.31	143.0	5,123	£1,436.85	109.1
Shurdington	£19,500	1.15%	£262.08	19.9	1,915	£537.34	40.8
Tewkesbury (have specified an amount in their response)			£3,000			£3,000	
Wheatpieces	£46,685	2.74%	£628.21	47.7	3,454	£968.00	73.5
Winchcombe (specified ½ day per week)			£2,592.06			£2,592.06	
Woodmancote	£32,450	1.91%	£435.93	33.1	2,938	£823.13	62.5
TOTAL			£15,611.81	760.8		£14,880.88	705.3

4.5 For the purposes of this paper, the following assumptions are made:

1. The Councils which have expressed an interest will continue to do so and will wish to procure services as per the table above. Option 2 is the preferred option (Ashleworth and Shurdington Parish Councils have submitted specific proposals, opting for option 2).
2. No other Parish or Town Councils wish to participate.
3. The Warden would concentrate exclusively on dog fouling issues.

4.6 Using these assumptions, a Warden would be employed on a part-time basis by Tewkesbury Borough Council operating within the participating Parish areas for a three year period.

4.7 The participating Parishes all have dog fouling ‘hot spot’ areas for which it is felt the work of the Warden would bring benefits. The Council has devoted resources to trying to tackle problems in these areas which, if the Warden is successful, will result in a reduction in officer time, allowing them to concentrate on other environmental health activities. The Warden would work with those Parishes to agree mutually agreeable times and locations to patrol.

4.8 There is a risk that a part-time position would not be filled as good quality candidates would be looking for full-time work. Conversely, the part-time and flexible nature of the job may suit someone who is looking for a position that suits their lifestyle and way of working. This would not be known until the recruitment process commences. Should the position not be filled through recruitment, partners would need to decide on if they would be willing to wait to re-advertise or seek the services of an agency / contractor (meaning less hours for the same money).

4.9 Obviously with the vast majority so far not responding or still to decide, the situation is very likely to change.

5.0 RELEVANT COUNCIL POLICIES/STRATEGIES

5.1 Environmental Wardens will operate in accordance with the Council's Enforcement Policy when tackling dog owners who do not clear up after their dog.

6.0 RELEVANT GOVERNMENT POLICIES

6.1 None.

7.0 RESOURCE IMPLICATIONS (Human/Property)

7.1 As detailed elsewhere in the report.

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

8.1 Reducing environmental crimes can improve community safety, economic, social and environmental sustainability. For example, dog fouling is commonly reported occurring on playing fields within the Borough, therefore reductions in dog fouling incidents will increase the confidence of locals to make greater use of the facilities provided and the outdoor spaces.

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

9.1 Reductions in dog fouling incidents will reduce the risk of serious diseases such as toxocariasis which can cause blindness in children. Value for money will be realised by partners due to the pooling of resources to tackle the shared issue of dog fouling.

10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

10.1 None.

Background Papers: None.

Contact Officer: David Steels, Environmental Health Manager
Tel: 01684 272172 Email: david.steels@tewkesbury.gov.uk

Appendices:

1. Recruitment of an Environmental Warden: Report to Town and Parish Councils in Tewkesbury Borough.
2. Summary of Parish and Town Council responses.

Recruitment of an Environmental Warden
Report to Town and Parish Councils in Tewkesbury Borough by David Steels,
Environmental Health Manager, Tewkesbury Borough Council

September 2016

Summary of the proposal

To form a partnership between the borough, town and parish councils in Tewkesbury borough, principally to recruit and share the costs of an Environmental Warden, for a 3 year period to help reduce incidences of dog fouling and possibly other environmental despoilment issues.

Introduction

Town and parish councils will be aware that the borough is looking to coordinate an initiative to provide additional patrols (and resulting action) to combat those who don't clear up after their dogs. Initial exploratory discussions have taken place at the Town and Parish Seminar, at various parish council meetings and through recent correspondence with parish clerks.

Summary of actions proposed to be carried out

1. An initial expression of interest from respective parish / town councils to explore the option, would be welcomed. This may be done by email to david.steels@tewkesbury.gov.uk. Parish councillors may have previously considered earlier correspondence and discussions and have either a general position on the matter or an 'in-principle' agreement to either enter into discussions or even have a contribution amount (or both). It would be much appreciated if this **initial response be returned by 7th October** (even if the response is that more time is needed).
2. This matter is due to be considered by the Executive Committee, Tewkesbury Borough Council on 12th October 2016. This will provide a decision on the participation of the council.
3. If the reply from (1) above is favourable, please return the questionnaire at page 15. The questionnaire should be **returned by 1st November**. If this timescale can't be met, please indicate as such.
4. David Steels, Environmental Health Manager would be more than happy to answer questions on the matter, including possible attendance at meetings (subject to availability).
5. Views contained within the questionnaires may be shared. The initial proposal may be amended and updated if necessary and the final proposal confirmed in writing.
6. A formal partnership agreement will be drafted and distributed in **early December** which would need signing by all partners before commencing the recruitment process.
7. The recruitment process for an Environmental Warden will commence in January for a start date of **1st April 2017**.

Environmental Wardens

The Environmental Warden service will be directed to address public concerns in relation to environmental crime. This will be achieved by working in partnership with the local community and its partners to provide a safer and cleaner environment in which to live, work and visit. The provision of a uniformed patrol will promote community reassurance leading to a reduction in crime and, most importantly, the community's perception of crime. The Environmental Warden would work flexible hours between sunrise and sunset, enabling them to address local problems as and when they occur within the community in which they work. The Environmental Warden is not intended to substitute police or environmental health but instead to complement their work.

Main objectives

- Provide a highly visible uniformed presence to reduce the fear of environmental crime and promote public reassurance.
- Addressing specific issues relating to anti-social behaviour through pro-active and re-active enforcement and education.
- Encourage and enforce the safe and proper use of outdoor recreational areas and public open space.
- Adopt a pro-active role in encouraging all sections of the community to use public open spaces for leisure, sporting activities and environmental appreciation.
- Link to all local organisations such as tenant groups, youth clubs and schools.
- To build and support stronger and safer communities in partnership with other agencies.

Environmental Enforcement

- Enforcement of dog fouling.
- Issue of Fixed Penalty Notices.

Partnership Work

- Liaison with local residents, schools and businesses on issues of environmental crime enforcement and animal welfare.
- Support other officers within the environmental health team on matters relating to the objectives.

Please find from page 6, an initial draft job description, person specification and job advert. Feedback on if these adequately meet local needs in this area of work would be most welcome. For example, some have already expressed an interest in the project helping tackle litter and fly tipping.

The post offers potential for commercial opportunities to be developed, such as dog micro-chipping, sale of dog-related items such as waste bags, leads etc, additional charges for giving lectures outside of time accounting periods etc. Although not considered essential as part of this proposal, the partnership may want to consider the merits of such activities as a way to either enhance the resources applied, or to subsidise the contributions from partnership members.

The Offer

Tewkesbury Borough Council propose to provide management and support resources for the recruitment of the Environmental Warden, initially for a 3 year period and would act as secretariat for the controlling partnership.

Each town and parish council would make a decision on whether to join the partnership, and then decide on an annual amount they would be willing to contribute.

As the proposal includes recruitment for a fixed period it would not be possible to allow members of the partnership to reduce their contributions during the 3 year period of the agreement / contract. However, a partner may consider procuring additional time, which may be possible.

Recruitment

After giving an initial expression of interest that the project is being considered locally, all parish and town councils are asked to consider the level of resource they would feel appropriate for their area / locality. At this stage, assumptions have been made. The salary quoted for the post is for illustrative purposes only and is based on what is believed to be the market value for similar posts nationwide. A job evaluation of the salary scale would be carried out once a consensus can be reached on the content of the job description and person specification. This may therefore affect the figures quoted.

Using the above assumptions, the officer's hourly rate would be **£13.17** in 2017/18, **£13.76** in 2018/19 and **£14.38** in 2019/20. This is based on the officer starting out at the bottom of the salary scale and includes an essential car user allowance (the postholder would be expected to use their own vehicle) and a mileage allowance of £1,000. It also includes officer on-costs such as insurance, pension, accommodation etc. It doesn't include costs of equipment such as uniform, personal protective equipment, cameras, documentation etc; this may add £1,500 to the costs, not does it take account of any redundancy costs if any would be applicable.

Find at page 12, two financial option calculations based on the recruitment of one full time officer. Again, these are provided for illustrative purposes only. The first option divides the post's working hours proportionately in each town and parish across the district according to 2016/17 local precepts. The second option shows similar but is based on the size of each town or parish.

It is suggested that for towns and parishes considering purchasing less than 47 hours per year of officer time (i.e. less than an hour per week), patrols and activities be carried out on an area basis with similar smaller neighbouring parishes. Please find at page 14, a plan of the district suggesting how such a division could work should the options above be pursued as per the illustration. Such a map may need to be altered if each town or parish purchase more or less than the hours shown. Please note that the map is provided for illustrative purposes only until a final agreement is reached.

All parishes are also asked to consider if they would be willing to support the work of the officer in parishes that have no precept or who choose not to participate in the project, (albeit for a nominal amount of time).

If demand for the service is low it may be that a full-time officer would not be recruited. This may not be considered important since the requirements of the job include working outside of 'traditional' working patterns.

The recruitment process would be led by Tewkesbury Borough Council with representation from selected members of the partnership.

Performance monitoring

Regular feedback is planned to make sure that the requirements of each town and parish council are considered as part of the work planning process:

1. Job sheets will be completed and left with the nominated representative of each town or parish after each completed patrol.
2. Quarterly performance reports will be completed and shared with the partnership. These will also be reported to members of Tewkesbury Borough Council at appropriate meetings and the figures published.
3. Biannual meetings of the partnership would be held; it is suggested that an appropriate time would be when borough Town and Parish Seminars are held.
4. The officer may be available to report to town or parish meetings (the time taken to do this would need to be accounted for in the officer's allowance for that council).

The officer would be expected to work flexible hours each day to suit the nature of the problem and would also be required to accommodate requests to respond to urgent local issues or opportunities such as events or meetings.

The performance of the officer would be monitored using the existing Tewkesbury Borough Council officer performance monitoring framework. The officer would be expected to comply with the council's code of conduct and health, safety and welfare policies, including adhering to procedures concerning personal safety and lone working.

The Environmental Health team are developing new ways of working using mobile technology and flexible working. It is anticipated that such changes would be slowly introduced during the lifetime of the contract. The Environmental Warden would therefore be expected to embrace these changes which should have the effect of improving the efficiency of service delivery.

Current resources

Dog related issues are currently tackled through a variety of existing mechanisms:

- **Tewkesbury Borough Council**

The Environmental Health section enforce dog control measures and have served fixed penalty notices for dog fouling. Officers have powers to take action if they are able to witness such events. The section respond to queries and complaints, and write to dog owners suspected of not clearing up but where evidence hasn't been obtained by informing them of the duties of dog owners. The section has also arranged and provided resources for occasional promotional events (including high-profile patrols with the police etc). Leaflets and posters have been designed and distributed and talks given to parish councils by the Environmental Health Manager. The council's Communities team help coordinate the Paws on Patrol community watch scheme which also includes passing on information to the authorities on those who don't pick up after their dogs.

Ubico are the company owned by the council who carry out street cleansing activities, which includes clearing dog mess and emptying dog bins.

- **Gloucestershire Constabulary**

The police have responsibilities for dealing with dangerous dogs.

- **Stray Dogs**

Statutory duties with regards stray dogs are discharged through a joint contract with Gloucester and Cheltenham councils, with Worcestershire Regulatory Services being the current contractor. The contract includes collection and kennelling of stray dogs, reuniting lost dogs with their owners, payment of fees and fines and rehoming of uncollected strays.

The above services will still continue to be delivered as described irrespective of the outcome of this project.

DRAFT JOB DESCRIPTION

- | | |
|----------------------------------|---|
| 1. Directorate | Environmental and Housing Services |
| 2. Post Title | Environmental Warden |
| 3. Post Number | To be inserted |
| 4. Post Grade | D (to be confirmed) |
| 5. Section | Environmental Health |
| 6. Responsible to | Environmental Health Officer |
| 7. Responsible for | None |
| 8. Main Purpose of Job | <p>To make effective use of education and enforcement practices to improve the local environment and change behaviours.</p> <p>To undertake a variety of activities and initiatives with internal and external partners to ensure a multi-agency approach is used to create a safer and cleaner borough</p> <p>To support the partnership of local parish councils and Tewkesbury Borough Council's Environmental Health department in delivering a range of activities to improve the local environment.</p> |
| 9. Politically Restricted | No |
| 10. Specific Duties | |
| 10.1 | To act as 'eyes and ears' by patrolling local streets, footpaths and fields, mainly by foot, providing a reassuring visible presence to identify environmental and safety concerns, identify potential solutions and take appropriate action. Where necessary, to report these to appropriate agencies and follow up any agreed actions. This is particularly in relation to dog fouling issues but will include amongst other things reporting graffiti, litter, abandoned cars, fly-tipping, untidy land etc. |
| 10.2 | To provide a frontline response service for dog fouling and other environmental or safety issues reported either directly to the postholder or via the borough, town or parish councils, making a record of the problems, identifying and contacting the agencies that can deal with them and agreeing actions and outcomes with them. To follow up agreed outcomes as necessary while keeping the complainant informed of progress. To use the information obtained to identify 'hot spot' areas and arrange regular patrols of such areas as necessary and appropriate. |

- 10.3** To apply national and local guidance, procedures and policies to deliver enforcement responsibilities under the Clean Neighbourhoods and Environment Act 2005 and other associated crime and public health legislation, including service of fixed penalty notices, collection of evidence and preparation of statements to assist with prosecutions in accordance with the council's enforcement policy.
- 10.4** To work with community stakeholders including but not limited to town and parish councils, other council departments, the police, Village Agents, registered social landlords and community organisations to identify known problem areas and to target such areas for enforcement and educational action. To advise partners on environmental matters including arranging training or workshops where appropriate.
- 10.5** Help organise and participate in public health promotional campaigns by delivering presentations and talks about the service. Assist in the production education material and press releases etc. Identify opportunities for community engagement by establishing links with local residents and community organisations and listen to their views and priorities for action including attendance at meetings of local residents' groups.
- 10.6** Work with the local community officers and communities to promote volunteering and help identify actions and potential funding opportunities for environmental and safety improvements.
- 10.7** Administration and maintenance of computer records relating to enviro-crimes offences/incidents, warnings, fixed penalty notices and the preparation of statements.
- 10.8** When identified during patrols and only when safe and appropriate, take direct practical steps to remove high-risk hazards or help to make things clean and safe.
- 10.9** To support whenever necessary, the work of the council's contracted-out stray dog service e.g. contacting the service if a stray has been identified locally.
- 10.10** To provide daily, monthly and biannual reports (and otherwise if required) on activities carried out.
- 10.11** The post holder will be trained to undertake micro-chipping of dogs (this is a minor surgical procedure for the dog).
- 10.12** It will be necessary for the post holder to regularly undertake evening or early morning work e.g. patrolling dog fouling hot spots, parish meetings, community events. Occasionally weekend working will be required for promotional events. All working outside of normal office hours will be agreed with the line manager in advance and will result in a commensurate alteration to the working day.
- 10.13** The postholder will be expected to travel extensively around the borough for which an essential user car allowance will be paid.
- 11. General**
 - 11.1** Ensure that the response times and targets for the service are met. Implement and monitor a positive performance culture complying with policies and procedures that enable delivery of agreed targets and service standards.
 - 11.2** Ensuring that service targets are met; promoting Best Value, excellence in customer service, a focus on continuous improvement and the promotion of these in the delivery of services and employment within the context of equality of opportunity and cultural diversity. The post holder will actively assist the council in meeting current and emerging requirements of equality legislation and comply with measures that are introduced to ensure equality of opportunity and non-discrimination.

- 11.3** It is the duty of every post holder while at work to take reasonable care for the health and safety of him/herself or any other person who may be affected by his/her acts or omissions at work. No person shall intentionally or recklessly interfere with or misuse anything provided in the interests of health, safety or welfare in pursuance of any of the relevant statutory provisions. The post holder should also co-operate with the employer so as is necessary to ensure statutory provisions and risk assessments are complied with.
- 11.4** Every post holder has a general duty to have regard to the need to safeguard and promote the welfare of children. This post does not have specific safeguarding duties.
- 11.5** The duties and responsibilities highlighted in this job description are indicative and may vary over time. The post holder is expected to undertake other duties and responsibilities relevant to the nature, level and scope of the post.

PERSON SPECIFICATION

Sets out the qualities which are either essential or desirable for the postholder to enable him/her to carry out duties effectively.

Post Title: Environmental Warden	Post No:	Scale:
Directorate: Environmental and Housing Services		
Essential (E) / Desirable (D)		
<p>Qualifications</p> <ul style="list-style-type: none"> • Good standard of education with a minimum Level 2 equivalent qualification (under the National Qualification Framework) in Literacy equivalent and Numeracy equivalent (E) • Knowledge of the principals of law enforcement (E) • Full driving licence with use of motor vehicle (E) • Knowledge of Clean Neighbourhood legislation (D) • Qualification in Animal Handling (D) 	<p>Experience</p> <ul style="list-style-type: none"> • Experience of a regulatory role or enforcement issues (D) • Experience of working with dogs and dog owners (D) • Knowledge of council and other stakeholder procedures and processes (D) • Experience of working with back-office computer database systems (D) • Delivering talks/public speaking (D) • Experience of micro-chipping of dogs (D) 	
<p>Aptitudes/Skills</p> <ul style="list-style-type: none"> • Able to learn and apply factual information (E) • Able to resolve problems using initiative and diplomacy (E) • Able to demonstrate strong oral and written communication skills (E) • I.T. Skills (E) • Confident and able to micro-chip dogs (subject to full training being provided) (E) 	<p>Personal Qualities</p> <ul style="list-style-type: none"> • Able to communicate effectively and empathetically with a wide range of others at all levels such as fellow officers, the general public, dog owners, council members and enforcement officers to achieve desired outcomes (E) • Able to work alone and with minimal supervision. (E) • Able to manage angry and irate people whilst remaining calm and courteous at all times (E) • Available and with notice, for early morning, evening or weekend working (E) • Ability to recognise and meet deadlines, work under pressure and prioritise own workload (E) 	

Physical

Able to deal safely and effectively with aggression and situations involving conflict (E)

Physically fit and able to traverse all types of terrain, from pavements to rough grassland. Able to walk long distances. Able to work in varied conditions, including all weather conditions and drive for periods of up to an hour (E)

- Smart and happy to wear a uniform (supplied)
- Punctual (E)

Any other (not specified above)

- Commitment to the principles of equality, diversity, Risk Management and Health and Safety (E)

Draft job advert (assuming 37 hours per week recruitment)

Environmental Warden (3 year fixed term contract)

Working Pattern: Job-Share, 3 year contract

Hours: 37 hours per week within the hours of 8am - 11 pm on a flexible hours system as agreed and as required by the needs of the community.

Salary: Salary £18,746 - £21,268 (Pro-rata, **subject to review**)

DBS Check: Yes

Location: Public Service Centre, Gloucester Road, Tewkesbury and borough-wide parish offices

If you care about the environment and are concerned about anti-social behaviour, you could help make Tewkesbury Borough a cleaner, greener and safer place to live and visit.

The Environmental Warden role is actively involved in enforcement activity such as the issuing of fixed penalty notices and prosecutions for environmental offences, especially dog fouling, littering and similar issues. The warden also assists in the delivery of educational awareness talks. In order to deliver this challenging role effectively the successful post holder will have an assertive personality and excellent communication skills.

In return we offer the following:

- A flexible, pro-rata'd 37 hour working week
- **24** days holiday a year, increasing over time
- Membership of the Gloucestershire County Council Superannuation Scheme
- Paid training where necessary
- Access to some of the finest and most tranquil countryside available.

The role is based in Tewkesbury and the ability to travel independently throughout the borough is essential.

Applications for flexible working such as job share arrangements will be considered.

For an informal discussion on this post please contact David Steels, Environmental Health Manager on 01684 272172

The closing date for applications is 10am on Thursday 19th January 2017. It is anticipated that interviews will take place on 26th January 2017.

Indicative contributions (for illustrative purposes).

Parish/Town Council	OPTION 1 – Precept based				OPTION 2 – Population based		
	Precepts (£)	% Pro rata	Pro-rata 1 x FTE for 1 year (note 1)	Hours per year (note 2)	Population (note 3)	Pro-rata 1 x FTE for 1 year (note 1)	Hours per year (note 2)
Alderton	£10,830	0.64%	£146.19	11.1	736	£206.77	15.7
Ashchurch Rural	£16,031	0.94%	£215.99	16.4	968	£271.30	20.6
Ashleworth	£5,000	0.29%	£67.17	5.1	555	£155.41	11.8
Badgeworth	£11,517	0.68%	£155.41	11.8	1,280	£358.22	27.2
Bishops Cleeve	£320,629	18.83%	£4,313.18	327.5	10,688	£2,996.18	227.5
Boddington	£3,250	0.19%	£43.46	3.3	245	£68.48	5.2
Brockworth	£169,057	9.93%	£2,274.46	172.7	7,184	£2,013.69	152.9
Buckland	£6,000	0.35%	£80.34	6.1	236	£65.85	5.0
Chaceley	£4,500	0.26%	£60.58	4.6	115	£31.61	2.4
Churchdown	£227,294	13.35%	£3,058.07	232.2	10,930	£3,064.66	232.7
Deerhurst	£6,290	0.37%	£84.29	6.4	882	£247.60	18.8
Down Hatherley	£2,800	0.16%	£38.19	2.9	480	£134.33	10.2
Dumbleton	£17,000	1.00%	£229.16	17.4	585	£164.63	12.5
Elmstone Hardwicke	£2,500	0.15%	£34.24	2.6	263	£73.75	5.6
Forthampton	£3,000	0.18%	£40.83	3.1	153	£43.46	3.3
Gotherington	£8,000	0.47%	£107.99	8.2	976	£273.94	20.8
Great Witcombe	£770	0.05%	£10.54	0.8	72	£19.76	1.5
Gretton	£8,320	0.49%	£111.95	8.5	481	£134.33	10.2
Hasfield	£1,265	0.07%	£17.12	1.3	115	£31.61	2.4
Hawling	£0	0.00%	£0.00	0.0	127	£35.56	2.7
Highnam	£37,500	2.20%	£504.41	38.3	2,021	£566.31	43.0
Hucclecote	£45,790	2.69%	£616.36	46.8	1,416	£396.42	30.1
Innsworth	£23,660	1.39%	£318.71	24.2	1,955	£547.87	41.6
Leigh	£2,000	0.12%	£26.34	2.0	397	£111.95	8.5
Longford	£16,190	0.95%	£217.31	16.5	1,327	£371.39	28.2
Maisemore	£5,320	0.31%	£71.12	5.4	459	£129.07	9.8
Minsterworth	£6,980	0.41%	£93.51	7.1	516	£144.87	11.0
Northway	£140,000	8.22%	£1,883.31	143.0	5,123	£1,436.85	109.1

Appendix 1

Parish/Town Council	OPTION 1 – Precept based				OPTION 2 – Population based		
	Precepts (£)	% Pro rata	Pro-rata 1 x FTE for 1 year (note 1)	Hours per year (note 2)	Population (note 3)	Pro-rata 1 x FTE for 1 year (note 1)	Hours per year (note 2)
Norton	£7,135	0.42%	£96.14	7.3	433	£121.16	9.2
Oxenton	£480	0.03%	£6.59	0.5	178	£50.05	3.8
Prescott	£0	0.00%	£0.00	0.0	111	£31.61	2.4
Sandhurst	£4,960	0.29%	£67.17	5.1	499	£139.60	10.6
Shurdington	£19,500	1.15%	£262.08	19.9	1,915	£537.34	40.8
Snowhill	£250	0.01%	£3.95	0.3	180	£50.05	3.8
Southam	£8,652	0.51%	£115.90	8.8	1,027	£288.42	21.9
Stanton	£3,500	0.21%	£47.41	3.6	217	£60.58	4.6
Stanway	£5,000	0.29%	£67.17	5.1	383	£107.99	8.2
Staverton	£3,890	0.23%	£52.68	4.0	616	£172.53	13.1
Stoke Orchard	£9,740	0.57%	£130.38	9.9	467	£130.38	9.9
Sudeley	£0	0.00%	£0.00	0.0	115	£31.61	2.4
Teddington	£9,000	0.53%	£121.16	9.2	450	£126.43	9.6
Tewkesbury	£256,005	15.04%	£3,443.96	261.5	10,583	£2,967.20	225.3
Tirley	£5,820	0.34%	£77.70	5.9	438	£122.48	9.3
Toddington	£7,473	0.44%	£100.09	7.6	409	£114.58	8.7
Twigworth	£2,500	0.15%	£34.24	2.6	307	£85.61	6.5
Twynning	£22,000	1.29%	£296.33	22.5	1,591	£446.46	33.9
Uckington	£3,700	0.22%	£50.05	3.8	538	£151.46	11.5
Wheatpieces	£46,685	2.74%	£628.21	47.7	3,454	£968.00	73.5
Winchcombe	£152,270	8.94%	£2,047.94	155.5	4,554	£1,276.17	96.9
Woodmancote	£32,450	1.91%	£435.93	33.1	2,938	£823.13	62.5

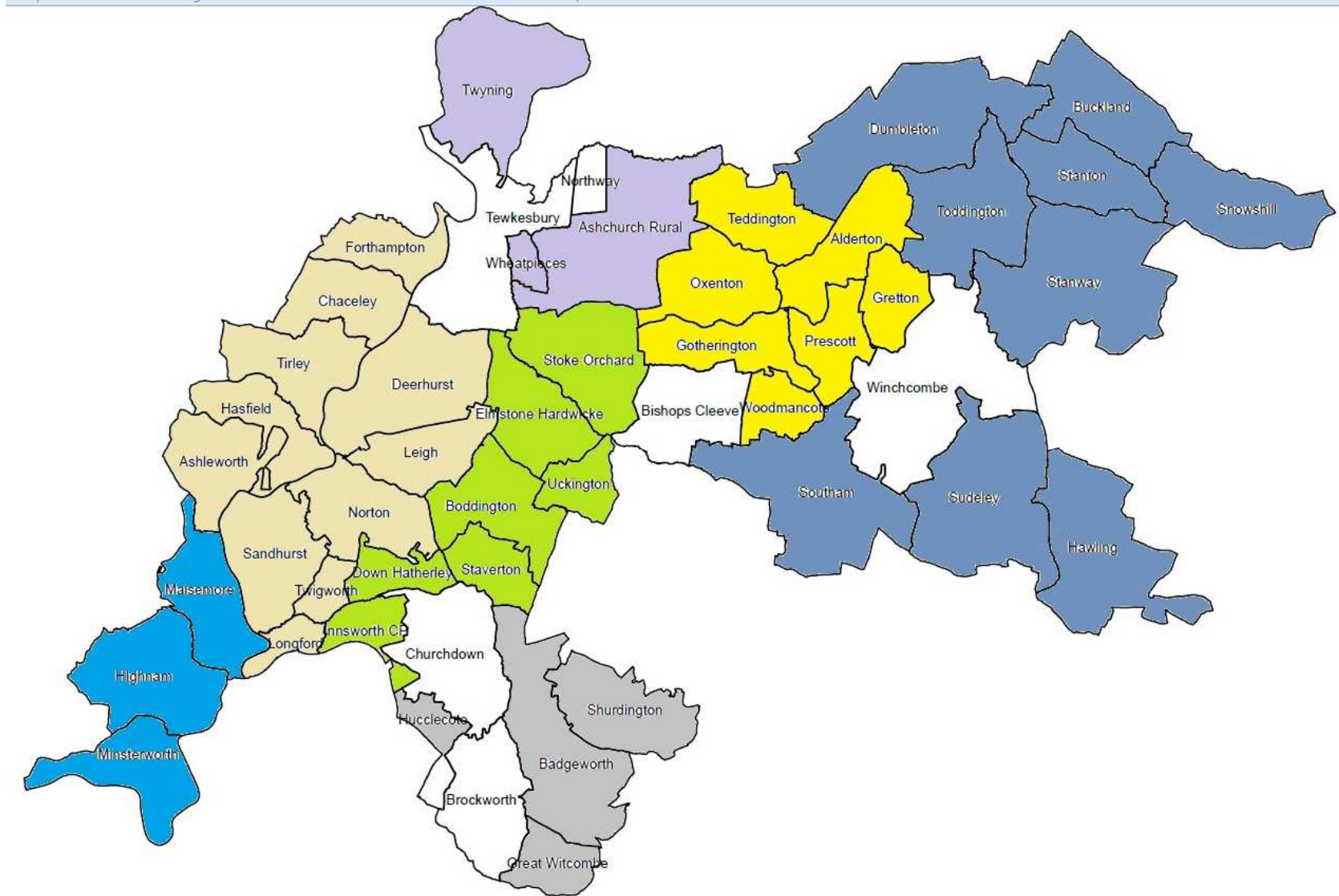
Note 1: Assumes bottom of salary scale (£25,402) for 2016/17 only.

Note 2: Assumes 37 hours per week. Figures have been rounded to one decimal place

Note 3: Parish population estimates for Tewkesbury borough mid-2010

Map of the borough suggesting patrolling areas for smaller parishes by the Environmental Warden

145



Questionnaire regarding recruitment of an Environmental Warden

Please return to david.steels@tewkesbury.gov.uk by 1st November 2016.

1. Does your parish want to be part of this project? Please explain your answer.

2. How much time will your parish require and how much will your parish be willing to contribute?

3. Does the job description / person specification / job advert meet the needs of the parish? If not, why not?

4. Is there anything missing from the proposal that you feel should be included?

5. Do you agree with the performance and reporting regime for both the officer and Tewkesbury Borough Council as described in the proposal? If not, how should it be recorded?

6. Do you agree with the implementation timescales as described?

7. Are there any questions that remain unanswered?

Name

Position

Parish

Summary of Parish and Town Council responses

Alderton Parish Council

Alderton Parish Council have considered the proposal and have decided to reject it for two reasons. Firstly they considered that the post should be funded by the Borough Council and secondly they wished to avoid any future financial liability for the Parish Council, should the position be made redundant.

Reply: ...With regards the second point you raise (redundancy costs), do you think that the views of the parish council may alter if Tewkesbury Borough Council picked these up? I think it's a very good question and not one that has been raised so far which is why I've asked for modelling to be carried out by our finance team, if not for Alderton then for the other parishes wishing to be a partner...

Response: We have a Parish Council meeting next week (w/c 14/11) so I'll put this question to them and let you know the decision.

Ashchurch Rural Parish Council

I am forwarding your email and attachments to Ashchurch Councillors for their information.

Two questions may arise in discussion.

- i) Wouldn't District/Borough Councils normally provide this service as part of their environmental health responsibilities?
- ii) What powers are available to local Councils to fund an Environmental Warden, or is TBC considering delegating its EH powers to parish/town councils?

We are meeting on 21/11. Will build the issue into the agenda for discussion.

Ashleworth Parish Council

1. Does your parish want to be part of this project? Please explain your answer.

In principle, yes. The parish has had an ongoing dog fouling problem and believes that this project may help.

2. How much time will your parish require and how much will your parish be willing to contribute?

Option 2 looks to be best suited.

3. Does the job description / person specification / job advert meet the needs of the parish? If not, why not?

Yes.

4. Is there anything missing from the proposal that you feel should be included?

No

5. Do you agree with the performance and reporting regime for both the officer and Tewkesbury Borough Council as described in the proposal? If not, how should it be recorded?

Yes.

6. Do you agree with the implementation timescales as described?

Yes.

7. Are there any questions that remain unanswered?

No.

Badgeworth Parish Council

1. *Does your parish want to be part of this project? Please explain your answer.*

Yes. The Parish Council often receives complaints about dog fouling and it would be useful to have someone to refer these complaints to, who could actually take some action.

2. *How much time will your parish require and how much will your parish be willing to contribute?*

The hours suggested 11.8, and the cost suggested £155.41 (option 1) was thought applicable

3. *Does the job description / person specification / job advert meet the needs of the parish? If not, why not?*

No comments

4. *Is there anything missing from the proposal that you feel should be included?*

No comments

5. *Do you agree with the performance and reporting regime for both the officer and Tewkesbury Borough Council as described in the proposal? If not, how should it be recorded?*

No comments

6. *Do you agree with the implementation timescales as described?*

Acceptable. PC will be setting the budget in November, so will need to know before then.

7. *Are there any questions that remain unanswered?*

Not at present

Bishops Cleeve Parish Council

The Environmental Warden proposal was discussed at the Full Council meeting last week and it was resolved that I contact you to register the Council's "in principle" interest in the proposal, subject to further explanation on how the post would operate when it is known how many PC's are interested.

Boddington Parish Council

(Telephone conversation with the parish clerk). The parish council are considering the matter at their meeting on 16th November.

Brockworth Parish Council

Brockworth Parish Council has always been in support of the community dog warden proposal.

Buckland Parish Council

Buckland Parish Council met on the 10th October and fully discussed the proposal of the employment by TBC of an Environmental Warden and ongoing costs to the Parishes.

Our view is as follows:-

The unanimous feeling of our Council was that as a Parish we are in control of dog fouling problem and an Environmental Warden would be seriously under-employed even at 6 hours per annum in our villages. It was also agreed that funding for this project should be met by the Borough Council and that funds would be more usefully used to combat the ever increasing fly-tipping and litter problems where needed.

Chaceley Parish Council

(Telephone call with the Parish Clerk). The parish council have discussed the matter but are not interested.

Churchdown Parish Council

The proposal was considered at Finance & Admin Committee on 5th October, and the views of the Council are as follows:-

"Minute 220.2. Borough - Proposal for Environmental Warden. The proposal is for a uniformed person to cover the whole Borough, the cost to be shared between the Borough and parishes, for a 3 year period, to help reduce dog fouling and possibly other environmental despoilment issues. The Council is invited to send in an expression of interest. The Clerk to Twyning Parish has submitted 2 questions to the Borough: "i) Wouldn't District/Borough Councils normally provide this service as part of their environmental health responsibilities? ii) What powers are available to local Councils to fund an Environmental Warden, or is TBC considering delegating its EH powers to parish/town councils?" After discussion it was agreed that these questions are very pertinent, and the strong view expressed that this is a Borough responsibility and they have the powers to deal with it. The cost of an Environmental Warden should be included in the Borough's budget. It was also noted that in terms of envirocrimes, the need in this Parish is not only for dog fouling to be dealt with, but also litter (i.e., the problem in the Council Offices car park)"

Deerhurst Parish Council

Thank you for your email. Unfortunately the next Parish Council meeting is not until 25 October when this matter can be discussed.

Down Hatherley Parish Council

(Telephone conversation with the parish clerk). The parish council are considering the matter at their meeting on 23rd November.

Dumbleton Parish Council

Our Parish Council do not think this scheme is feasible for them due to the small amount of time that would be allocated in enforcement for this parish. It would therefore not be cost effective.

Elmstone Hardwicke Parish Council

Our Parish Council do not think this scheme is feasible for them due to the small amount of time that would be allocated in enforcement for this parish. It would therefore not be cost effective.

Forthampton Parish Council

(Telephone conversation with the parish clerk). The parish council are considering the matter at their meeting on 10th November.

Gotherington Parish Council

(Telephone conversation with the parish clerk). The parish council are considering the matter at their meeting on 8th November.

Gretton Parish Council

(Telephone conversation with the parish clerk). The parish council are considering the matter at their meeting on 10th November

Hawling Parish Meeting

I don't really have any views on this matter

Highnam Parish Council

This proposal was discussed by Highnam Parish Council at a Council meeting held on 11 October 2016. The view of Council (Minute 7b) was that this was a very good idea and fully supported, but that it was the responsibility of Tewkesbury Borough Council to provide and fund this facility.

Hucclecote Parish Council

At the council meeting on Monday 17th October, members resolved not to support the scheme as they felt it would have little benefit to the parish. We could put the money to better use by providing extra bins etc.

Innsworth Parish Council

After careful consideration the Members agreed that there is a need for an Environmental Warden, but were of the opinion that this should be funded by the Borough Council. Your proposed schedule of costs per parish was noted, but there was concern that in fact not all parishes would participate, therefore the cost for the parishes which do participate would be far higher. Also, it was noted that the legal situation is not clear, i.e., is it lawful for parishes to fund the Borough in this way?

(Questions answered 2/11/2016)

Leigh Parish Council

The last Full Parish Council meeting was in August and it is due to meet next week (w/c 7/11) (we have had very specific planning meetings in between). I will put forward for discussion.

Longford Parish Council

(Telephone discussion with Parish Clerk)

Due to the size of the parish, Longford do not wish to join in the project. Happy that Tewkesbury Borough Council continues to carry out their statutory functions.

Maisemore Parish Council

(Telephone conversation with the parish clerk). There has been a delay in receiving information due to the parish clerk position being vacant. However, the parish council will initially raise the matter at their meeting on 7th November.

Minsterworth Parish Council

1. *Does your parish want to be part of this project? Please explain your answer.*

We agree that dog fouling, fly tipping and other types of litter are important issues, but in a rural parish we are unsure how a single warden, spread over 28 parishes, would help. We do not have any park areas where a warden could be used

2. *How much time will your parish require and how much will your parish be willing to contribute?*

We already have people within the Parish who carry out litter picking on a voluntary basis, and we cannot see how just one warden could police such a large area

3. *Does the job description / person specification / job advert meet the needs of the parish? If not, why not?*

Much of the work suggested for the new warden relates to environmental issues, so we cannot see why this should not be part of the current environmental department. Drug waste – canisters, syringes + needles – is also an issue

4. *Is there anything missing from the proposal that you feel should be included?*

The major public health issue in relation to dog fouling will be in public parks, and it may be appropriate for the current environmental health dept to focus more attention in this area.

5. *Do you agree with the performance and reporting regime for both the officer and Tewkesbury Borough Council as described in the proposal? If not, how should it be recorded?*

We wish to wait to monitor the outcome of the proposed scheme before commenting

6. *Do you agree with the implementation timescales as described?*

We agree that it may take 3 years before you have a good idea of how well the scheme might work

7. *Are there any questions that remain unanswered?*

There is no mention of animal health issues in your documentation and publicity, for example

1. Dog faeces leading to abortion in cattle;
2. Dog faeces leading to brain disorders (gid) in sheep
3. Yew clippings causing deaths in cattle
4. Cans and bottles thrown over hedges or in grazing areas leading to foot injuries

We feel that this aspect needs further publicity

Northway Parish Council

Northway Parish Council did provisionally agree to support this project but the next meeting is not until 19th October so formal approval cannot be made until then.

Norton Parish Council

1. Does your parish want to be part of this project? Please explain your answer.

No. We are a rural community and the effect of having a dog warden would be negligible.

2. How much time will your parish require and how much will your parish be willing to contribute?

See above.

3. Does the job description / person specification / job advert meet the needs of the parish? If not, why not?

See above.

7. Are there any questions that remain unanswered?

Financing a dog warden would not be good use of Parish money. It would be more useful if you provided signs that can be put in strategic location to remind dog owners of their responsibility.

Oxenton Parish Meeting

Our next Parish meeting will not be until the beginning of December. However, from informal responses to date, I am not convinced that there would be a vote in favour of raising the precept for this warden, even the amount was based on precept rather than population size.

In our small Parish, with no open public spaces or outdoor recreational facilities, we do not have any dog fouling problems and the only possible benefit of this Warden would be associated with any fly tipping problems.

Prescott Parish Meeting

Prescott Parish Meeting does not have a precept and so we would be unable to participate in this project. However we appreciate the problem and remain vigilant.

Sandhurst Parish Council

(Telephone conversation with the parish clerk). The parish council are considering the matter at their meeting on 7th November.

Shurdington Parish Council

1. Does your parish want to be part of this project? Please explain your answer.

Yes

2. How much time will your parish require and how much will your parish be willing to contribute?

40 hours p.a. at £500 p.a. (max) over each of the three proposed years

3. Does the job description / person specification / job advert meet the needs of the parish? If not, why not?

Seems OK.

4. Is there anything missing from the proposal that you feel should be included?

No suggestions

5. Do you agree with the performance and reporting regime for both the officer and Tewkesbury Borough Council as described in the proposal? If not, how should it be recorded?

Yes.

6. Do you agree with the implementation timescales as described?

Yes.

7. Are there any questions that remain unanswered?

This should be covered under EH legislation and paid for by the Borough Council.

Snowhill Parish Meeting

From time to time, due to the number of visitors we have, we can have a dog fouling problem. As far as residents are concerned we know who they are and will report any who ignore the regs.

Southam Parish Council

Southam Parish Council considered the proposal. There needs to be better enforcement against dog fouling but the Council were concerned that the proposed area was too large to be covered by one person. As a small council with little precept it seemed any contribution would only warrant occasional visits which would not be very effective. It would be better to try and work on a collective initiative where members of the public are encouraged to collect "evidence" for enforcement by Tewkesbury Borough Council and that successful enforcement is made public.

Stanway Parish Council

Thank you for your email. Stanway Parish Council has considered your proposal for an Environmental Dog Warden. The Councillors believe that dealing dog fouling is the responsibility of the Borough Council and therefore would not support your proposal.

Staverton Parish Council

Staverton Parish Council is of the same opinion as Churchdown, that this should be part of TBC's remit and not pushed onto parishes who could only ask for an increase in precept to pay for it so what benefit is gained.

Stoke Orchard & Tredington Parish Council

Telephone conversation between the Parish Clerk and David Steels, 2nd November 2016. Councillors have made no firm commitment at this stage but they are interested in the concept so wish to explore the matter further.

Teddington Parish Council

Our Parish Council do not think this scheme is feasible for them due to the small amount of time that would be allocated in enforcement for this parish. It would therefore not be cost effective.

Tewkesbury Town Council

With reference to the questionnaire regarding recruitment of an Environmental Warden the Environmental and Amenities Committee on 18th October 2018 responded as follows:

1. *Does your parish want to be part of this project? Please explain your answer.*
Tewkesbury Town Council (TTC) believes this is the responsibility of the Borough Council though it appreciates that if Parish Councils don't spend the money no improvements will happen.
2. *How much time will your parish require and how much will your parish be willing to contribute?* £3K investment by TTC for 2-3 days/month could increase if other Parishes decide to opt out. The costings should be worked out based on population not precept amount.
3. *Does the job description / person specification / job advert meet the needs of the parish? If not, why not?* The job description does not guarantee the measurement of the reduction of mess. Uniformed people patrolling certain areas will mean the offenders move to a different area unseen by patrol. *Do you agree with the implementation timescales as described?* TTC does agree that shared services between the Borough and Parish Councils are a good idea.
7. *Are there any questions that remain unanswered?* Adopting the clean Neighbourhood Act includes legislation for this issue.

Toddington Parish Council

Toddington Parish Council will be meeting next week (w/c 14/11) and the proposal will be discussed then. I will get back to towards the end of next week with their decision.

Twigworth Parish Council

(Telephone conversation with the parish clerk). The parish council have not yet considered the matter but will be doing soon.

Twyning Parish Council

I am forwarding your email and attachments to Twyning Councillors for their information.

Two questions may arise in discussion.

- i) Wouldn't District/Borough Councils normally provide this service as part of their environmental health responsibilities?
- ii) What powers are available to local Councils to fund an Environmental Warden, or is TBC considering delegating its EH powers to parish/town councils?

We are meeting on 21/11. Will build the issue into the agenda for discussion.

Wheatpieces Parish Council

At yesterday evenings (6th October) Wheatpieces Parish Council meeting Members expressed an interest in relation to exploring the option of an Environmental Warden. With regard to the completion of the questionnaire the next Wheatpieces Full Council meeting is scheduled for Thursday 3rd November 2016 where Members will have had more time to consider the paperwork that you supplied in relation to this option so I should be grateful if you could extend the deadline for the return of the questionnaire until after this date.

Winchcombe Town Council

At a meeting of Winchcombe Town Council held on Wednesday 2 November, Members welcomed the TBC initiative for an Environmental Warden and felt that Winchcombe might benefit from a half day per week duty in the Town. However, they feel that it would be of benefit to have a meeting with yourselves about the practicalities before making a firm commitment.

Woodmancote Parish Council

Woodmancote Parish Council can express an initial interest in this proposal but we cannot commit without full discussion and consideration within the council.
(Further questions answered).

No responses (as of 11 November)

Great Witcombe Parish Meeting
Hasfield Parish Meeting
Stanton Parish Council
Sudeley Parish Meeting
Tirley Parish Council
Uckington Parish Council

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	23 November 2016
Subject:	Community Grants Criteria
Report of:	Head of Development Services, Julie Wood
Corporate Lead:	Chief Executive, Mike Dawson
Lead Member:	Lead Member for Community
Number of Appendices:	One – Current Community Grants Information Guide

<p>Executive Summary:</p> <p>In September 2015 the Council revised the criteria for the Community Grants Scheme as part of a review of community grants. At this time the criteria was based on the priorities identified within the 2012-2016 Council Plan.</p> <p>Following the implementation of the new Council Plan 2016-2020, there is opportunity to revise the criteria on which decisions for community grants are made.</p> <p>This report outlines the recommended revised criteria for the community grants for implementation from April 2017.</p>
<p>Recommendation:</p> <p>To approve the new community grants criteria for implementation from April 2017.</p>
<p>Reasons for Recommendation:</p> <ul style="list-style-type: none"> • Due to the priorities within the new Council Plan 2016-2020. • To meet the community's needs within the Borough.

<p>Resource Implications:</p> <p>None associated directly with this report. The Council makes £150,000 available annually from New Homes Bonus to support the community grants scheme.</p>
<p>Legal Implications:</p> <p>None arising directly from this report.</p>
<p>Risk Management Implications:</p> <p>None associated directly with this report.</p>

Performance Management Follow-up:

Feedback on community funding is provided within the Council's performance tracker. Successful applicants are also required to provide feedback to the Council.

Environmental Implications:

None associated directly with this report.

1.0 INTRODUCTION/BACKGROUND

- 1.1** In 2009 the Executive Committee resolved to form a Working Group to review community grant funding requests. Following this, in September 2015, the Executive Committee decided to revise the grants criteria by which decisions were made, as a result of new financing and to resolve issues encountered within the scheme at that point.
- 1.2** At that time the priorities within the Council Plan 2012-2016 were used as the basis for the decision making criteria. This criteria is outlined within the current Community Grants Information Guide within Appendix One. The Council Plan outlined the following priorities and objectives;
- Use resources effectively and efficiently.
 - Promote economic development.
 - Improve recycling and care for the environment.
 - Provide customer focused community support.
 - Develop housing relevant to local needs.
- 1.3** Since September 2015, the Working Group has approved grants totalling £279,069. There is an annual budget of £130,000. Community groups can apply for capital grants up to a maximum of £30,000 and revenue grants of a maximum of £3,000. Grants have been awarded for a number of different projects, including improvements to community halls, sports facilities and play facilities. Revenue grants have been awarded for items such as community events, equipment and training.
- 1.3** In July 2015 the Council appointed a Community Funding Officer to manage the Community Grants Scheme, as well as assisting community groups in securing funding from other funding bodies. Initially appointed on a two year basis, this post has been extended for a further two years until July 2019.
- 1.4** In 2016 the Council adopted a new Council Plan, which outlined new priorities. Currently, and until now all the community grants have been awarded based on the criteria that reflected the 2012-2016 Council Plan.

2.0 REVISED COMMUNITY GRANTS CRITERIA

2.1 Following the adoption of the new Council Plan for 2016-2020, the Working Group tasked officers with developing revised criteria, particularly as there was little reference to community support within the new plan. This revised criteria has been discussed with the Working Group and is outlined below, incorporating the amendments from the Group. This criteria includes geographical coverage, evidence of need, match funding and impact on the community. The proposed criteria will be used against both capital and revenue applications. Capital applications will continue to be scored on a percentage basis against the amount applied for. Revenue applications will continue to be awarded on a yes/no basis.

2.2 The proposal is to award grants on the following criteria:

1. Where the project covers (up to 20% of the final score – capital projects only).
 - Borough-wide.
 - Multi-Parish.
 - Parish/Local Facility.
2. Evidence of a clear need for the project e.g. consultation and relevant local statistics (up to 20% of the final score – capital projects only).
3. Whether the application has secured or applied for funding, including to the local Parish/Town Council (up to 30% of the final score – capital projects only) (revenue projects need to have applied for funding from alternative sources).
4. How will the grant positively influence the community incorporating (up to 30% of the final score – capital projects only) (revenue projects need to meet one of the below):
 - A. Bringing communities together and becoming more socially sustainable.
 - B. Encouraging communities to be healthier and more active.
 - C. Encouraging learning of new skills that will be used for community benefit.
 - D. Demonstrating the financial sustainability of the group and project.
 - E. Encouraging volunteering in the community.
 - F. Improving and maintaining the community's environment.

The maximum amounts awarded (£30,000 for capital and £3,000) are proposed to remain the same. All other criteria such as minimum lease periods, payment timescales and application periods are also recommended to stay the same.

2.3 In order to allow a transition between the existing criteria and new criteria, it is proposed that applications under the existing criteria are honoured until March 2017. Therefore, the Committee is requested to adopt the new criteria for awarding grants from April 2017. If approved, a new Community Grants Information Guide will be produced.

3.0 OTHER OPTIONS CONSIDERED

3.1 No other options at this stage.

4.0 CONSULTATION

4.1 There has been a consultation with the Community Grants Working Group on the proposed criteria.

- 5.0 RELEVANT COUNCIL POLICIES/STRATEGIES**
- 5.1** Council Plan 2016-2020.
Development Services Service Delivery Plan.
- 6.0 RELEVANT GOVERNMENT POLICIES**
- 6.1** None.
- 7.0 RESOURCE IMPLICATIONS (Human/Property)**
- 7.1** None.
- 8.0 SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)**
- 8.1** The community grants provide support to community groups to enable positive outcomes for the community, which includes social, community safety and cultural.
- 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** Community Grants Review – Executive Committee September 2015.

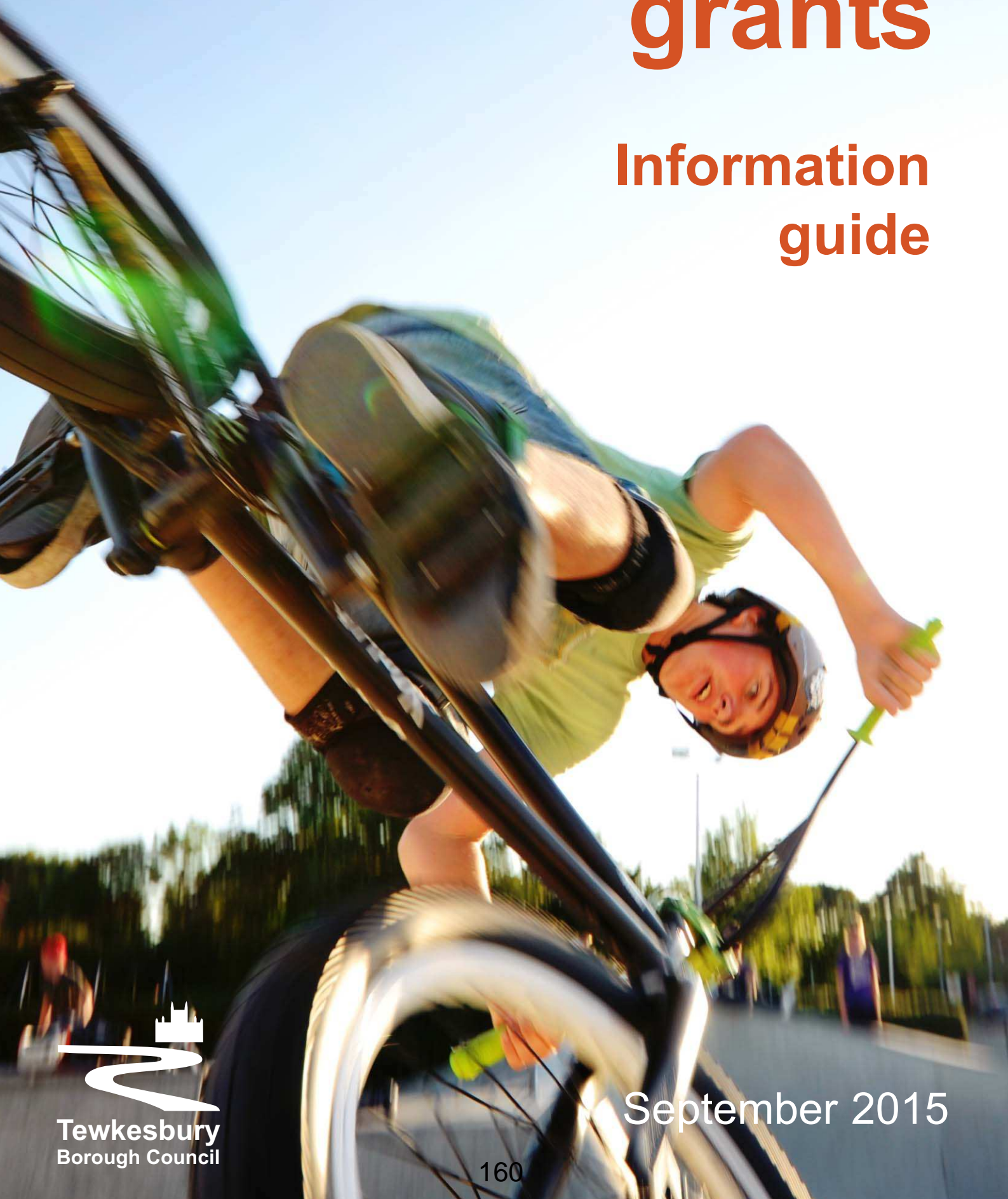
Background Papers: None.

Contact Officer: Andy Sanders, Community and Economic Development Manager
andy.sanders@teWKesbury.gov.uk

Appendices: One – Current Community Grants Information Guide

Community grants

Information guide



Community grants

Introduction	1
Scheme objectives	2
Who can apply?	2
What the grants can and cannot fund	3
Summary of the grants scheme	4
Process for awarding grants	5



Introduction



Tewkesbury Borough Council's community grants are available to support a range of projects to benefit the people in the borough. This guide provides full details on the community grants scheme. It provides details of what the council can fund, who is eligible to apply, any restrictions and what you need to provide with your application form.

It is important that all applicants read this guide as it provides additional information that is not contained within the application forms. All applications must be made on an appropriate application form and a variety of supporting documentation is required. It is important that each question is fully answered on the application form as each application is assessed using a standard process based on answers to the questions.

When reading the information guide and completing your application form if you have any queries please contact the council's Community Funding Officer, **Martha Mundy, on 01684 272099 or Martha.mundy@teWKesbury.gov.uk**

Community grants are subject to council budget approval. Tewkesbury Borough Council retains the right to withdraw its grant schemes at any point.

Scheme objectives

Scheme objectives

Tewkesbury Borough Council (TBC) will only support applications that contribute towards the sustainable impact and achievement of at least one of the council's five priorities from its Council Plan.

- **Use resources effectively and efficiently**
 - To meet customer needs
- **Promote economic development**
 - To provide support to help businesses or promote local economic growth
- **Improve recycling and care for the environment**
 - To maintain a good quality environment
- **Provide customer focused community support**
 - To support the health and wellbeing of our residents
 - To support projects which develop the community and improve community infrastructure
 - To maintain a low level of crime
- **Develop housing relevant to local needs**

Applications should also support one of the council's key themes for grant aid:

- Stimulate and encourage a vibrant voluntary sector
- Encourage active involvement of residents within the community to provide services or facilities for the wider community
- Support activities undertaken by voluntary and "not for profit" organisations that complement the Council's Corporate priorities
- Support activities and projects that contribute to the health, well-being and social interaction of the wider community.

Who can apply?

To apply for a community grant your organisation must be some type of formally governed 'Not for Profit' organisation with a written governing document (E.G Constitution, Trust Deed, Articles of Association etc). You are also required to hold a bank account in the organisations name.

Examples of eligible and ineligible groups are listed in the table below:

Who can apply?	Eligible Groups	Ineligible groups
	✓ Registered charities	✗ Informal groups
	✓ Constituted community groups	✗ Individuals
	✓ Community amateur sports club	✗ Private business
	✓ Social enterprises	✗ Organisations that distribute profits/surpluses
	✓ Town & parish councils	✗ Organisations with selective membership
		✗ Schools

What the grants can fund

What the grants can and cannot fund

The council will help fund projects of both a capital and revenue nature on a 'one-off' basis.

What we can fund	What we cannot fund
<p>Capital costs such as:</p> <ul style="list-style-type: none"> ✓ Building improvements ✓ Vehicle purchases ✓ Playground equipment ✓ Sports or community facilities ✓ IT equipment 	<ul style="list-style-type: none"> ✗ Retrospective applications for work already taken place and paid for ✗ Ongoing revenue costs ✗ Prize money ✗ Projects that mainly benefit individuals ✗ General appeals or sponsorship ✗ Activities of a religious or political nature ✗ Projects occurring outside of the borough or not benefitting residents of the borough ✗ Land or building projects where the ownership of that land or a minimum 10 year lease is not yet in place ✗ Ordinary activities of a statutory body ✗ Travel costs ✗ Loans
<p>Revenue costs such as:</p> <ul style="list-style-type: none"> ✓ Events costs ✓ Training fees ✓ Start up costs ✓ Small equipment purchases ✓ General repairs 	



Summary of the grant scheme

Capital grants

- Maximum grant available = £30,000
- 50% funding limit. Grants will not exceed 50% of the total cost
- Applications can be submitted at any time
- If applying for grant towards building works, the applicant must either be the freehold owner of the site or have a minimum 10 years left on a lease with express permission to carry out the intended works from the lessor prior to applying. An application not meeting these requirements will be rejected.
- An organisation can receive only 1 Tewkesbury Borough Council community grant each financial year, and there must be a break of at least 24 months between completing your project and reapplying to the scheme
- Unsuccessful applicants may reapply at any time
- Applications must be made using the application form
- Applicants are required to have safeguarding policy in place if working with children and young people, or vulnerable adults and a volunteer policy where appropriate
- Organisations are required to have insurance
- For grants requests over £5,000 additional information will be required including:
 - Up to date bank statements
 - Latest annual accounts
 - At least 2 quotes
 - Confirmation of tenure if applying for a grant to buildings or land
- Grant requests over £20,000 will be required to supply a 3 year business plan (a template business plan is available on request)
- Reasonable monetary support from the local town or parish council
- Other information, particularly in regards of building and land applications, is also welcomed e.g. photo's, drawings and designs, confirmation of other grant support etc.

- Grants must be accepted by the applicant by completing the council's terms and conditions document
- For grants over £20,000 a legal charge will be required. A fee of £350 will be made for this charge and deducted from the grant award.
- Grants are paid in arrears on submission of evidence of expenditure incurred and where required, evidence of statutory sign off e.g. building control completion certificate

Revenue grants

- Maximum grant available = £3,000
- 80% funding limit. Grants will not exceed 80% of the total cost
- Applications can be submitted at any time
- An organisation can receive only one Tewkesbury Borough Council community grant each financial year, and there must be a break of at least 24 months between completing your project and reapplying to the scheme
- Unsuccessful applicants may reapply at any time
- Applications must be made using the application form
- Grants must be accepted by the applicant by completing the council's terms and conditions document
- Grants paid in advance



Process for awarding grants

Grants are awarded by the Deputy Chief Executive in consultation with the community grants working group which has a quorum of three elected members. The working group will usually meet, subject to applications received, on a quarterly basis.

Applicants for a land or property related capital project must ensure that they have either a freehold interest in the asset or a lease with at least 10 years left to run before applying for a grant. If the interest is via a lease and there is a break clause or a forfeiture provision contained within the lease then there will be a requirement from the council for either:

1. The lease to be varied; or
2. The landlord to enter into a deed of covenant with the council.

If an applicant is currently negotiating a lease, it is recommended that the applicant does not conclude the lease until they have checked with the borough council that the terms are acceptable.

Capital grants will be assessed against the council agreed criteria which rewards value dependent upon their importance to the council i.e. relevance to helping the council meet its objectives and priorities and supporting the council's key themes for grant aid.

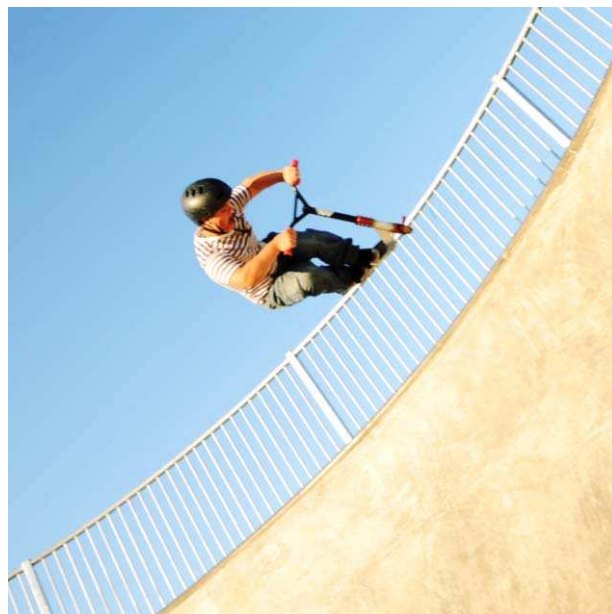
The assessment will lead to a percentage score which will be applied to the total project costs in order to determine the level of grant awarded. When calculating total project costs for larger capital projects, applicants may count works or services in kind.

For capital grants in excess of £20,000 the council will require a legal charge to be made. If a lease contains a prohibition against the charging of the premises then depending on the terms of the lease, the lease may need varying or the consent of the landlord obtained.

Capital grants to be paid in arrears will be paid in relation to the percentage of grant awarded.

For capital grants awarded for new build or refurbishment of existing buildings, the final 5% of the grant will only be paid on receipt of either a practical completion certificate from an appropriately qualified individual or company or a building control completion certificate.

Revenue grants will be decided on a yes / no basis. Successful grants will be paid in full on receipt of signed terms and conditions.



Process for awarding grants

The decision of the Deputy Chief Executive is final. In exceptional circumstances, the community grants working group and Deputy Chief Executive may wish to support an application in excess of the limits defined within these guidelines. In these circumstances, the recommendation will be referred to the council's Executive Committee for a final decision unless it is related to the 24 month period in which applicants can't apply for a new grant, where a decision will be taken by the grants working group.

Projects should normally be started within 12 months from the award of the grant, and completed no later than 12 months from commencement of the project.

If the scheme/project has not commenced 12 months after date of award of grant then council reserve right to withdraw grant. The applicant will be required to submit a written report on the status of the scheme/project to justify retention of grant award.

12 months after completion the applicant should submit a report measuring the success of the project against the objectives set out in the application.

The applicant will be expected to acknowledge any grant awarded by the council in any general literature produced and to assist in any publicity the council may organise.

The council reserves the right to take into account existing or future s106 funding available.

Transparency

Tewkesbury Borough Council believes it is important to be open, transparent and accountable to local people. We publish a range of information including community grants to support this principle.

Further Information

Support for completing the application form and through the application process can be obtained from the council's community team.

The council also employs a community funding officer who can assist organisations in locating and applying for external grant funding.

Please contact Martha Mundy on 01684 272099 or Martha.mundy@tewkesbury.gov.uk

The council may redirect you to alternative funding streams if they are to be seen to be more appropriate.



Tewkesbury Borough Council
Tel: 01684 272099
email: martha.mundy@teewkesbury.gov.uk



Agenda Item 17

Document is Restricted

Agenda Item 18

Document is Restricted

Document is Restricted

Document is Restricted

Document is Restricted

Agenda Item 20

Document is Restricted

Document is Restricted

Agenda Item 21

Document is Restricted

Document is Restricted

Document is Restricted