

30 May 2017

<b>Committee</b>	Executive
<b>Date</b>	Wednesday, 7 June 2017
<b>Time of Meeting</b>	2:00 pm
<b>Venue</b>	Committee Room 1

**ALL MEMBERS OF THE COMMITTEE ARE REQUESTED TO ATTEND**



**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 (during office hours staff should proceed to their usual assembly point; outside of office hours proceed to the visitors' car park). Please do not re-enter the building unless instructed to do so.

In the event of a fire any person with a disability should be assisted in leaving the building.

### **2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

To receive apologies for absence and advise of any substitutions.



	<b>Item</b>	<b>Page(s)</b>
<b>3.</b>	<b>DECLARATIONS OF INTEREST</b>	
	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.	
<b>4.</b>	<b>MINUTES</b>	1 - 11
	To approve the Minutes of the meeting held on 26 April 2017.	
<b>5.</b>	<b>ITEMS FROM MEMBERS OF THE PUBLIC</b>	
	To receive any questions, deputations or petitions submitted under Rule of Procedure 12.	
	<i>(The deadline for public participation submissions for this meeting is 1 June 2017)</i>	
<b>6.</b>	<b>EXECUTIVE COMMITTEE FORWARD PLAN</b>	12 - 16
	To consider the Committee's Forward Plan.	
<b>7.</b>	<b>APPOINTMENT OF PORTFOLIO HOLDERS AND SUPPORT MEMBERS</b>	17
	To approve the Portfolio Holders and Support Members for the forthcoming Municipal Year.	
<b>8.</b>	<b>FINANCIAL OUTTURN REPORT</b>	18 - 40
	To consider the Council's financial outturn report.	
<b>9.</b>	<b>PREPARATION FOR THE GENERAL DATA PROTECTION REGULATION</b>	41 - 54
	To consider the action plan which will enable the Council to achieve compliance with the General Data Protection Regulation and to approve the establishment of a post of Business Administration Manager subject to a recommendation to Council that ongoing funding be included in the base budget for 2018/19 and future years.	
<b>10.</b>	<b>ECONOMIC DEVELOPMENT AND TOURISM STRATEGY</b>	55 - 73
	To approve the amended Economic Development and Tourism Strategy and amendments to the Business Grants Scheme as set out within the report.	
<b>11.</b>	<b>COMMUNICATIONS STRATEGY 2017 TO 2019</b>	74 - 86
	To approve the Communications Strategy and action plan.	
<b>12.</b>	<b>MANAGEMENT OF OCCUPATIONAL ROAD RISK</b>	87 - 97
	To approve the Management of Occupational Road Risk Policy and Guidelines; and to delegate authority to the Head of Finance and Asset Management to make minor amendments to the Policy following Union consultation.	

	<b>Item</b>	<b>Page(s)</b>
<b>13.</b>	<b>CHURCHDOWN PLAY AREAS TRANSFER</b>	98 - 101
	To consider withdrawing the current offer to transfer Oakhurst and Shamrock Close play areas, Churchdown.	
<b>14.</b>	<b>USE OF URGENCY POWERS - PROVISION OF WORKSHOP EQUIPMENT FOR MAINTAINING COUNCIL VEHICLE FLEET</b>	102 - 106
	To consider the use of urgency powers in relation to the provision of workshop equipment for maintaining the Council's vehicle fleet.	
<b>15.</b>	<b>SEPARATE BUSINESS</b>	
	The Chairman will move the adoption of the following resolution:	
	That under Section 100(A)(4) Local Government Act 1972, the public be excluded for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act.	
<b>16.</b>	<b>SEPARATE MINUTES</b>	107 - 109
	To approve the separate Minutes of the meeting of the Committee held on 26 April 2017.	

**DATE OF NEXT MEETING**  
**WEDNESDAY, 12 JULY 2017**  
**COUNCILLORS CONSTITUTING COMMITTEE**

Councillors: Mrs K J Berry, R A Bird (Vice-Chair), Mrs G F Blackwell, M Dean, R Furolo, Mrs J Greening, Mrs E J MacTiernan, J R Mason and D J Waters (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, 26 April 2017 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 Mrs G F Blackwell and T A Spencer

**EX.85 ANNOUNCEMENTS**

- 85.1 The evacuation procedure, as set out on the Agenda, was taken as read.
- 85.2 The Chair welcomed Councillors Mrs Gill Blackwell and Terry Spencer to the meeting. Councillor Blackwell was in attendance as Vice-Chair of the Overview and Scrutiny Committee for Agenda Item 7 – Performance Management Report Quarter Three 2016/17, and Councillor Spencer was present as an observer.

**EX.86 DECLARATIONS OF INTEREST**

- 86.1 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.
- 86.2 There were no declarations of interest made on this occasion.

**EX.87 MINUTES**

- 87.1 The Minutes of the meeting held on 1 February 2017, copies of which had been circulated, were approved as a correct record and signed by the Chair.

**EX.88 ITEMS FROM MEMBERS OF THE PUBLIC**

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

**EX.89 EXECUTIVE COMMITTEE FORWARD PLAN**

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

89.2 Accordingly, it was

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

**EX.90 PERFORMANCE MANAGEMENT REPORT - QUARTER THREE 2016/17**

90.1 The report of the Overview and Scrutiny Committee Chair, circulated at Pages No. 15-50, 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 three performance management information.

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

90.3 In the absence of the Chair, the Overview and Scrutiny Committee Vice-Chair explained that it had been reported to the Overview and Scrutiny Committee that progress on Council performance over the past quarter was generally good with some key areas of excellent performance including the successful launch of the Council's new website, which was receiving recognition nationally; a significant commercial property investment; and the approval of the main modifications to the Joint Core Strategy. In relation to the performance report, a Member had raised concern that there was no timeline for a review of the discretionary trade waste service. In response, the Head of Community Services had explained that there were two reviews being undertaken in relation to this issue, one by Ubico and one by the Council, and it was felt sensible to wait until Ubico had appointed consultants to start its work. This had now been done and a scoping report would be put together for the Council's review. Another Member had requested an update on the progress of the vision for the J9 area and, in response, the Chief Executive had advised that a consultant had been engaged to help produce and deliver the vision. A successful funding bid for £234,000 had been made to the Homes and Communities Agency with the potential for more following further discussions. A meeting of the J9 Area Member Reference Panel would take place shortly to consider an action plan to take that forward. In terms of key performance indicators, a Member had felt that officers spent a lot of time on the details of planning applications that were often still refused and they had asked for an explanation on this. In response, the Head of Development Services had explained that it was important to recognise the complexity of the planning process and the many different issues to be taken into consideration, even with small applications. Members were assured that if they had queries about specific applications she would be happy to look at them on an individual basis. Another Member had asked if it would be appropriate for the Committee to receive an update on the second phase of the planning systems review and the Head of Development Services had indicated that she was keen to look at performance and build on the improvements already made and, as such, this would be added to the Committee's work programme. There had been some discussion about enviro-crimes and whether the necessary equipment was available to help combat the problem. The Head of Community Services had explained that he would find out how many cameras were available and where they were located. He had also explained that he planned to discuss the employment of an Environmental Warden with Parish Councils; in addition, the team was looking at hotspots for dog fouling and the

Public Protection Orders which would allow Fixed Penalty Notices to be issued. In terms of sickness absence, a Member had highlighted that there was an increasing trend in short term sickness and asked for assurance that this was being monitored. The Head of Corporate Services had explained that there was often an increase in short term absences during the winter period due to colds and other viruses; he confirmed that it was being monitored and pointed out that a review of the Council's Absence Management Policy was a 'pending' item on the Overview and Scrutiny Committee's work programme. In addition, the internal audit team would be looking at absence management and ensuring the policy was being applied consistently.

- 90.4 Referring to the number of reported enviro-crimes, a Member indicated that the Community Safety Partnership had given the Borough Council a grant to change the position of CCTV cameras and she questioned whether this had been used. She was aware that some cameras could not be redeployed as they did not work so she was unsure of the current status in this regard. In response, the Overview and Scrutiny Committee Vice-Chair explained that, when the Committee had received a report at a recent meeting, the information provided had noted that the Borough had three CCTV cameras. She was unsure of their current status and indicated that she would investigate and advise the Member following the meeting. The Lead Member was aware that flytipping was a huge problem across the country and he understood that the government was looking to offer local authorities more powers to try and tackle the problem; he hoped that those powers would be implemented by the Council when it had the opportunity to do so.

- 90.5 Accordingly, it was

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

## **EX.91 FLOOD RISK MANAGEMENT GROUP MONITORING REPORT AND ACTION PLAN**

- 91.1 The report of the Head of Community Services, circulated at Pages No. 51-65, sought to review the Terms of Reference of the Flood Risk Management Group and associated Action Plan following consideration by the Overview and Scrutiny Committee. Members were asked to adopt the revised Terms of Reference and Action Plan; to agree that a review of the Terms of Reference take place within the first twelve months of the term of the new Council rather than on an annual basis; and to agree that progress against the Flood Risk Management Group Action Plan continue to be monitored by the Overview and Scrutiny Committee on an annual basis.
- 91.2 Members were advised that the Action Plan, circulated at Appendix 1 to the report, was based on land drainage projects and was monitored on a regular basis by the Flood Risk Management Group. The Action Plan was a 'living' document which was amended as necessary when funding and/or partnership opportunities arose. The Borough Council continued to be successful in drawing money in from various sources including the Lead Local Flood Authority (Gloucestershire County Council) as well as Flood Defence Grant in Aid monies to help fund further major capital projects. This meant the financial burden to the Council had been reduced considerably whilst still increasing the benefits of the maintenance undertaken. This had also been helped by the way the work was contracted. However, there was some work that could not be routinely contracted as it was reactionary - this would remain the case as there were always some emergencies but, in general, the system in place now seemed to be working extremely well.

91.3 Referring to Page No. 61 of the report, a Member questioned whether gabion baskets collapsed on a regular basis. In response, it was confirmed that this was monitored and was not a regular occurrence. Officers were looking at less onerous, more low maintenance options for the future; there were some 'horizon' projects contained within the Action Plan which were things that currently posed no risk but would need to be addressed at some point. In response to a query regarding a recent planning application, Members were advised that funding was provided centrally and followed a prescriptive and detailed process using cost benefit ratios. A number of properties were protected by the scheme referred to which meant it attracted funding, even though the area where the works were taking place was not at risk of flooding, as there were properties further downstream that would be affected by it.

91.4 Members felt the suggestions regarding the monitoring of the Flood Risk Management Group Terms of Reference and Action Plan seemed sensible and, accordingly, it was

**RESOLVED:**

1. That the revised Terms of Reference and Flood Risk Management Group Action Plan be **ADOPTED**.
2. That a review of the Flood Risk Management Group Terms of Reference take place within the first 12 months of the term of the new Council.
3. That progress against the Flood Risk Management Group Action Plan continue to be monitored by the Overview and Scrutiny Committee on an annual basis.

**EX.92 COUNCIL PLAN 2016/20 REFRESH - YEAR TWO**

92.1 The report of the Head of Corporate Services, circulated at Pages No. 66-90, set out a refresh of the 2016-20 Council Plan. Members were asked to consider the Plan, and actions proposed for year two, and recommend it to the Council for adoption.

92.2 The Head of Corporate Services explained that the Council Plan was a key strategic document which established an overarching vision for the Borough and set out, in broad terms, the priorities, objectives and actions that the Council would focus upon to work towards its vision. The 2016-20 Plan had been approved by the Council in April 2016 and, as with the previous Council Plan, the actions under each priority theme were reviewed on an annual basis and refreshed where appropriate. In terms of the current refresh, it was proposed that the vision, values and priority themes remain unchanged. Each of the four themes: Finance and Resources; Economic Development; Housing; and Customer Focused Services were supported by a series of key objectives and actions to focus activity on delivery of the priorities and, whilst it was also proposed that the key objectives remain unchanged, the actions - which tended to be of an operational nature - would need to be updated where appropriate to reflect progress made during the year. All amendments and new actions were clearly shown on Pages No. 6-9 of the Plan and a summary was set out at Appendix 2 to the report. Examples of changes to current actions included the deletion of the action 'to develop and roll out a new website' as the project had been successfully completed in November 2016 and the inclusion of a new action to 'develop a new garden waste system' as this was a new project which was being set up.

92.3 Members welcomed the changes proposed and, accordingly, it was

**RESOLVED:** That it be **RECOMMENDED TO COUNCIL** that the Council Plan refresh be **ADOPTED**.

**EX.93 2017/18 SERVICE PLANS**

93.1 The report of the Head of Corporate Services, circulated at Pages No. 91-129, attached the 2017/18 service plans which Members were asked to consider and endorse.

93.2 The Head of Corporate Services explained that each service group within the Council had produced a service plan for 2017/18. The plans contained key, non-daily activities which were intended to be carried out during the year. The plans also provided an update on the 2016/17 actions to show how the service was progressing. It was intended that the plans would form part of the team meetings for each service and, where appropriate, 1:1 meetings and Lead Member briefings.

93.3 Members were of the view that the service plans seemed extremely comprehensive, although it was felt that there was a need to add 'the calling of snap elections' to the Democratic Services service plan under the heading 'factors that may affect future service delivery' given that the announcement of a general election in June was a considerable additional workload to that team.

93.4 Accordingly, it was

**RESOLVED:** That the 2017/18 Service Plans be **ENDORSED**.

**EX.94 FEES AND CHARGES STRATEGY**

94.1 The report of the Head of Finance and Asset Management, circulated at Pages No. 130-139, provided a Fees and Charges Strategy which Members were asked to approve.

94.2 The Head of Finance and Asset Management explained that the Council provided a wide range of services to the local community, businesses and visitors for which it was able to make a charge. For the services where the Council had discretion over the setting of fees it was important that it had a robust process in place for their review on an annual basis. The Fees and Charges Strategy sought to provide a framework from which Service Managers could consider their fees and charges and make proposals to ensure the costs of providing services were being recovered and that opportunities to expand income sources and the ability to act commercially were being considered. The Strategy also provided for a central point of coordination and a link to the budget setting process in order to ensure fees and charges were being considered and approved in good time.

94.3 During the discussion which ensued, a Member welcomed the Strategy and drew particular attention to Page No. 137 which discussed the adoption of a more commercial approach to fee setting. He felt the specialist knowledge possessed by the One Legal Team was something that could be sold to Parishes as they currently used solicitors that did not have particular specialisms in local government which could be a problem for those Parishes. Referring to Page No. 136, a Member expressed concern about the governance of the strategy; specifically the delegation of powers to officers. She was of the view that Members should have a say in the setting of charges, most particularly in terms of the garden waste service as the fees had risen considerably since its introduction a number of years ago. In response, the Head of Finance and Asset Management



indicated that the Strategy reflected the current arrangements contained within the Council's Constitution so, if this was something Members wished to change, they would need to do so by amending the Constitution. In addition, the Chief Executive advised that a considerable amount of discussion had taken place through the Transform Working Group on the charges for the garden waste service and Officers would continue to use that route as appropriate to ensure there was Member engagement with a number of the fees and charges which the Council implemented.

94.4 Members felt this was a sensible way forward and, accordingly, it was

**RESOLVED:** That the Fees and Charges Strategy, as attached at Appendix A to the report, be **APPROVED**.

**EX.95 DESIGNATION OF A NEIGHBOURHOOD PLAN AREA FOR BISHOP'S CLEEVE**

95.1 The report of the Planning Policy Officer, circulated at Pages No. 140-150, set out an application from Bishop's Cleeve parish for the designation of a new Neighbourhood Area. Members were asked to consider the application, which had been assessed against the requirements set out within the legislation, and approve the designation of a Neighbourhood Area covering the parish of Bishop's Cleeve.

95.2 The Head of Development Services explained that, as Members were aware, the local planning authority had a statutory duty to advise and assist communities in the preparation of Neighbourhood Development Plans. The Localism Act 2011 and the Neighbourhood Planning (General) Regulations 2012 (as amended) set out those responsibilities and the Council had to comply to that legislation. Members were reminded that a Neighbourhood Development Plan was a statutory community-led framework for guiding the future development and growth of an area. The plan could be detailed or general in nature but had to meet the needs of the wider area which, for Tewkesbury Borough, would be set out in the Joint Core Strategy and Tewkesbury Borough Plan. There were five stages to neighbourhood planning: defining the neighbourhood area; preparing the plan; independent examination; community referendum; and legal force.

95.3 An application had been received to designate Bishop's Cleeve parish as a Neighbourhood Area. That application had been considered and assessed as required and, as a result, it had been confirmed that the criteria had been met e.g. the parish of Bishop's Cleeve qualified as a relevant body which was eligible to make an application; the area proposed to be designated consisted of the whole parish; the area proposed for designation could not be described as being wholly or predominantly in business use and therefore it would be inappropriate to designate the area as a business area; and there were no other designated areas that overlapped with the proposed area. On that basis the recommendation was that the designation should be made.

95.4 It was

**RESOLVED:** That the designation of a Neighbourhood Plan Area covering the Parish of Bishop's Cleeve be **APPROVED**.

**EX.96 GOTHERINGTON NEIGHBOURHOOD PLAN REFERENDUM**

- 96.1 The report of the Planning Policy Officer, circulated at Pages No. 151-183, sought approval for the Gotherington Neighbourhood Plan to proceed to a community referendum.
- 96.2 Members were advised that, since the publication of the report before the Committee, an email had been received from Gotherington Parish Council which confirmed that it fully supported the amendments made to its Plan by the independent examiner and asked that the Plan was submitted for a referendum. The report had been written on the basis that this information had not been received from the Parish Council and, as such, the recommendation was that authority be delegated to the Head of Development Services, in consultation with the Lead and Ward Members, to approve the modifications made by the independent examiner and make the formal decision to progress the Plan to a community referendum. The recommendation within the report could now be amended as it would be possible for the Executive Committee to approve the amended Plan going to a community referendum; given the Parish Council had confirmed it was happy with it as amended.
- 96.3 The Head of Development Services explained that the Council had a duty to advise and assist communities in the development of their Neighbourhood Plans and the Gotherington Neighbourhood Development Plan was the third one within the Borough to get to the referendum stage. The Plan had been through the necessary consultation period as well as an independent examination, the report of which was attached as an appendix to the Committee report. The date of the referendum was likely to be 20 July which meant there was a tight timescale to get all of the necessary information in place to meet that deadline.
- 96.4 In response to a query regarding the examination process, the Head of Development Services explained that the independent examiners all worked under the same guidelines but they had different balanced views. This meant that, whilst the variations in comments on Plans should not be too dramatic, there would undoubtedly be differences. The Regulations had changed in February and there was now less scope for potential changes but a few more decisions would need to be published before it would be clear what effect those changes would have and the approach that examiners were taking. The parishes did not have to accept the changes proposed by the independent examiner and the advice provided to them from officers was given in good faith and should be consistent in terms of the need to take account of the Joint Core Strategy and the Borough Plan.
- 96.5 A Member questioned whether it would be possible to set up a process whereby referendums were held at particular points in the year rather than on an ad-hoc basis; she felt this would help Democratic Services in terms of planning its workload. In response, the Borough Solicitor indicated that some authorities had tried to do that initially but the difficulty was that the local planning authority only had a certain timescale within which the referendum had to be held once the independent examination had taken place; this made it hard to plan the dates of the referendum in advance. In response to a suggestion that Neighbourhood Development Plans could be discussed at a future Parish and Town Council seminar, the Head of Development Services advised that a process-based presentation had been provided fairly recently but she felt that more could be done in terms of explaining the role and purpose of Neighbourhood Plans; she undertook to investigate how that information could more effectively be disseminated to communities.

96.6 Accordingly, it was

**RESOLVED:** That the modifications made to the Gotherington Neighbourhood Development Plan be **APPROVED** and it be formally **AGREED** that the Plan be progressed to Community Referendum, ascribed by Regulation 18 of the Neighbourhood Planning (General) Regulations 2012 (as amended).

#### **EX.97 TEWKESBURY BOROUGH PLAN WORKING GROUP**

- 97.1 The report of the Planning Policy Manager, circulated at Pages No. 184-188, asked the Executive Committee to approve the setting up of a Tewkesbury Borough Plan Working Group, in line with the Terms of Reference attached to the report at Appendix 1, and to nominate five Members to form that Working Group.
- 97.2 In introducing the report, the Head of Development Services explained that the Tewkesbury Borough Plan would form part of the statutory development plan for the Borough. It would sit underneath the Gloucester, Cheltenham and Tewkesbury Joint Core Strategy and would help to deliver the growth set out in the Joint Core Strategy by providing local planning policy guidance that was specific to the Borough, as well as making smaller scale allocations for development. The Borough Plan had previously been through an initial scoping consultation and a Regulation 18 Draft Plan consultation and Officers were now working on the development of a Regulation 18 Preferred Options Plan consultation. In order to progress that work it was essential that Officers worked closely with Members to deliver the most appropriate and sustainable strategy for future growth and this was the reason that a small Working Group was felt to be appropriate. The Group would provide a focussed review of Plan development and inform the approach to be taken as the Plan moved forward. The Preferred Options Borough Plan would ultimately still be reported back to Council to seek approval for it to be published for public consultation.
- 97.3 The Chair expressed the view that this was an essential Working Group to ensure the Borough Plan received the same Member engagement as had been achieved for the Joint Core Strategy through the Council's Planning Policy Reference Panel. He felt five Members would be the correct number and that it would be appropriate for one of those Members to be a non-Conservative group Member. He proposed, and it was seconded, that the membership be agreed as Councillors East, Foyle, Furolo, Gore and Stokes. Some Members questioned whether another Group was needed or whether the work could be undertaken by the already established Planning Policy Reference Panel. In response, the Chief Executive advised that the Planning Policy Reference Panel had a wider membership and a remit to consider the issues and delivery of the Joint Core Strategy. The Borough Plan also faced a number of wide ranging issues and was concerned with governance around planning at Member and officer levels so he felt a specific Working Group would be helpful in focussing on the Borough Plan in particular. It would need less of a Reference Group approach and more of a project driven approach.
- 97.4 There was a suggestion that nine Members, rather than five, on the Working Group may be more appropriate but others were of the view that the number of Members was of less concern than those that were nominated being proactive and passionate about the Borough Plan. One Member explained that the Planning Policy Reference Panel had primarily been set up as a link between the work done by officers and the Joint Core Strategy Member Steering Group as there had been a lot of confusion about the direction the Joint Core Strategy was taking. The Joint Core Strategy structure had been particularly difficult due to the nature of three

different authorities working together and this was not the case for the Borough Plan which was being developed by Tewkesbury Borough for its own use; for this reason he felt the structure and composition proposed for the Borough Plan Working Group was absolutely the best way forward.

97.5 Upon being proposed and seconded, it was

**RESOLVED:**

1. That the Tewkesbury Borough Plan Working Group be set up in line with the Terms of Reference attached at Appendix 1 to the report.
2. That the Working Group be made up of five Members and that membership of that Group comprise Councillors R D East, D T Foyle, R Furolo, Mrs M A Gore and Mrs P E Stokes.

**EX.98 'FIXING OUR BROKEN HOUSING MARKET' HOUSING WHITE PAPER CONSULTATION**

- 98.1 The report of the Head of Development Services, circulated at Pages No. 189-217, set out a proposed joint response from the Joint Core Strategy authorities to the government's Housing White Paper: 'Fixing our Broken Housing Market'. Members were asked to consider the proposed response, as attached to the report at Appendix 1, and agree it on behalf of Tewkesbury Borough Council.
- 98.2 The Head of Development Services explained that, in February 2017, the government had published the White Paper which set out how it intended to boost the housing supply and, over the long term, create a more efficient housing market. The paper presented a series of proposals based around four key steps: planning for the right homes in the right places; building homes faster; diversifying the market; and helping people now. As part of the White Paper, the government was consulting on the changes that would result to planning policy and legislation and the deadline for responding to that consultation was 2 May 2017. In order to guide the consultation feedback, a series of questions around the proposals had been set out and the joint response to those was attached as an appendix to the report.
- 98.3 Referring particularly to the proposed response to question 10(b) – do you agree with the proposals to amend the National Planning Policy Framework to make clear that, where land is removed from the green belt, local policies should require compensatory improvements to the environmental quality or accessibility of remaining green belt land?, a Member felt it was inappropriate to include airports that existed in the green belt as an example of a place where housing could be developed. He felt this gave an indication that Gloucestershire's airport would be a good target for development and this was something that many Members were strongly against. Other Members agreed with this view and asked that this reference be removed. One Member particularly mentioned the Council's Economic Development Tourism Strategy which included a statement of support for the function of the airport and he felt the wording, as set out at Appendix 1, was not helpful to that Strategy.
- 98.4 Another Member referred to the affordable housing issues identified at Page No. 215, he felt the proposed response went right to the heart of the problems faced in respect of the varying rents, particularly in rural areas; however, he questioned whether the response in that regard could be made even more robust – he suggested that working out affordable rents at 80% of the market value often resulted in them being out of reach for many that wanted to remain in the rural areas in which they had grown up and this was not acceptable. In response, the Chief Executive suggested that there may be a way to strengthen the paragraph in order to offer local discretion where appropriate to increase the percentage

discount; the best wording to achieve this aim would be considered by Officers and the paragraph amended accordingly. Although the response was a joint one, if the other two authorities were not happy with the amendments made, they would be included as the view of Tewkesbury Borough Council alone.

98.5 Accordingly, it was

**RESOLVED:** That the proposed response to the 'Fixing our Broken Housing Market' White Paper, as set out at Appendix 1 to the report, be **APPROVED** as the Council's submission to the government's consultation, and to form part of a joint response of the Joint Core Strategy authorities, subject to the following amendments:

- Question 10 – reword the response to remove reference to the airport; and
- Question 31 – reword to strengthen the response in terms of affordable homes, particularly in rural areas, i.e. to note that, where appropriate, there could be local discretion in terms of the definition of affordable to increase the percentage discount.

**EX.99 SEPARATE BUSINESS**

99.1 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.100 SEPARATE MINUTES**

100.1 The separate Minutes of the meeting held on 1 February 2016, copies of which had been circulated, were approved as a correct record and signed by the Chair.

**EX.101 DISPOSAL OF GARAGE SITE**

*(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))*

101.1 Members considered the report which detailed the potential disposal of a garage site and agreed that the Head of Finance and Asset Management should be authorised to secure the sale at best consideration.

**EX.102 OPTIONS APPRAISAL - LAND OFF POST OFFICE LANE, 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))*

- 102.1 The Committee considered a report which set out the options appraisal for land off Post Office Lane, Tewkesbury. Members agreed that the Head of Finance and Asset Management be authorised to take such steps as he considered reasonably necessary to secure the sale of the land at best consideration.

The meeting closed at 3:55 pm

**EXECUTIVE COMMITTEE FORWARD PLAN 2016/17-2017/18**

**REGULAR ITEM:**

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

**Addition to 7 June 2017**

- Management of Occupational Road Risk.
- Churchdown Play Areas.

**Committee Date: 12 July 2017**

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Performance Management Report – Quarter Four 2016/17 (Annual).	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter four performance management information.	Graeme Simpson, Head of Corporate Services.	No.
<b>Joint Core Strategy Strategic Allocation Sites: Allocation of Affordable Housing.</b>	<b>To consider changes to the allocation of affordable housing on the Strategic Allocation sites in the Joint Core Strategy and to make a recommendation to Council on the way forward.</b>	<b>Paula Baker, Housing Services Manager.</b>	<b>Yes deferred from 7 June 2017.</b>
<b>Workforce Development Strategy.</b>	<b>To approve the Workforce Development Strategy.</b>	<b>Janet Martin, Human Resources Manager.</b>	<b>Yes deferred from 7 June 2017.</b>
<b>Confidential Item: Spring Gardens/Oldbury Road Regeneration.</b>	<b>To consider the information provided and agree a way forward.</b>	<b>Simon Dix, Head of Finance and Asset Management.</b>	<b>Yes – Deferred from June 2017 to allow time for further information to come forward to allow a decision on the matter.</b>

**(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)).**

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Agenda Item 6

<b>Committee Date: 30 August 2017</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Financial Update – Quarter One 2017/18 Performance (Annual).	To consider the quarterly budget position.	Simon Dix, Head of Finance and Asset Management.	No.

<b>Committee Date: 11 October 2017</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Performance Management Report – Quarter One 2017/18 (Annual).	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter one performance management information.	Graeme Simpson, Head of Corporate Services.	No.



<b>Committee Date: 22 November 2017</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Financial Update – Quarter Two 2017/18 Performance (Annual).	To consider the quarterly budget position.	Simon Dix, Head of Finance and Asset Management.	No.
Housing Strategy Review Action Plan (Annual)	To approve the Housing Strategy Review Action Plan on an annual basis.	Paula Baker, Housing Services Manager.	No.
Medium Term Financial Strategy (MTFS) (Annual)	To recommend to Council the adoption of the five year MTFS which describes the financial environment the Council is operating in and the pressures it will face in delivering its services and a balanced budget over the period.	Simon Dix, Finance and Asset Management Group Manager.	No.

<b>Committee Date: 3 January 2018</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Performance Management Report – Quarter Two 2017/18 (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.

<b>Committee Date: 31 January 2018</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Budget 2017/18 (Annual)	To recommend a budget for 2017/18 to the Council.	Simon Dix, Head of Finance and Asset Management.	No.
Financial Update – Quarter Three 2017/18 Performance (Annual).	To consider the quarterly budget position.	Simon Dix, Head of Finance and Asset Management.	No.

<b>Committee Date: 14 March 2018</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>

<b>Committee Date: 25 April 2018</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Performance Management Report – Quarter Three 2017/18 (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.	Peter Tonge, Head of Community.	No.
Council Plan Update 2016/17 – Year Three (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.

### Lead Member Portfolios

Dave Waters	Mike Dean	Gill Blackwell	Ron Furolo	Elaine MacTiernan	Jim Mason	Kay Berry	Rob Bird	Julie Greening
Leader of the Council	Customer Focus	Organisational Development	Finance and Asset Management	Built Environment	Clean and Green Environment	Community	Economic Development/Promotion	Health and Wellbeing
<ul style="list-style-type: none"> <li>• Council Plan</li> <li>• External Relations and Communication</li> <li>• Community Leader for Emergencies</li> <li>• Corporate Governance</li> <li>• Audit</li> <li>• Risk Management</li> <li>• Democratic Service</li> <li>• One Legal</li> <li>• Business Continuity</li> <li>• Member Development</li> </ul>	<ul style="list-style-type: none"> <li>• Customer Services Strategy</li> <li>• Customer Services</li> <li>• ICT</li> <li>• Service Commissioning</li> <li>• Customer Engagement and Access</li> <li>• Equalities</li> </ul>	<ul style="list-style-type: none"> <li>• Business Transformation</li> <li>• Performance Management</li> <li>• Organisational Development</li> <li>• Workforce Development Plan</li> <li>• Human Resources</li> <li>• Joint Staff</li> <li>• Overview and Scrutiny Process</li> <li>• Corporate Health and Safety</li> </ul>	<ul style="list-style-type: none"> <li>• Financial Strategy</li> <li>• VFM and Efficiency</li> <li>• Procurement</li> <li>• Revenues</li> <li>• Investments</li> <li>• Property/Asset Management including Car Park Asset Management</li> <li>• Facilities Management</li> <li>• Housing Benefit Administration</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Planning</li> <li>• Development Management</li> <li>• Conservation</li> <li>• Building Control</li> <li>• Strategic Housing</li> <li>• Affordable Housing</li> <li>• Gypsy and Traveller Site Provision</li> <li>• Land Charges</li> </ul>	<ul style="list-style-type: none"> <li>• Waste Collection</li> <li>• Recycling</li> <li>• Street Cleansing</li> <li>• Grounds Maintenance</li> <li>• Environmental Health and Licensing</li> <li>• Land Drainage and Flooding Response</li> <li>• Climate Change</li> </ul>	<ul style="list-style-type: none"> <li>• Community Development</li> <li>• Community Safety</li> <li>• Community Partnerships</li> <li>• Town and Parish Council Community Support</li> <li>• Emergency Planning</li> <li>• Safeguarding Children and Adults</li> </ul>	<ul style="list-style-type: none"> <li>• Economic Development and Promotion</li> <li>• LEP and Economic Partnerships</li> <li>• Tourism</li> <li>• Markets and Festivals</li> <li>• Car Parking Strategy and Transport</li> </ul>	<ul style="list-style-type: none"> <li>• Public Health</li> <li>• Leisure and Culture</li> <li>• Families First</li> <li>• Public Service Centre – Strategic Outcomes</li> <li>• Military Covenant</li> <li>• Operational Housing/ Homelessness</li> </ul>
Support Member – Kevin Cromwell	Support Member - Heather McLain	Support Member – Pauline Godwin	Support Member – Andrew Reece	Support Member – Ruth Hatton	Support Member - Mark Williams	Support Member - Pearl Stokes	Support Member - Philip Surman	Support Member – Janet Day
<ul style="list-style-type: none"> <li>• Leadership Glos</li> <li>• LGA</li> <li>• South West Councils</li> <li>• District Councils Network</li> <li>• Glos Economic Growth Joint Committee</li> </ul>					<ul style="list-style-type: none"> <li>• Joint Waste Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Community Safety Partnership</li> </ul>	<ul style="list-style-type: none"> <li>• GFirst/LEP (Observer)</li> </ul>	<ul style="list-style-type: none"> <li>• Health and Wellbeing Partnerships</li> </ul>

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Executive Committee
<b>Date of Meeting:</b>	7 June 2017
<b>Subject:</b>	Financial Outturn 2016/17
<b>Report of:</b>	Simon Dix, Head of Finance and Asset Management
<b>Corporate Lead:</b>	Robert Weaver, Deputy Chief Executive
<b>Lead Member:</b>	Lead Member for Finance and Asset Management
<b>Number of Appendices:</b>	Five

**Executive Summary:**

The report highlights the Council's financial performance for the previous year, setting out the General Fund and capital outturn positions. To support this, a detailed statement on both positive and negative variances against budget is included.

The formation of the Council's reserves for the forthcoming year requires the approval of Executive Committee.

The performance of the Treasury Management function is also included within the report as required by the Council's Treasury Management Policy.

**Recommendation:**

**That the Executive Committee:**

- 1. notes the General Fund outturn for 2016/17, the financing of the capital programme and the annual treasury management report and performance; and**
- 2. approves the transfers to and from earmarked reserves**

**Reasons for Recommendation:**

In line with the requirement to provide Members with regular information on the Council's finances and financial performance, a report on progress against budget is produced on a quarterly basis. This report on the outturn position for the Council offers more detail on the final financial position and compliments the existing reporting framework. Members are also required to approve the transfers to and from earmarked reserves and the carry forward of budgets.

The Council's Treasury Management Policy requires the Section 151 Officer to report to Members annually, by 30 September, on the treasury management activities and prudential indicators for the previous financial year.

**Resource Implications:**

As detailed within the report.

**Legal Implications:**

None associated with the report.

**Risk Management Implications:**

A number of reserves have been set aside to deal directly with specific service risk or general financial risk to the Council.

**Performance Management Follow-up:**

The performance of services against their set budget is monitored on an on-going. In addition, performance is reported to Members on a quarterly basis.

**Environmental Implications:**

None associated with this report.

## 1.0 INTRODUCTION/BACKGROUND

- 1.1 This report sets out the final outturn position for the 2016/17 financial year. The main purpose of this report is to provide Members with an overview of the performance against the General Fund revenue budget for 2016/17 and explain significant variances.
- 1.2 The report also addresses the movement on reserves and requests Member approval for the creation of newly requested reserves or additions to existing reserves that fall outside of a previously approved sum.
- 1.3 In addition to the revenue budget outturn, this report also seeks to confirm the full year progress against the capital programme and the sources of finance used in delivering that programme and also to report the performance in 2016/17 of the treasury management function in line with the requirements of the code of practice.
- 1.4 All of the information within this report will be contained within the Council's Statement of Accounts which will be approved by the Audit Committee in September 2017 following the audit conducted by Grant Thornton.

## 2.0 GENERAL FUND REVENUE OUTTURN 2016/17

- 2.1 In February 2017, the quarter three outturn position was reported to Executive Committee. The report confirmed a deficit of £163,749 for this period which represented a negative variance of 1.97% on budget.
- 2.2 The final General Fund revenue outturn position for the full year can now be reported as a £86,520 deficit, representing a negative variance of 0.93% against the full year budget. Although no deficit is a satisfactory outcome, it is pleasing to report a significantly reduced deficit and a close to break-even position for the Council for the whole financial year. This is particularly encouraging given the challenging financial position of local government and a number of significant external factors which have adversely affected the budget position, such as losses on retained business rates.
- 2.3 The outturn position represents expenditure on service headings including reserve movements. This is the position adopted to ensure consistency with previously reported quarterly performance and therefore ignores a number of year end accounting only entries. The table below summarises the service performance which has generated the reported deficit.

**Table 1 – General Fund outturn summary**

	<b>Full Year Budget £</b>	<b>Outturn Position £</b>	<b>Underspend /(overspend) £</b>	<b>Budget Variance %</b>
Employees	8,272,891	8,299,005	(26,114)	0.32%
Premises	533,016	512,284	20,732	3.89%
Transport	145,429	145,420	9	0.01%
Supplies & Services	1,964,021	2,209,784	(245,763)	12.51%
Payments to Third Parties	4,868,880	5,700,286	(831,406)	17.08%
Transfer Payments	18,989,000	19,086,044	(97,044)	0.51%
Income	(24,899,695)	(26,288,864)	1,389,169	5.58%
<b>Total</b>	<b>9,873,542</b>	<b>9,663,960</b>	<b>209,582</b>	<b>2.12%</b>
Commercial & Treasury activity	(250,547)	(409,712)	159,165	63.53%
Corporate Savings Targets	(80,500)	0	(80,500)	100.00%
New Homes Bonus	47,407	47,407	0	0.00%
Business Rates Income	(260,000)	114,767	(374,767)	144.14%
<b>Total</b>	<b>9,329,902</b>	<b>9,416,422</b>	<b>(86,520)</b>	<b>0.93%</b>

2.4 The outturn position is mainly attributable to the major items outlined below:

- The employees full year budget is overspent largely as a result of the requirement to bring in interim staff to cover vacancies and sickness. Additional staff have also been employed to meet service requirements and to fulfil the requirements of grant funding received. Provision has also been made to meet redundancy and pension payments agreed as part of the management restructure.
- Supplies and services overspend is in relation to the expenditure associated with running elections and referendum on behalf of central government. This expenditure was unbudgeted for at the start of the year but corresponding additional income has been received to finance the expenditure.
- Significant over expenditure has been incurred with regards to payments to third parties. This is partly explained by legal disbursements incurred by One Legal during the course of their activities which are not budgeted for and therefore have increased the deficit on payments to third parties by £194,000. The disbursements are recovered from the client councils and are shown in the additional income generated. In addition to disbursements, extra expenditure has been incurred in service areas such as Development Services in relation to the costs of defending planning appeals and sharing planning income on cross boundary sites. Also included is significant expenditure on Tewkesbury Town Centre and the new leisure centre funded from other sources such as planning obligations.

- Transfer payments relates to the Council's activities in relation to the administration of housing benefit on behalf of central government. The outturn position shows a small increase in the quantum of housing benefit paid out during the year to claimants across the Borough but is offset by additional income through the housing benefit subsidy.
  - Income targets have far exceeded expectations during the year. External income to offset new council expenditure, such as the referendum, legal disbursements, planning obligations and increased benefit payments, has boosted the overall position. This has been helped by solid income streams in a number of areas whilst improved recovery of housing benefit subsidy has had a major impact.
  - Commercial and treasury income was boosted by the acquisition of a commercial investment property in Tewkesbury. Additional net income was received in the last quarter.
- 2.5** A full explanation of all variances exceeding £30,000 at a group subjective level is contained at Appendix A.
- 2.6** In contrast to the satisfactory position reported for the general fund, the financing of the Council's general fund has again been impacted by the performance of the retained business rates scheme in 2016/17. The scheme, which was introduced in 2013, allows Council's to retain a percentage of the growth in the local business rate base above a calculated baseline and Tewkesbury had budgeted for retained income of £260,000 from this scheme.
- 2.7** The Council experienced an overall loss of £374,767 on the retained business rates scheme, with the loss only limited by the impact of the government's safety net scheme for those authorities with losses in excess of 7.5% of their baseline. The revaluation of doctors' surgeries and subsequent back dating of refunds to 2010 has had the biggest single impact on the authority in the year although there are many more successful appeals that have contributed to the Council's losses.
- 2.8** With regards to Virgin Media, which has been the main cause of losses in previous years, there was no movement in the year relating to outstanding appeals or the request for a single assessment. However, following the year end, the Valuation Office Agency have reported that Virgin Media have now withdrawn their request for a single valuation and therefore removed some ongoing risk associated with this business.
- 2.9** Overall, the Council has benefitted from a steady financial performance in 2016/17 with budgets for both expenditure and income, including the stretch income targets introduced for this budget, generally being delivered. The overall controllable budget of the Council has been well managed as a whole and delivered but external influences, such as the retained business rates scheme, has undermined the outturn position.
- 3.0 COUNCIL RESERVES**
- 3.1** A breakdown of the reserves of the Council as at 31 March 2017 is shown at Appendix B. The reserves are grouped under strategic headings rather than the previous method of grouping so as to provide Members with a better understanding of the actual intended use of the monies set aside. Also included is a breakdown of the previous year's reserves, under the same strategic headings, so as to inform Members about the movement on those reserves in the last two years.



- 3.2** Total revenue reserves of the Council stand at £8.04m as at the end of March 2017 and include earmarked reserves, planning obligations and the general fund working balance. The reductions in overall revenue reserves totals £1.79m and can largely be attributed to the movement on the business rates reserve which is a technical reserve held for timing differences between collection of business rates and payments of central share to the government. Offsetting this reduction are substantial grants from a number of sources including Large Scale Infrastructure funding and also the setting aside of new homes bonus monies for future budget management and asset management projects.
- 3.3** Where significant movements have occurred during the year, a note in Appendix B has been included, to explain the reason for the movement. Members are asked to approve the balances on the reserves for the new financial year.

#### **4.0 CAPITAL PROGRAMME**

- 4.1** The Council have committed to a substantial capital programme in the last few years and this is highlighted in the level of capital expenditure incurred in 2016/17, totalling £19.09m. The bulk of the expenditure has been on the purchase of an investment property (£15.1m) and the purchase of a new vehicle fleet (£2.7m).
- 4.2** The capital programme saw over £15.5m invested in Council land and buildings with the final instalments on the new leisure centre and the purchase of an investment property. This purchase was only carried out following approval at Council in the Autumn and thus a large variance is reported against the original budget for the capital programme projected before the start of the year.
- 4.3** An underspend of £478,000 is reported against vehicles and equipment and this reflects the timing of payments made for the new vehicle fleet. Final payments are recorded in the new financial year.
- 4.4** The summarised capital programme is shown at Appendix C together with the sources of finance used. In summary, the Council expended £19.09m on capital projects in 2016/17 utilising £3.36m of capital reserves, £0.35m of capital grants, £0.24m of revenue contributions and £15.14m from borrowing. The balance on the capital reserve has reduced to £3.11m as at 31 March 2017 with commitments totalling £25.87m over the next three years. The commercial property investment programme and the regeneration of Tewkesbury Town will require the council to borrow monies from both internal and external sources with the cost of borrowing being financed from new income streams associated with the capital investments.

#### **5.0 TREASURY MANAGEMENT**

- 5.1** Treasury Management in Local Government is governed by the CIPFA Code of Practice on Treasury Management in the Public Services. This Council has adopted the code and complies with its requirements, one of which is the receipt by Members of an Annual Review Report after the financial year end.
- 5.2** The detailed treasury report is attached at Appendix D and the Prudential Indicators at Appendix E.

- 5.3** The prudential indicators have been monitored regularly and there were no material departures from the indicators arising during the year on investments. There was a breach of the limits set at the beginning of the year for borrowing levels following the purchase of an investment property but the indicators were revised as part of the investment proposal report ensuring compliance with the targets throughout the year. The in-year performance of investments resulted in an average return of 0.75% and total income of £115,000. This is £5,000 below the budget for the year and reflects the reducing market rates experienced during the course of the year.
- 5.4** The Council undertook £15m of borrowing by the year end in order to fund its commercial property investments. The borrowing has been secured in the short term at a rate of 0.4%.

## **6.0 PERFORMANCE INDICATORS**

- 6.1** The Financial Services section report on two performance indicators during the year relating to the speed of paying invoices and the level of sundry debt over 12 months old. The summary performance of the indicators are shown in the table below:

**Table 2 – Performance Indicators**

<b>KPI description</b>	<b>Outturn 2015-16</b>	<b>Outturn Q1 16-17</b>	<b>Outturn Q2 16-17</b>	<b>Outturn Q3 16-17</b>	<b>Outturn Q4 16-17</b>
Percentage of creditor payments paid within 30 days of receipt	94.12%	94.96%	94.40%	94.64%	94.74%
Outstanding sundry debt in excess of 12 months old	£44,609	£30,866	£17,774	£22,027	£33,566

- 6.2** It is pleasing to report a further performance improvement in the speed of paying invoices. The outturn performance of 94.74% within 30 days is up 0.62% on the previous year and is the highest annual figure reported. This reflects the service improvements made and the efficient working of staff involved. Further improvement is expected as the new purchase ordering system is rolled out across the council in 2017. The sundry debt position has fallen by over £11,000 across the financial year taking the amount outstanding to £33,566. It is disappointing that having achieved outstanding debt of less than £20,000 at the mid-year point, this position worsened during the second half of the year. The situation was as a result of two individual debtors who are actively being pursued by One Legal, leaving the underlying debt at £14,439.

## **7.0 CONSULTATION**

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

## **8.0 RELEVANT COUNCIL POLICIES/STRATEGIES**

- 8.1** Treasury Management strategy approved at Council on 18 February 2016 and the Medium Term Financial Strategy approved at Council on 8 December 2015.

## **9.0 RELEVANT GOVERNMENT POLICIES**

**9.1** None.

## **10.0 RESOURCE IMPLICATIONS (Human/Property)**

**10.1** As detailed within the report and appendices.

## **11.0 SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)**

**11.1** None.

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

**12.1** None.

## **13.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS**

**13.1** Approval of Treasury Management Strategy 2016/17 – Council 18 February 2016.  
Approval of Budget 2016/17 – Council 18 February 2016.

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**Background Papers:** Approval of Treasury Management Strategy 2016/17 – Council - 18 February 2016

Approval of Budget 2016/17 – Council - 18 February 2016

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

Tel: 01684 272005 Email: [simon.dix@teWKesbury.gov.uk](mailto:simon.dix@teWKesbury.gov.uk)

**Appendices:** Appendix A – Revenue Outturn by Group.

Appendix B – Earmarked Reserves and Carry Forwards.

Appendix C – Capital Outturn 2016/17.

Appendix D – Annual Treasury Management Report.

Appendix E – Prudential Indicators.

# General Fund Outturn by Group 2016/2017

	Full Year Budget	Budget	Actuals	Savings / (Deficit)	Notes
<b>Chief Executive</b>					
Employees	£233,545	£233,545	£221,238	£12,307	
Premises	£0	£0	£0	£0	
Transport	£2,099	£2,099	£2,294	-£195	
Supplies & Services	£4,680	£4,680	£549	£4,131	
Payments to Third Parties	£2,000	£2,000	£1,593	£407	
Income	-£54,460	-£54,460	£0	-£54,460	1
<b>TOTAL</b>	<b>£187,864</b>	<b>£187,864</b>	<b>£225,674</b>	<b>-£37,810</b>	

1. Management restructure agreed in 2016 but full delivery will not take place until Summer 2017.

	Full Year Budget	Budget	Actuals	Savings / (Deficit)
<b>Corporate Services</b>				
Employees	£911,305	£911,305	£884,208	£27,097
Premises	£0	£0	£0	£0
Transport	£5,827	£5,827	£7,165	-£1,338
Supplies & Services	£353,013	£353,013	£331,732	£21,281
Payments to Third Parties	£64,064	£64,064	£35,791	£28,273
Depreciate	£43,717	£0	£0	£0
Income	-£4,500	-£4,500	-£18,056	£13,556
<b>TOTAL</b>	<b>£1,373,426</b>	<b>£1,329,709</b>	<b>£1,240,840</b>	<b>£88,869</b>

	Full Year Budget	Budget	Actuals	Savings / (Deficit)	
<b>Democratic Services</b>					
Employees	£236,677	£236,677	£181,871	£54,806	2
Premises	£0	£0	£18,623	-£18,623	
Transport	£17,752	£17,752	£17,867	-£115	
Supplies & Services	£437,121	£437,121	£590,041	-£152,920	3
Payments to Third Parties	£36,700	£36,700	£60,993	-£24,293	
Income	-£500	-£500	-£256,383	£255,883	4
<b>TOTAL</b>	<b>£727,750</b>	<b>£727,750</b>	<b>£613,011</b>	<b>£114,739</b>	

2. Vacant posts within section

3. The overspends shown relate to costs incurred, in relation to running elections in 2016/17. These costs are reclaimed from relevant bodies responsible for the election. Therefore, the costs are offset by income.

4. Income received from third parties in relation to running elections, which offsets expenditure.

	Full Year Budget	Budget	Actuals	Savings / (Deficit)
<b>Deputy Chief Executive</b>				
Employees	£112,217	£112,217	£92,952	£19,265
Premises	£0	£0	£0	£0
Transport	£2,012	£2,012	£2,168	-£156
Supplies & Services	£2,750	£2,750	£3,801	-£1,051
Payments to Third Parties	£0	£0	£0	£0
Income	£0	£0	£0	£0
<b>TOTAL</b>	<b>£116,979</b>	<b>£116,979</b>	<b>£98,921</b>	<b>£18,058</b>

<b>Development Services</b>	<b>Full Year Budget</b>	<b>Budget</b>	<b>Actuals</b>	<b>Savings / (Deficit)</b>	
Employees	£1,501,187	£1,501,187	£1,472,043	£29,144	
Premises	£41,470	£41,470	£42,665	-£1,195	
Transport	£46,735	£46,735	£42,287	£4,448	
Supplies & Services	£320,359	£320,359	£399,660	-£79,301	5
Payments to Third Parties	£301,850	£301,850	£632,006	-£330,156	6
Income	-£1,376,841	-£1,376,841	-£1,583,107	£206,266	7
<b>TOTAL</b>	<b>£834,760</b>	<b>£834,760</b>	<b>£1,005,553</b>	<b>-£170,793</b>	

5. This relates mostly to the variance in use of grant monies. There was also a £17K underspend on Development Control.

6. Legal fees for planning appeals forms the main part of this overspend and for the overall service overspend. As well as this, a payment of £92K was given to Cheltenham Borough Council for a cross boundary planning application, this is offset by income. Additionally, Neighbourhood Planning costs were overspent, but has been partially offset by additional income too.

7. The overall income is higher than budget but some of this is being used to offset additional costs on JCS and Neighbourhood planning.

<b>Environmental and Housing</b>	<b>Full Year Budget</b>	<b>Budget</b>	<b>Actuals</b>	<b>Savings / (Deficit)</b>	
Employees	£915,515	£915,515	£1,025,376	-£109,861	8
Premises	£2,500	£2,500	£2,606	-£106	
Transport	£29,432	£29,432	£31,549	-£2,117	
Supplies & Services	£131,798	£131,798	£182,477	-£50,679	9
Payments to Third Parties	£3,896,671	£3,896,671	£4,081,101	-£184,430	10
Income	-£1,734,370	-£1,734,370	-£1,950,442	£216,072	11
<b>TOTAL</b>	<b>£3,241,546</b>	<b>£3,241,546</b>	<b>£3,372,666</b>	<b>-£131,120</b>	

8. The overspend is due to additional costs of employing an interim service manager for the full financial year. There were also other agency costs in order to cover staff vacancies and sickness. A savings plan relating to a service review was not delivered in year.

9. There is £29K of expenditure on Building Safer Communities within this overspend which has been offset by income. There was additional expenditure of £22K on waste services communications with customers due to round changes late in the year.

10. Majority of overspend is in relation to additional expenditure on areas such as flood alleviation where external grants have been received. The overspend also includes a small overspend on the Ubico contract for the year and £25K is the additional cost of MRF gate fees. The MRF fees are negated by additional recycling credits.

11. £175k of the income is netted off against additional third party costs above. However, there were some gains on licencing, waste recycling credits and trade waste.

<b>Finance and Asset Management</b>	<b>Full Year Budget</b>	<b>Budget</b>	<b>Actuals</b>	<b>Savings / (Deficit)</b>	
Employees	£2,361,621	£2,361,621	£2,341,175	£20,446	
Premises	£489,046	£489,046	£448,390	£40,656	12
Transport	£9,237	£9,237	£13,951	-£4,714	
Supplies & Services	£497,183	£497,183	£483,162	£14,021	
Payments to Third Parties	£530,185	£530,185	£654,004	-£123,819	13
Income	-£1,316,473	-£1,316,473	-£1,369,075	£52,602	14
<b>TOTAL</b>	<b>£2,570,799</b>	<b>£2,570,799</b>	<b>£2,571,608</b>	<b>-£809</b>	

12. 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.

13. During the year there were one off costs to finance the remaining expenditure on the build of the Tewkesbury Leisure centre. This was offset by increased income.

14. Car parking income was better than anticipated and revenue income to fund the new leisure centre

<b>One Legal</b>	<b>Full Year Budget</b>	<b>Budget</b>	<b>Actuals</b>	<b>Savings / (Deficit)</b>	
------------------	-----------------------------	---------------	----------------	--------------------------------	--

Employees	£1,197,551	£1,197,551	£1,240,277	-£42,726	15
Transport	£22,368	£22,368	£17,471	£4,897	
Supplies & Services	£82,711	£82,711	£64,591	£18,120	
Payments to Third Parties	£10,660	£10,660	£204,792	-£194,132	16
Income	-£1,043,053	-£1,043,053	-£1,275,186	£232,133	17
<b>TOTAL</b>	<b>£270,237</b>	<b>£909,672</b>	<b>£251,946</b>	<b>£18,291</b>	

15. Additional staff to support increased workload plus use of locums

16. This is all expenditure relating to work for partner organisations and third parties, for which income has been received.

17. The majority of income is offsetting the expenditure incurred above. However, income relating to work for third parties is higher than budgeted for.

<b>Revenues and Benefits</b>	<b>Full Year Budget</b>	<b>Budget</b>	<b>Actuals</b>	<b>Savings / (Deficit)</b>	
Employees	£803,273	£803,273	£839,864	-£36,591	18
Transport	£9,967	£9,967	£10,668	-£701	
Supplies & Services	£134,406	£134,406	£153,772	-£19,366	
Payments to Third Parties	£26,750	£26,750	£30,006	-£3,256	
Transfer Payments - Benefits Service	£18,989,000	£18,989,000	£19,086,044	-£97,044	19
Income	-£19,369,498	-£19,369,498	-£19,836,613	£467,115	20
<b>TOTAL</b>	<b>£593,898</b>	<b>£593,898</b>	<b>£283,741</b>	<b>£310,157</b>	

18. Some savings on staff costs due to maternity leave but the set aside for redundancy provision due to future reorganisation of section has offset this.

19. There was an additional cost of providing benefits to claimants. However, we received additional subsidy from central government to compensate the expense.

20. The subsidy recovered was better than budgeted.

<b>Service Summary</b>	<b>Full Year Budget</b>	<b>Budget</b>	<b>Actuals</b>	<b>Savings / (Deficit)</b>	
Employees	£8,272,891	£8,272,891	£8,299,005	-£26,114	
Premises	£533,016	£533,016	£512,284	£20,732	
Transport	£145,429	£145,429	£145,420	£9	
Supplies & Services	£1,964,021	£1,964,021	£2,209,784	-£245,763	
Payments to Third Parties	£4,868,880	£4,868,880	£5,700,286	-£831,406	
Transfer Payments - Benefits Service	£18,989,000	£18,989,000	£19,086,044	-£97,044	
Income	-£24,899,695	-£24,899,695	-£26,288,864	£1,389,169	
	<b>£9,873,542</b>	<b>£9,873,542</b>	<b>£9,663,960</b>	<b>£209,582</b>	

### Corporate Codes

Commercial & Treasury activity	-£250,547	-£250,547	-£409,712	£159,165	21
Corporate Savings Targets	-£80,500	-£80,500	£0	-£80,500	22
New Homes Bonus	£47,407	£47,407	£47,407	£0	
Business Rates Income	-£260,000	-£260,000	£114,767	-£374,767	23
	<b>£9,329,902</b>	<b>£9,329,902</b>	<b>£9,416,422</b>	<b>-£86,520</b>	

21. Purchase of challenge house attracted additional rental income in the year

22. Staff and procurement savings shown in section analysis

23. Successful appeals in relation to Doctors' surgeries resulted in losses

## Council Revenue Reserves for 17/18

Reserve	Balance	Net Movement	Balance	Net Movement	Balance	Note
	31st March 2015	2015/16	31st March 2016	2016/17	31st March 2017	
Asset Management Reserve	296,127.88	39,331.33	335,459.21	186,432.69	521,891.90	1
Borough Regeneration Reserve	54,000.00	-43,411.98	10,588.02	-3,654.37	6,933.65	
Business Rates Reserve	5,433,062.80	-1,335,095.54	4,097,967.26	-2,606,666.69	1,491,300.57	2
Business Support Reserve	105,554.37	1,476.84	107,031.21	125,267.89	232,299.10	
Business Transformation Reserve	339,822.47	-108,620.70	231,201.77	90,868.01	322,069.78	
Community Safety Reserve	2,531.63	-2,531.63	0.00	0.00	0.00	
Community Support Reserve	15,000.00	102,843.69	117,843.69	9,518.31	127,362.00	
Development Management Reserve	243,210.00	223,385.87	466,595.87	-362,795.87	103,800.00	3
Development Policy Reserve	470,330.00	-152,938.64	317,391.36	-20,507.12	296,884.24	
Elections Reserve	9,891.78	54,268.45	64,160.23	-1,160.23	63,000.00	
Flood Support and Protection Reserve	409,230.30	-153,900.35	255,329.95	-211,598.87	43,731.08	4
Health & Leisure Development Reserve	19,756.70	14,045.65	33,802.35	-5,756.32	28,046.03	
Housing & Homeless Reserve	41,260.06	-1,233.91	40,026.15	-21,865.89	18,160.26	
Information Technology Reserve	0.00	0.00	0.00	14,726.00	14,726.00	
Interest Equalisation Reserve	150,000.00	-150,000.00	0.00	0.00	0.00	
MTFS Equalisation Reserve	68,178.28	678,317.74	746,496.02	421,120.98	1,167,617.00	5
Organisational Development Reserve	38,868.35	-11,609.35	27,259.00	-12,800.80	14,458.20	
Risk Management Reserve	47,442.00	-21,132.10	26,309.90	-18,606.48	7,703.42	
Transport Initiatives Reserves	193,800.00	-193,800.00	0.00	342,046.00	342,046.00	6
Waste & Recycling development Reserve	125,000.00	-103,549.30	21,450.70	7,299.30	28,750.00	
Uncommitted contingency reserve	0.00	0.00	0.00	0.00	0.00	
Horsford Reserve	30,462.02	8,511.55	38,973.57	8,777.03	47,750.60	
Mayors Charity Reserve	12,435.70	-5,521.91	6,913.79	738.93	7,652.72	
Planning Obligations Reserve	2,011,849.89	429,250.66	2,441,100.55	266,920.84	2,708,021.39	7
General Fund Working Balance	450,000.00	0.00	450,000.00	0.00	450,000.00	
<b>Totals</b>	<b>10,567,814.23</b>	<b>-731,913.63</b>	<b>9,835,900.60</b>	<b>-1,791,696.66</b>	<b>8,044,203.94</b>	

### Notes to Reserves

- 1 Increased monies set aside for Public Service Centre, Vineyards play area and Spring Gardens regeneration
- 2 Technical account - monies owed to central government. Difference between forecast and actual business rate position
- 3 Monies transferred to Development Policy and Transport Initiatives reserves
- 4 Monies expended on various projects and reclassification of reserves under business support
- 5 £837,000 set aside for 17/18 budget and a further £330,000 for future years
- 6 Large Scale Infrastructure grant for transport studies
- 7 Substantial contributions received from a number of developments across the Borough. Over £800,000 spent in year

## Capital Outturn 2016/17

	Budget profile for 2016/17	Capital Outturn 2016/17	(Over)/ Under spend	% Slippage	Financed from			
					Capital Reserves	Financed from Capital Grants	Financed from Borrowing	Financed from Revenue
Council Land & Buildings	£3,148,625.00	£15,534,484.44	<b>-£12,385,859.44</b>	-393.37%	£263,277.22	£0.00	£15,139,560.27	£131,646.95
Vehicles & Equipment	£3,411,000.00	£2,932,423.54	£478,576.46	14.03%	£2,808,834.30	£10,999.71	£0.00	£112,589.53
Community Grants	£280,829.00	£210,946.69	£69,882.31	24.88%	£210,946.69	£0.00	£0.00	£0.00
Housing & Business Grants	£717,000.00	£413,108.87	£303,891.13	42.38%	£73,647.00	£339,461.87	£0.00	£0.00
<b>Total</b>	<b>£7,557,454.00</b>	<b>£19,090,963.54</b>	<b>-£11,533,509.54</b>	<b>-152.61%</b>	<b>£3,356,705.21</b>	<b>£350,461.58</b>	<b>£15,139,560.27</b>	<b>£244,236.48</b>



## Treasury Management Outturn Report 2016/17

### Introduction

In February 2012 the Authority adopted the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2011 Edition* (the CIPFA Code) which requires the Authority to approve a treasury management annual report after the end of each financial year.

This report fulfils the Authority's legal obligation to have regard to the CIPFA Code.

The Authority's treasury management strategy for 2016/17 was approved at a meeting of the Authority on 18<sup>th</sup> February 2016. The Authority has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk are therefore central to the Authority's treasury management strategy.

### External Context

**Economic background:** Politically, 2016/17 was an extraordinary twelve month period which defied expectations when the UK voted to leave the European Union and Donald Trump was elected the 45<sup>th</sup> President of the USA. Uncertainty over the outcome of the US presidential election, the UK's future relationship with the EU and the slowdown witnessed in the Chinese economy in early 2016 all resulted in significant market volatility during the year. Article 50 of the Lisbon Treaty, which sets in motion the 2-year exit period from the EU, was triggered on 29<sup>th</sup> March 2017.

UK inflation had been subdued in the first half of 2016 as a consequence of weak global price pressures, past movements in sterling and restrained domestic price growth. However the sharp fall in the Sterling exchange rate following the referendum had an impact on import prices which, together with rising energy prices, resulted in CPI rising from 0.3% year/year in April 2016 to 2.3% year/year in March 2017.

In addition to the political fallout, the referendum's outcome also prompted a decline in household, business and investor sentiment. The repercussions on economic growth were judged by the Bank of England to be sufficiently severe to prompt its Monetary Policy Committee (MPC) to cut the Bank Rate to 0.25% in August and embark on further gilt and corporate bond purchases as well as provide cheap funding for banks via the Term Funding Scheme to maintain the supply of credit to the economy.

Despite growth forecasts being downgraded, economic activity was fairly buoyant and GDP grew 0.6%, 0.5% and 0.7% in the second, third and fourth calendar quarters of 2016. The labour market also proved resilient, with the ILO unemployment rate dropping to 4.7% in February, its lowest level in 11 years.

Following a strengthening labour market, in moves that were largely anticipated, the US Federal Reserve increased rates at its meetings in December 2016 and March 2017, taking the target range for official interest rates to between 0.75% and 1.00%.

**Financial markets:** 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. After September there was a reversal in longer-dated gilt yields which moved higher, largely due to the MPC revising its earlier forecast that Bank Rate would be dropping to near 0% by the end of 2016. The yield

on the 10-year gilt rose from 0.75% at the end of September to 1.24% at the end of December, almost back at pre-referendum levels of 1.37% on 23<sup>rd</sup> June. 20- and 50-year gilt yields also rose in Q3 2017 to 1.76% and 1.70% respectively, however in Q4 yields remained flat at around 1.62% and 1.58% respectively.

After recovering from an initial sharp drop in Q2, equity markets rallied, although displaying some volatility at the beginning of November following the US presidential election result. The FTSE-100 and FTSE All Share indices closed at 7342 and 3996 respectively on 31<sup>st</sup> March, both up 18% over the year. Commercial property values fell around 5% after the referendum, but had mostly recovered by the end of March.

Money market rates for overnight and one week periods remained low since Bank Rate was cut in August. 1- and 3-month LIBID rates averaged 0.36% and 0.47% respectively during 2016-17. Rates for 6- and 12-months increased between August and November, only to gradually fall back to August levels in March, they averaged 0.6% and 0.79% respectively during 2016-17.

**Credit background:** 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 and Standard & Poor's downgraded the UK's sovereign rating to AA. Fitch, S&P and Moody's have a negative outlook on the UK. Moody's has a negative outlook on those banks and building societies that it perceives to be exposed to a more challenging operating environment arising from the 'leave' outcome.

None of the banks on the Authority's lending list failed the stress tests conducted by the European Banking Authority in July and by the Bank of England in November, the latter being designed with more challenging stress scenarios, although Royal Bank of Scotland was one of the weaker banks in both tests. The tests were based on banks' financials as at 31st December 2015, 11 months out of date for most. As part of its creditworthiness research and advice, the Authority's treasury advisor Arlingclose regularly undertakes analysis of relevant ratios - "total loss absorbing capacity" (TLAC) or "minimum requirement for eligible liabilities" (MREL) - to determine whether there would be a bail-in of senior investors, such as local authority unsecured investments, in a stressed scenario.

### **Local Context**

On 31<sup>st</sup> March 2017, the Authority had net borrowing /investments of £1.9m arising from its revenue and capital income and expenditure, a decrease on 2016 of £6.0m. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. These factors and the year-on-year change are summarised in table 1 below.

Table 1: Balance Sheet Summary

	31.3.16 Actual £m	2016/17 Movement £m	31.3.17 Actual £m
General Fund CFR	0.0	15.3	15.3
<b>Total CFR</b>	<b>0.0</b>	<b>15.3</b>	<b>15.3</b>
Less: Other debt liabilities *	0.0	0.0	0.0
<b>Borrowing CFR</b>	<b>0.0</b>	<b>15.3</b>	<b>15.3</b>
Less: External borrowing**	0.0	-15.0	-15.0
<b>Internal borrowing</b>	<b>0.0</b>	<b>0.3</b>	<b>0.3</b>
Less: Usable reserves	-11.401	1.483	-9.918
Plus: Working capital required	3.489	-10.796	-7.307
<b>Net</b>	<b>7.912</b>	<b>9.013</b>	<b>16.925</b>

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

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

Net borrowing has increased due to a rise in the CFR as new capital expenditure was higher than the financing applied including minimum revenue provision.

The treasury management position as at 31<sup>st</sup> March 2017 and the year-on-year change in show in table 2 below.

Table 2: Treasury Management Summary

	31.3.16 Balance £m	2016/17 Movement £m	31.3.17 Balance £m	31.3.17 Rate %
Long-term borrowing	0.0	0.0	0.0	0.0
Short-term borrowing	0.0	15.0	15.0	0.4
<b>Total borrowing</b>	<b>0.0</b>	<b>15.0</b>	<b>15.0</b>	<b>0.4</b>
Long-term investments	0.0	0.0	0.0	0.0
Short-term investments	2.0	4.0	6.0	1.15
Cash and cash equivalents	5.9	5.0	10.9	0.53
<b>Total investments</b>	<b>7.9</b>	<b>9.0</b>	<b>16.9</b>	<b>0.75</b>
<b>Net investments</b>	<b>7.9</b>	<b>(6.0)</b>	<b>1.9</b>	

Note: the figures in the table are from the balance sheet in the Authority's statement of accounts, but adjusted to exclude operational cash, accrued interest and other accounting adjustments

Although there has been a significant rise in net borrowing, investment levels have also increased. A certain amount of investment is required to meet cash flow requirements (cash and cash equivalents), and further investments have been made at levels above the rate at which the Authority is borrowing money.

**Borrowing Activity**

At 31<sup>st</sup> March 2017, the Authority held £15.0m of loans, an increase of £15.0m on the previous year, as part of its strategy for funding previous years' capital programmes. The year-end borrowing position and the year-on-year change in show in table 3 below.

**Table 3: Borrowing Position**

	<b>31.3.16 Balance £m</b>	<b>2016/17 Movement £m</b>	<b>31.3.17 Balance £m</b>	<b>31.3.17 Rate %</b>
Public Works Loan Board	0.0	0.0	0.0	0.0
Banks (LOBO)	0.0	0.0	0.0	0.0
Banks (fixed-term)	0.0	0.0	0.0	0.0
Local authorities (long-term)	0.0	0.0	0.0	0.0
Local authorities (short-term)	0.0	15.0	15.0	0.4
<b>Total borrowing</b>	<b>0.0</b>	<b>15.0</b>	<b>15.0</b>	<b>0.4</b>

The Authority's chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required. The flexibility to renegotiate loans should the Authority's long-term plans change is 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 has proved to be more cost effective in the past year to borrow short-term loans instead.

The Authority has kept net borrowing costs to a minimum (despite foregone investment income) and reduced overall treasury risk. The benefits of short-term 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 modestly.

The "cost of carry" analysis performed by the Authority's treasury management advisor Arlingclose did not indicate any value in borrowing in advance for future years' planned expenditure and therefore none was taken.

### Investment Activity

The Authority holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. During 2016/17, the Authority's investment balance ranged between £10.0 and £19.8 million due to timing differences between income and expenditure. The year-end investment position and the year-on-year change is show in table 4 below.

Table 4: Investment Position

	<b>31.3.16 Balance £m</b>	<b>2016/17 Movement £m</b>	<b>31.3.17 Balance £m</b>	<b>31.3.17 Rate %</b>
Banks & building societies (unsecured)	4.24	1.78	6.02	0.90
Covered bonds (secured)	0.00	0.00	0.00	0.00
Government (incl. local authorities)	0.00	0.00	0.00	0.00
Corporate bonds and loans	0.00	2.00	2.00	1.35
Money Market Funds	0.24	4.64	4.88	0.28
Other Pooled Funds	3.50	0.50	4.00	0.79
<b>Total investments</b>	<b>7.98</b>	<b>8.92</b>	<b>16.90</b>	<b>0.75</b>

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

In furtherance of these objectives, and given the increasing risk and falling returns from short-term unsecured bank investments, the Authority further diversified into more secure or higher yielding asset classes during 2016/17. £2.5m that is available for longer-term investment was moved from bank and building society deposits into corporate bonds and pooled equity funds. As a result, investment risk was lowered, while the average rate of return has been maintained at levels ranging between 0.68% and 0.80% despite the Bank of England lowering the base rate. The progression of risk and return metrics are shown in the extracts from Arlingclose's quarterly investment benchmarking in table 5.

Table 5: Investment Benchmarking

	Credit Score	Credit Rating	Bail-in Exposure	WAM* (days)	Rate of Return
31.03.2016	5.30%	A+	100%	42	0.80%
30.06.2016	5.26%	A+	100%	176	0.73%
30.09.2016	5.02%	A+	77%	104	0.71%
31.12.2016	4.89%	A+	68%	98	0.68%
31.03.2017	5.25%	A+	84%	77	0.75%
<b>Similar LAs</b>	<b>4.18%</b>	<b>AA-</b>	<b>58%</b>	<b>137</b>	<b>1.68%</b>
<b>All LAs</b>	<b>4.30%</b>	<b>AA-</b>	<b>60%</b>	<b>47</b>	<b>1.14%</b>

\*Weighted average maturity

The Authority's best performing investment in 2016/17 was £2m invested with Close Brothers. This generated a total return of £26,230 (1.31%). Because this fund has no defined maturity date, but is available for withdrawal after a 6 month notice period, its performance and continued suitability in meeting the Authority's investment objectives is regularly reviewed. In light of its strong performance and the Authority's latest cash flow forecasts, investment with Close Brothers has been maintained for the 2017/18 financial year.

#### Other Investment Activity

Although not classed as treasury management activities and therefore not covered by the CIPFA Code, the Authority also holds £19.55m of investments in directly owned property. This represents an increase of £16.01m on the previous year due to new investment in Challenge House and revaluations gains.

These non-treasury investments generated £0.4m of investment income for the Authority after taking account of direct costs, representing a rate of return of 4.57%. This is higher than the return earned on treasury investments, but reflects the additional risks to the Authority of holding such investments.

#### Performance Report

The Authority measures the financial performance of its treasury management activities in terms of its impact on the revenue budget as shown in table 6 below.

Table 6: Performance

	Actual £m	Budget £m	Over/under	Actual %
Treasury Investments	0.115	0.120	(0.05)	0.75
Property Investments	0.40	0.25	0.15	6.45
<b>Total investments</b>	<b>0.55</b>	<b>0.37</b>	<b>0.18</b>	<b>2.38</b>
Borrowing	0.015	0.0	(0.015)	0.40
<b>Total debt</b>	<b>0.015</b>	<b>0.0</b>	<b>(0.015)</b>	<b>0.40</b>
<b>GRAND TOTAL</b>	<b>0.535</b>	<b>0.37</b>	<b>0.165</b>	<b>n/a</b>

### Compliance Report

The Head of Finance and Asset Management is pleased to report that all treasury management activities undertaken during 2016/17 complied fully with the CIPFA Code of Practice and the Authority's approved Treasury Management Strategy. Compliance with specific investment limits is demonstrated in table 7 below.

Table 7: Investment Limits

	2016/17 Maximum	31.3.17 Actual	2016/17 Limit	Complied
Any single organisation, except UK Government	£2m	£2m	£2m	✓
Any group of funds under the same management	£2m	£2m	£2m	✓
Foreign countries	£0m	£0m	£2m	✓
Registered Providers	£2m	£2m	£4m	✓
Unsecured investments with Building Societies	£2m	£0m	£2m	✓
Loans to unrated corporates	£0m	£0m	£2m	✓
Money Market Funds in total	£5.92m	£4.88m	£7.5m	✓
Non-specified investments	£0m	£0m	£2m	✓

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

Table 8: Debt Limits

	2016/17 Maximum	31.3.17 Actual	2016/17 Operational Boundary	2016/17 Authorised Limit	Complied
Borrowing	£15.0m	£15.0m	£5.0m	£7.5m	x

A higher authorised limit was approved by Council on 19<sup>th</sup> October 2016 to allow for further capital expenditure, the purchase of Challenge House. Both prior to, and following the change in authorised borrowing limit, all requirements were fully complied with.

Since the operational boundary is a management tool for in-year monitoring it is not significant if the operational boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure. Total debt was above the revised operational boundary for 34 days during 2016/17.

### 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 was:

	31.3.17 Actual	2016/17 Limit	Complied
Upper limit on fixed interest rate exposure	£15m	£7.5m	x
Upper limit on variable interest rate exposure	£0m	£0m	✓

Fixed rate investments and borrowings are those where the rate of interest is fixed for at least 12 months, measured from the start of the financial year or the transaction date if later. All other instruments are classed as variable rate.

**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 were:

	31.3.17 Actual	Upper Limit	Lower Limit	Complied
Under 12 months	100%	100%	0%	✓
12 months and within 24 months	0%	100%	0%	✓
24 months and within 5 years	0%	100%	0%	✓
5 years and within 10 years	0%	100%	0%	✓
10 years and above	0%	100%	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 long-term principal sum invested to final maturities beyond the period end were:

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



## Prudential Indicator Outturn Report 2016/17

**Introduction:** The *Local Government Act 2003* requires the Authority to have regard to the Chartered Institute of Public Finance and Accountancy's *Prudential Code for Capital Finance in Local Authorities* (the Prudential Code) when determining how much money it can afford to borrow. The objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable, and that treasury management decisions are taken in accordance with good professional practice. To demonstrate that the Authority has fulfilled these objectives, the Prudential Code sets out the following indicators that must be set and monitored each year.

This report compares the approved indicators with the outturn position for 2016/17. Actual figures have been taken from or prepared on a basis consistent with the Authority's statement of accounts.

Please note that a higher authorised borrowing limit was approved by Council on 19<sup>th</sup> October 2016 to allow for further capital expenditure. This report uses the figures for authorised debt as at the start of 2016/17 and details that the Council does not comply with certain indicators. However, prior to and following the change in authorised borrowing limit, all requirements were fully complied with.

**Capital Expenditure:** The Authority's capital expenditure and financing may be summarised as follows.

Capital Expenditure and Financing	2016/17 Estimate £m	2016/17 Actual £m	Difference £m
General Fund	5.252	19.09	13.838
<b>Total Expenditure</b>	<b>5.252</b>	<b>19.09</b>	<b>13.838</b>
Capital Receipts	3.755	3.356	(0.399)
Government Grants	0.497	0.350	(0.147)
Reserves	0.0	0.0	0.0
Revenue	0.0	0.244	0.244
Borrowing (Internal)	1.0	0.140	(0.86)
Borrowing (External)	0.0	15.0	15.0
Leasing and PFI	0.0	0.0	0.0
<b>Total Financing</b>	<b>5.252</b>	<b>19.09</b>	<b>13.838</b>
Capital Financing Requirement	31.03.17 Estimate £m	31.03.17 Actual £m	Difference £m
General Fund CFR	1.0	15.140	14.140
<b>Total CFR</b>	<b>1.0</b>	<b>15.140</b>	<b>14.140</b>

**Capital Financing Requirement:** The Capital Financing Requirement (CFR) measures the Authority's underlying need to borrow for a capital purpose.

**Actual Debt:** The Authority's actual debt at 31<sup>st</sup> March 2017 was as follows:

Debt	31.03.17 Estimate £m	31.03.17 Actual £m	Difference £m
Borrowing	0.0	15.0	15.0
Finance leases	0.0	0.0	0.0
PFI liabilities	0.0	0.0	0.0
<b>Total Debt</b>	<b>0.0</b>	<b>15.0</b>	<b>15.0</b>

**Gross Debt and the Capital Financing Requirement:** In order to ensure that over the medium term debt will only be for a capital purpose, the Authority should ensure that debt does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years. This is a key indicator of prudence.

Debt and CFR	31.03.17 Estimate £m	31.03.17 Actual £m	Difference £m
Total debt	0.0	15.0	15.0
Capital financing requirement	1.0	15.3	14.3
<b>Headroom</b>	<b>1.0</b>	<b>0.3</b>	<b>(0.7)</b>

Total debt remained below the CFR during the forecast period.

**Operational Boundary for External Debt:** The operational boundary is based on the Authority's estimate of most likely (i.e. prudent but not worst case) scenario for external debt. It links directly to the Authority's estimates of capital expenditure, the capital financing requirement and cash flow requirements, and is a key management tool for in-year monitoring. Other long-term liabilities comprise finance lease, Private Finance Initiative and other liabilities that are not borrowing but form part of the Authority's debt.

Operational Boundary and Total Debt	31.03.17 Boundary £m	31.03.17 Actual Debt £m	Complied
Borrowing	5.0	15.0	x
<b>Total Debt</b>	<b>5.0</b>	<b>15.0</b>	<b>x</b>

**Authorised Limit for External Debt:** The authorised limit is the affordable borrowing limit determined in compliance with the *Local Government Act 2003*. It is the maximum amount of debt that the Authority can legally owe. The authorised limit provides headroom over and above the operational boundary for unusual cash movements.

Authorised Limit and Total Debt	31.03.17 Boundary £m	31.03.17 Actual Debt £m	Complied
Borrowing	7.5	15.0	x
Total Debt	7.5	15.0	x

**Ratio of Financing Costs to Net Revenue Stream:** This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet financing costs, net of investment income.

Ratio of Financing Costs to Net Revenue Stream	31.03.17 Estimate %	31.03.17 Actual %	Difference %
General Fund	-0.85	-1.11	-0.26

*In 2016/17 there was a negative ratio as investment income was higher than borrowing costs and impact of the MRP. It is not until 2018/19 that MRP impact is high enough that borrowing becomes a proportion of the revenue budget.*

**Adoption of the CIPFA Treasury Management Code:** The Authority adopted the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2011 Edition* in February 2012.

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Executive Committee
<b>Date of Meeting:</b>	7 June 2017
<b>Subject:</b>	Preparation for the General Data Protection Regulation
<b>Report of:</b>	Mike Dawson, Chief Executive
<b>Corporate Lead:</b>	Mike Dawson, Chief Executive
<b>Lead Member:</b>	Councillor D J Waters
<b>Number of Appendices:</b>	Two

**Executive Summary:**

This report summarises the impact on the Council of the new General Data Protection Regulation which comes into force on 25 May 2018 and the associated risks of non-compliance. The report gives details of steps taken to date and provides an initial action plan aimed at achieving compliance with the new requirements. Resource implications are dealt with, including proposals for a new post of Business Administration Manager to lead and coordinate work set out in the action plan and to maintain compliance post implementation of the new requirements.

**Recommendation:**

- 1) That the Committee **NOTES** the action plan at Appendix 1 to achieve compliance with the General Data Protection Regulation.
- 2) That, subject to (3) below, the establishment of the Business Administration Manager's post is **APPROVED** in accordance with section 4 of this report.
- 3) That it be **RECOMMENDED TO COUNCIL** that the inclusion of the ongoing funding for the Business Administration Manager post be **APPROVED** for the base budget for 2018/19 and future years.

**Reasons for Recommendation:**

To ensure the Council is compliant with the requirements of the General Data Protection Regulation.

**Resource Implications:**

The majority of the current work to achieve and maintain compliance with the General Data Protection Regulation can be undertaken within existing resources. A new post is proposed in section 4 of this report and the on-costed cost of that post is a maximum of £50,970. Provision has been made in the reserves list to fund the post during the current financial year, but ongoing provision is required in the Council's base budget for 2018/19 and beyond.

It is possible that there will be further resource implications as implementation works continue. This is especially likely in the area of ICT. Reports will be brought forward as required.

**Legal Implications:**

The Council is required to comply with new General Data Protection Regulation when it comes into force on 25 May 2018. The Information Commissioners Office has issued a guidance checklist setting out actions required to achieve compliance by the implementation date. Compliance will need to be maintained post implementation and the Council may be subject to periodic inspection by the Information Commissioners Office. The new data protection framework brings new requirements and significantly increased fines for breaches. These are detailed in this report.

**Risk Management Implications:**

Non-compliance with the new data protection framework will expose the Council to reputational and financial risks. It may also give rise to poor handling of customer data which will undermine the customer service aims and objectives set out in the Council Plan. Fines for breaches of the new data protection framework can be as much as €20million.

An action plan has been developed to ensure timely implementation of work to improve data handling policies, procedures, systems and training. Implementation of this plan will be managed through the Council's project management programme and this will set out associated risks and mitigation measures.

**Performance Management Follow-up:**

The delivery of the action plan will be monitored through the project management system and Management Team at officer level. Reports in respect of progress will be forwarded to this Committee and the Overview and Scrutiny Committee as required. Ongoing audits of the data management system will be reported the Audit Committee.

**Environmental Implications:**

None.

**1.0 INTRODUCTION/BACKGROUND**

**1.1** On 25 May 2018, the General Data Protection Regulation (GDPR) will come into force across the European Union (EU), replacing existing data protection laws. The GDPR will increase the rights of individuals over their personal data and tighten the obligations of all organisations to comply with new rules concerning the management of personal information.

**1.2** While the UK decision to leave the EU means that the GDPR will no longer apply to the UK in the longer term, the GDPR will apply to the UK directly until the UK is no longer a member. Furthermore, the Government has confirmed that the UK will opt into the GDPR. Following this commitment, the UK Information Commissioner's Office (ICO) has stated that, whatever the outcome of the negotiations to exit the EU, UK data protection standards will be equivalent to the EU GDPR framework in order not to create any block on trade with the EU single market.

**2.0 GDPR IMPACT ON THE COUNCIL**

**2.1** The Council handles and stores significant amounts of personal data as part of its routine service to its customers. The volume of data processed and retained is constantly increasing. Good data protection is therefore fundamental to high standards of customer service and the effective operation of the Council's business. Personal data is an asset owned by the customer as must be treated accordingly.

- 2.2** The GDPR significantly increases the data protection obligations on the Council and although existing data protection procedures are in place, these require extensive review and revision in order to achieve compliance with the GDPR framework.
- 2.3** Many of the GDPR's main concepts are the same as those in the current Data Protection Act 1998 (DPA). This means that the Council's current approach to compliance under existing law will remain valid. However, new elements and significant enhancements within the GDPR will need to be taken account of and prepared for.
- 2.4** The most significant addition is a new 'accountability' requirement. Organisations, including the Council, will need to be able to demonstrate compliance with the GDPR principles, for example, by maintaining documentation on decisions about why personal information is being processed. Another important change is vastly increased fines for those organisations that fail to comply with GDPR or permit data breaches. For serious breaches organisations can be fined up to €20million. For less serious breaches or for failing to keep records the fine can be up to €10million.
- 2.5** To demonstrate compliance the Council must:
- Implement technical and organisational measures that demonstrate compliance. These include data protection policies, staff and Member training, internal data processing audits.
  - Maintain relevant documentation on processing activities.
  - Appoint a Data Protection Officer (DPO) (a new statutory role).
  - Implement measures that meet the principles of data protection by design including, data minimisation, using artificial identifiers e.g. replacing a name with numbers and transparency.
  - Implement data protection privacy impact assessments.
- 2.6** Under current DPA arrangements, the ICO only respond reactively to data breaches. It must be noted that, following implementation of the GDPR, the ICO will implement a proactive inspection regime to monitor compliance. Enforcement action could follow any breaches arising during inspections.

### **3.0 STEPS TAKEN TO DATE**

- 3.1** The requirements of GDPR are extensive and complex.
- 3.2** The ICO has produced a checklist highlighting the specific steps that should be taken to meet the requirements of GDPR. This checklist has been used to develop an initial action plan to ensure compliance with GDPR by May 2018. As part of the programme it is planned to hold Member seminars on the GDPR impact and the implementation of policies and procedures to ensure the Council achieves compliance. The action plan is included at Appendix 1.
- 3.3** The action plan will require a significant amount of work to prepare for implementation. Following on from implementation there will be extensive ongoing work to manage the Council's data in compliance with GDPR requirements. This work will involve input from teams across the whole Council, but will require a dedicated resource to lead and coordinate the associated activities.

#### **4.0 PROPOSED NEW BUSINESS ADMINISTRATION MANAGER POST**

**4.1** Given the extent, importance of the work and risks associated with achieving and importantly maintaining GDPR compliance, officers have considered the additional resources required. The specific functions required by the GDPR and existing data protection frameworks include the following roles:

- Senior Information Risk Owner (SIRO) – makes and is accountable for local risk management decisions e.g. Council use of cloud based services to store personal data etc.
- Data Controller (DC) – makes and is accountable for decisions on the purpose and use of personal data.
- Data Protection Officer (DPO) – advises monitors compliance and deals with the ICO.

**4.2** The first two roles are already accommodated within the existing management resources, but the allocation of the roles to posts will be reviewed as part of the implementation action plan. The DPO role will be undertaken by One Legal and this can be accommodated within existing budgets.

**4.3** In addition to the above, there is a need for a new post to work with the SIRO and DC and all teams to implement the requirements of GDPR and to maintain compliance post May 2018. The work involved is extensive and will involve all of the Council's administrative systems, both electronic and paper-based which process and store personal data. This will include processes from Customer Services through to the individual services themselves and require effective coordination of administration resources across the whole Council.

**4.4** Given the requirements of the proposed new post it is suggested that it be established as a permanent post with the title of Business Administration Manager at Operational Manager/Team Leader level. The post will be located within Corporate Services Section of the Chief Executive's Unit reporting to the Corporate Services Manager. A draft job description and structure chart is attached for information at Appendix 2.

**4.5** The Business Administration Manager role is subject to job evaluation, but it is anticipated that the post will be placed on scale H. The maximum annual cost of a scale H post is £50,970, including on-costs. Provision for the post in 2017/18 has been included in the reserves list within the Financial Outturn report elsewhere on this agenda. The cost of the post will need to be included in the base budget for 2018/19 and beyond and this will require approval by Council.

**4.6** Given that the post is central to the timely implementation of work to prepare for GDPR compliance it is intended to recruit to the post as soon as possible following approval by the Executive Committee and Council at their June meetings. It is likely that the post will be filled internally which will allow for implementation work to be undertaken without delay.

#### **5.0 OTHER OPTIONS CONSIDERED**

**5.1** None.

#### **6.0 CONSULTATION**

**6.1** Consultation has been undertaken with the Leader of the Council as Lead Member for corporate governance.

**7.0 RELEVANT COUNCIL POLICIES/STRATEGIES**

7.1 Current data protection procedures.

**8.0 RELEVANT GOVERNMENT POLICIES**

8.1 GDPR Framework and ICO Guidance.

**9.0 RESOURCE IMPLICATIONS (Human/Property)**

9.1 The statutory roles required by the new GDPR Framework can be undertaken within existing resources; however a new post at operational manager level is required to coordinate and undertake work associated with the new requirements of the GDPR Framework.

**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 Data protection is a key area of the Council's work aimed at maintaining privacy which one of the rights listed in the Human Rights Act.

**12.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS**

12.1 None.

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**Background Papers:** None.

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**Appendices:**

1. GDPR Action Plan.
2. Draft Job Description – Business Administration Manager.



# General Data Protection Regulation – Action Plan May 2017

What	ICO recommendation	Action	Proposed end date	By Whom	Progress
<b>Raise awareness</b>	<ul style="list-style-type: none"> <li>Ensure that that decision makers and key people in organisation are aware that the law is changing to the GDPR in 2018</li> <li>identify areas that could cause compliance problems under the GDPR</li> </ul>	<ul style="list-style-type: none"> <li>Briefing to Members and Senior officers on GDPR and Action Plan</li> <li>Briefing on GDPR and Action Plan to managers</li> <li>Staff briefings</li> <li>Project plan agreed and actions assigned to relevant officers</li> </ul>	May 2017		
<b>Data Protection Officers</b>	<ul style="list-style-type: none"> <li>Designate a Data Protection Officer if required or someone to take responsibility for data protection compliance and assess where this role will sit within the organisation's structure and governance arrangements.</li> <li>Assess whether current approach to data protection compliance will meet the GDPR requirements</li> </ul>	<ul style="list-style-type: none"> <li>Appoint a Data Protection Officer</li> <li>provide sufficient support to allow DPO to carry out role</li> <li>ensure sufficient resources to carry out Controller responsibilities listed below</li> </ul>	June 2017		
<b>Conduct a personal information audit</b>	<ul style="list-style-type: none"> <li>Document what personal data is held, where it came from and who it is shared with</li> </ul>	<ul style="list-style-type: none"> <li>Carry out personal data audit               <ul style="list-style-type: none"> <li>Identify where special category personal data is being processed</li> <li>Identify where Minimisation and Accuracy of data collected is required</li> </ul> </li> </ul>	September 2017		

		<ul style="list-style-type: none"><li>○ Identify where Consents are required</li><li>○ Identify where children's data retained</li><li>○ Identify where profiling is taking place</li><li>○ Identify processing of personal data for the purposes of the prevention, investigation, detection or prosecution of criminal offences or the execution of criminal penalties (needs to comply with GDPR and a separate directive)</li><li>● Compile and maintain a list of processing (Article 30) carried out by the authority (including by contractors and wholly owned companies)<ul style="list-style-type: none"><li>○ Identify where personal data is being processed by a Data processor, ensure compliance with Article 40 (code of Conduct) or Article 42(Compliance certification)</li><li>○ Ensure processor holds a record of processing being carried out (Article 30)</li></ul></li><li>● Identify where privacy by design needs to be built into processing</li><li>● Identify where personal data is not obtained from data subject.</li></ul>			
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<b>Consent</b>	<ul style="list-style-type: none"> <li>Review and record how consent is sought and obtained (consent must be a positive indication of agreement, it cannot be inferred)</li> <li>Review systems that are in place for recording consent – an audit trail is required</li> </ul>	<ul style="list-style-type: none"> <li>Consent should not be relied upon unless absolutely necessary ICO has advised that public authorities should not need to rely on consent to carry out its functions</li> </ul>	September 2017 (part of Data Audit)		
<b>Children</b>	<ul style="list-style-type: none"> <li>Review what systems are in place to verify individuals' ages and to gather parental or guardian consent for data processing activity for children (likely to be 13 or under but could be 16 or under – this is yet to be confirmed)</li> <li>Review privacy notices relating to children – they must be in language that children understand</li> </ul>	<ul style="list-style-type: none"> <li>Review how and why personal data or children is collect and used.</li> <li>Where consent is relied upon ensure parental consent has been obtained for children under 13</li> </ul>	September 2017 (part of Data Audit)		
<b>International</b>	<ul style="list-style-type: none"> <li>For organisations operating internationally, determine which data protection supervisory authority applies.</li> </ul>	<ul style="list-style-type: none"> <li>Identify where personal data is stored and/or back up outside the EEA.</li> <li>Gain an understanding of how Brexit will affect data storage on cloud based systems and whether the UK will have sufficient data protection standards to comply with EU standards or will special agreements be required.</li> </ul>	Sept 2017 (part of Data Audit)		

<b>Communicate privacy information</b>	<ul style="list-style-type: none"> <li>• Conduct a review of privacy notices and update where necessary (to include legal basis for processing, data retention periods, right to complain to ICO)</li> </ul>	<ul style="list-style-type: none"> <li>• Update privacy notices on all manual and electronic forms used to collect data</li> <li>• Update any consent including for direct marketing</li> <li>• Create a privacy dashboard on website for each dept. or processing carried out including data set out in GDPR</li> </ul>	November 2017		
<b>Legal basis for processing personal data</b>	<ul style="list-style-type: none"> <li>• Review the types of personal data processing that are carried out and identify and document legal basis for processing (e.g. consent)</li> </ul>	<ul style="list-style-type: none"> <li>• Undertake minimalisation of data collection</li> <li>• Implement privacy by design procedures</li> <li>• Review legal basis for data processing from data audit including the processing conditions set out in Article 6 and Article 9 (for special categories) of the GDPR</li> <li>• Review and update Data Retention and Destruction Policies</li> <li>• Create Information Asset Register</li> </ul>	December 2017		
<b>Individuals' rights</b>	<ul style="list-style-type: none"> <li>• Ensure procedures cover individuals' rights including: <ul style="list-style-type: none"> <li>➤ Subject Access</li> <li>➤ to have inaccuracies corrected</li> <li>➤ to have information erased (ensure that personal data can be deleted)</li> <li>➤ to prevent direct marketing</li> <li>➤ to prevent automated decision making</li> <li>➤ to ensure data can be ported</li> </ul> </li> </ul>	Processes: <ul style="list-style-type: none"> <li>• put in place a process to correct inaccuracies, rectification, erasure, restriction, automated decision making</li> <li>• put in place a process for preventing profiling</li> <li>• put in place a process for preventing direct marketing</li> <li>• put in place a process and facility for portability of data/self-service system</li> </ul>	December 2107		

<b>Subject Access Requests (SAR)</b>	<ul style="list-style-type: none"> <li>• Update subject access request procedures</li> <li>• Ensure that SARs can be handled within one month rather than 40 calendar days</li> <li>• Consider conducting a cost/benefit analysis of providing on-line access to personal information</li> </ul>	<p>Review and update data protection policy</p> <p>Review and update data subject access request procedure</p>	<p>January 2018</p>		
<b>Data breaches</b>	<ul style="list-style-type: none"> <li>• Review procedures for detecting, reporting and investigating personal data breaches</li> <li>• Determine which incidents would fall within the notification requirement if there was a breach</li> <li>• Develop policies and procedures for managing data breaches</li> </ul>	<ul style="list-style-type: none"> <li>• Update Security incident breach policies and procedures including a process for notification to ICO and to data subject where a breach is identified within the timescales set out in the GDPR</li> </ul>	<p>January 2018</p>		
<b>Data Protection by Design / Data Protection Privacy Impact Assessments</b>	<ul style="list-style-type: none"> <li>• Digest ICO guidance on Privacy Impact Assessments and determine when and how to implement PIAs within the organisation</li> <li>• Develop processes for including data protection controls at the design stage of new project involving the processing of personal data</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a process for carrying out Privacy Impact Assessment</li> <li>• Embed process into <ul style="list-style-type: none"> <li>○ procurement process</li> <li>○ services reviews</li> <li>○ reports for committee/council</li> <li>○ project management</li> </ul> </li> </ul>	<p>January 2018</p>		

<b>Data Protection Training for all staff</b>	<ul style="list-style-type: none"> <li>• Set a timetable for relevant staff training for all staff</li> </ul>	<ul style="list-style-type: none"> <li>• Agree levels of training required for posts/depts.</li> <li>• Agree a training programme</li> <li>• Implement training programme</li> <li>• Agree a rolling programme to ensure compliance with GDPR</li> </ul>	January 2018		
<b>Compliance certification</b>	<ul style="list-style-type: none"> <li>• If required obtain a data protection certification to demonstrate compliance</li> </ul>	<ul style="list-style-type: none"> <li>• keep up to date on information and requirements coming out of the ICO or Article 29 working Party to ensure compliance with GDPR any code of conduct, code of practice or certification requirements</li> </ul>	April 2018		

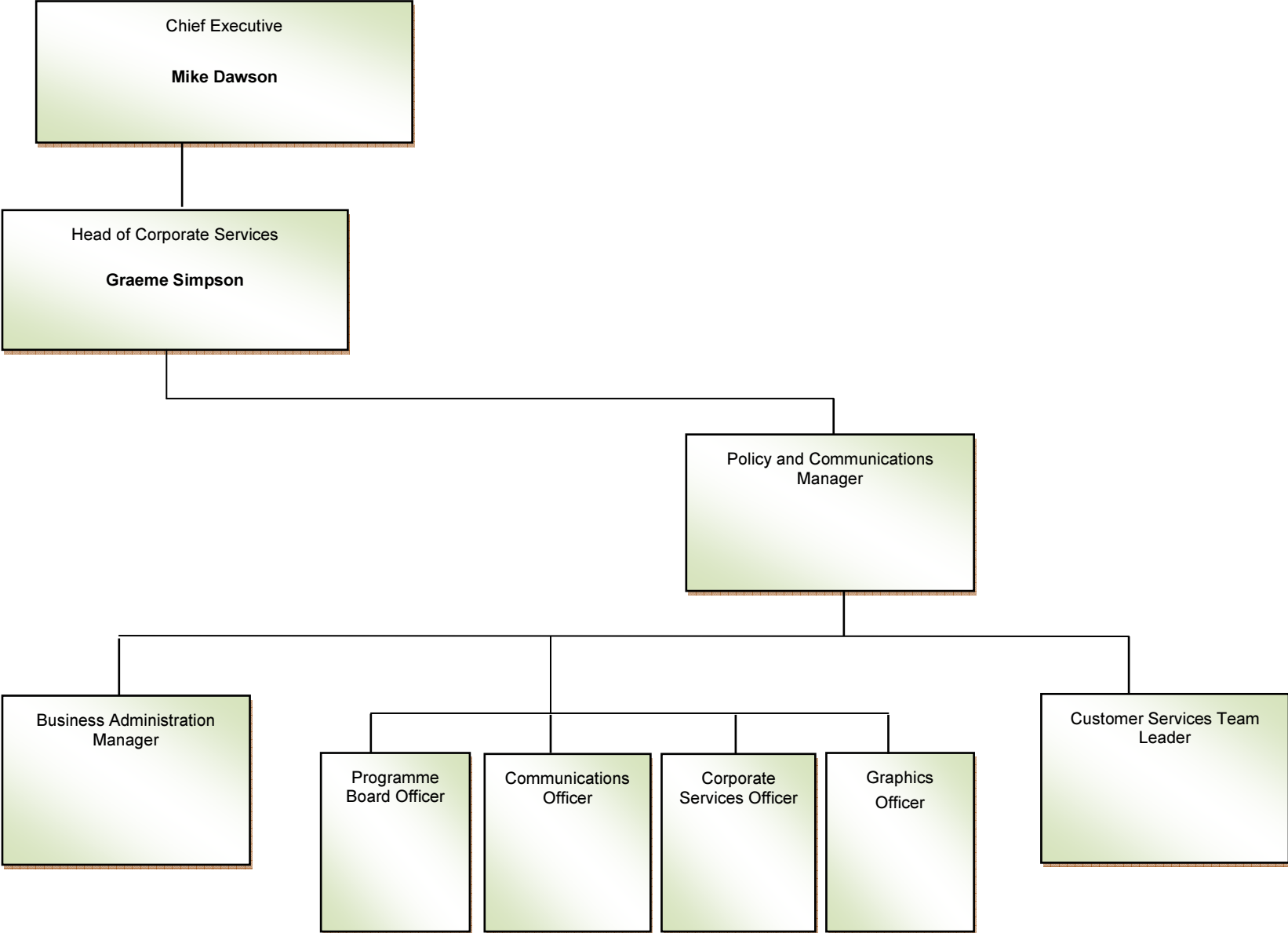
## JOB DESCRIPTION

- |                               |  |
|-------------------------------|--|
| <b>1. Group</b>               | <b>Chief Executives Unit</b>   |
| <b>2. Post Title</b>          | <b>Business Administration Manager</b>   |
| <b>3. Post Number</b>         | <b>To be confirmed</b>   |
| <b>4. Post Grade</b>          | <b>To be evaluated</b>   |
| <b>5. Section</b>             | <b>Corporate Services</b>  |
| <b>6. Responsible to</b>      | <b>Policy and Communications Manager</b>   |
| <b>7. Responsible for</b>     |  |
| <b>8. Main Purpose of Job</b> | To assist with the implementation of the new Data Protection Regulations corporately, and Freedom of Information (FOI) requests. To provide business administrative support to managers. To work with IT to maximise the way we handle personal data in accordance Data Protection Regulations. To ensure customer facing services provide excellent customer service. |
- 9.0 Specific Duties**
- 9.1** To set up a team(s) within the council including representatives from IT, HR, One Legal, service managers on a regular basis to assist with the implementation of the General Data Protection Regulations (GDPR) across the council.
- 9.2** To meet with the Data Protection Officer (DPO) and inform the relevant managers of identified risks and actions to be taken.
- 9.3** To create a data register to meet record keeping requirements and to audit current data processing practices against requirements under the GDPR.
- 9.4** To ensure that systems and processes are in place to comply with GDPR, including subject access rights and data breach requirements to meet the timeframes required by GDPR.
- 9.5** To liaise with IT and service managers to ensure IT systems can discover all personal data easily in backup's and archives.
- 9.6** To be responsible for ensuring that the council integrate privacy by design and default into operational practices. This includes ensuring collecting the minimum amount of information, considering privacy from the outset of each project involving personal data and ensuring that the organisation engages with relevant business areas early on.

- 9.7** To create and/or review corporate policies and procedures. This will include policies and procedures specifically related to data protection (e.g. employee data protection policies and subject access procedures), as well as all other policies and procedures that contain data processing elements. These will need to contain clear and practical guidance on GDPR compliance.
- 9.8** Develop a data breach response programme for prompt notification, allocating responsibility for investigating a breach, containing the breach and making a report so that a response can be given within 30 days.
- 9.9** To work with contract managers to ensure that contracts and procurement procedures comply with requirements related to third party data processors.
- 9.10** To liaise with managers to review staffing requirements for ongoing data protection compliance following the implementation of the GDPR.
- 9.11** To arrange and assist with training for all staff, following the introduction of new data protection policies. Ensure Data Protection training is mandatory and refresher training is provided on an annual basis and monitor the take up of training.
- 9.12** Implement regular audits against defined metrics (eg the number of privacy complaints, completion of training and data breaches suffered) to assess the ongoing success of the compliance programme.
- 9.13** To work with IT to ensure that there is investment in new technology to ensure that IT systems are able to protect personal data, and that this is monitored annually (IT systems must be kept up to date).
- 9.14** To identify administrative support across the council that can be provided to managers when a business need arises.
- 9.15** Ensuring that services are delivered in compliance with existing and new Health and Safety legislation and the Council's Health and Safety Policy, and ensuring that duties are pursued in a safe manner with due regard to the Health and Safety of yourself and others.
- 9.16** To manage risk and to help formulate and comply with the Council's Corporate Health, Safety and Welfare Plan, and to ensure that both systems and premises under your control are maintained in an acceptable standard to ensure the risk management and health and safety of staff and visitors.]
- 9.17** To adhere to all Council Policy, in particular Equal Opportunities.
- 9.18** To undertake any other duties properly assigned from time to time by the Chief Officer which are appropriate to the grade and character of the post.



# Corporate Services



## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Executive
<b>Date of Meeting:</b>	7 June 2017
<b>Subject:</b>	Economic Development and Tourism Strategy
<b>Report of:</b>	Andy Sanders, Community and Economic Development Manager
<b>Corporate Lead:</b>	Annette Roberts, Head of Development Services
<b>Lead Member:</b>	Lead Member for Economic Development and Promotion
<b>Number of Appendices:</b>	One

<p><b>Executive Summary:</b></p> <p>In June 2015 the Overview and Scrutiny Committee resolved to establish a Working Group to develop a new Economic Development and Tourism Strategy.</p> <p>This report outlines the Working Group’s progress and asks the Executive Committee to adopt the Strategy, following its approval by the Overview and Scrutiny Committee on 2 May 2017.</p>
<p><b>Recommendation:</b></p> <ol style="list-style-type: none"> <li><b>1. To adopt the Economic Development and Tourism Strategy.</b></li> <li><b>2. To approve the amendments to the Business Grant scheme as outlined in Paragraphs 3.3 to 3.5.</b></li> </ol>
<p><b>Reasons for Recommendation:</b></p> <p>The Economic Development and Tourism Strategy is an essential component of the Council’s delivery, supporting business growth across the Borough. It will set the context within which the Borough Council will deliver its Economic Development and Tourism Service. Economic development is one of the four main themes with the Council’s current Council Plan.</p>

<p><b>Resource Implications:</b></p> <p>Regarding the Strategy, there are no resource implications directly resulting from the report, although the Strategy will set the priorities for staff involved in the Economic Development and Tourism service.</p> <p>The amendments to the Business Grant scheme alter the amounts that can be awarded.</p>
<p><b>Legal Implications:</b></p> <p>No legal implications directly resulting from the report recommendation; consideration will be given to any specific legal implications arising from specific workstreams.</p>
<p><b>Risk Management Implications:</b></p> <p>There are no risk management implications associated with the report.</p>

**Performance Management Follow-up:**

The new Strategy includes an action plan with clear local indicators by which success will be monitored and reported back through the quarterly Performance Tracker.

**Environmental Implications:**

None directly associated with this report.

**1.0 INTRODUCTION/BACKGROUND**

**1.1** Tewkesbury Borough Council has had a proactive approach to supporting local business growth, which has been a central priority within the Council Plan since 2011.

**1.2** The previous Economic Development and Tourism Strategy 'Regenerating and Growing the Economy' came to the end of its lifespan and, in order to reflect the changing nature of the local economy and the impact on businesses, the Council required a new strategy.

**1.3** In June 2015 the Overview and Scrutiny Committee resolved to establish a Working Group to develop a new Strategy. The Working Group met on a number of occasions and considered a number of issues and opportunities, incorporating:

- national focus on growth;
- that this was a crux time for Tewkesbury Borough in terms of economic potential e.g. through the M5 Growth Zone, the Network Business Growth Hub;
- the current service delivery and opportunities for growth;
- analysis of tourism and economy data;
- review of the Business Grants Scheme;
- presentations from key partners, including the Local Enterprise Partnership;
- presentation from the Chief Executive on the major infrastructure projects;
- external funding, including a presentation of DEFRA LEADER funding; and
- the group also met at Gloucestershire Airport and received a presentation and tour from the Managing Director.

**1.4** A key element for the Working Group was the commissioning and development of an employment land review, economic assessment and business survey. This work was carried out by Bruton Knowles and funded through the Large Sites Infrastructure Fund. This study has been fundamental in the development of the strategy and providing key recommendations for the borough council to take forward. The findings from this work were presented to Members through a seminar.

**1.5** The Council has a comparably small and dedicated Economic Development and Tourism resource but has maximised this capacity by working creatively and in partnership to 'punch above its weight' e.g. working with the County's Economic Development unit and Cotswold Tourism. The new Strategy reflects the value of future partnership development. The Strategy also recognises the role of the Tewkesbury Growth Hub in promoting economic development and tourism in the Borough.

## **2.0 ECONOMIC DEVELOPMENT AND TOURISM STRATEGY**

- 2.1** As a result of the Working Group discussions, and in particular taking account of the Bruton Knowles findings, a draft Strategy has been produced. The Strategy provides strategic direction up to 2021. The Strategy can be found in Appendix 1.
- 2.2** The Working Group focussed on making Tewkesbury Borough the engine room for Gloucestershire's growth. To enable this to happen five key priorities emerged:
1. employment land planning;
  2. transport infrastructure improvement;
  3. business growth support;
  4. promoting Tewkesbury Borough; and
  5. employability, education and training
- 2.3** Under each of these five headings were a number of objectives, which can be found in the Strategy. In addition, a number of annual actions have been outlined under each objective.
- 2.4** Although the Strategy's legacy for Economic Development and Tourism will be over a sustained period of time, the Council will need to address its priorities now, to enable opportunities for growth to be maximised. The action plan reflects longer term projects, as well as initiatives that can be developed immediately. The actions will be reviewed on an annual basis to ensure that they are still relevant and achievable. The Council is embarking on an exciting period of growth and opportunities may present themselves, which weren't originally envisaged. Therefore the Strategy will need to be flexible and dynamic in order to adapt to changing circumstances.
- 2.5** Following the work of the Working Group in putting together these objectives, the Overview and Scrutiny Committee endorsed the Strategy at its meeting on 2 May 2017, incorporating some minor amendments. The Executive Committee is now asked to adopt the Strategy.

## **3.0 BUSINESS SUPPORT GRANTS**

- 3.1** Through the Working Group, one of the issues discussed included the Business Support Grant Scheme. The Scheme includes a programme of three business support grants, aimed at:
- supporting businesses that operate from home;
  - encouraging new business start-ups; and
  - helping existing businesses to develop and grow.
- Since the inception of the scheme in 2012, 193 grants have been awarded.
- 3.2** The Working Group were very supportive of the Scheme as it was seen as an important way of meeting the needs of the of the business community, supporting economic vitality and encouraging growth. In addition, feedback from business had shown the value of the Scheme and feedback from Central Government via the Start-up Business Tsar has shown that they were impressed with the Council's pro-active support.

- 3.3** The Working Group proposed that the three categories of grant and that the decision making process remain the same, through the Lead Members for Economic Development and Promotion, and the Lead Member for Finance and Asset Management, in consultation with the Head of Development Services and the Head of Finance and Resources. The development of the detailed schemes and application processes also remains with them. However, on this occasion the Working Group requested that the amendments to the Scheme were endorsed by Executive Committee.
- 3.4** The Working Group also discussed the need to increase the amounts to enable the Council to provide increased support. It would also help to attract business to the area, rather than locating elsewhere. Therefore, the Working Group proposed that the award amounts and match funding were amended as follows:
- The Working from Home Grant to increase from £250 to £500, with 50% match funding.
  - The Start-Up Grant to increase from £750 to £1,000, with 50% (currently 25%) match funding.
  - The 'Growing Business Grant' to increase from £1000 to £1,500, with 50% match funding.
- 3.5** The Working Group confirmed that the aims of the scheme would be to:
- facilitate an environment for Small/Medium Enterprises (SMEs) to set up and grow;
  - generate employment opportunities;
  - encourage occupation of premises;
  - support local retail and business centres; and
  - promote increased entrepreneurship and investment.

The Working Group also confirmed that the Start-Up Business and Growing Business Grant could provide financial support for a business initiative designed to generate growth within the business. It was also agreed to involve local Members where local knowledge could assist with particular issues.

Therefore, it is requested that the proposed amendments to the Business Support Scheme are endorsed by the Executive Committee.

#### **4.0 OTHER OPTIONS CONSIDERED**

**4.1** No other options considered.

#### **5.0 CONSULTATION**

**5.1** Consultation took place with the local business community, business networks and relevant partner organisations in the development of the Bruton Knowles report.

**5.2** The draft strategy has been considered, and subsequently supported, by the LEP and Business West.

#### **6.0 RELEVANT COUNCIL POLICIES/STRATEGIES**

**5.1** Council Plan.

Tourism and Economic Development Strategy 2012 – 2015, Regenerating and Growing the Economy.

**6.0 RELEVANT GOVERNMENT POLICIES**

6.1 Government's National Growth Policy.

**7.0 RESOURCE IMPLICATIONS (Human/Property)**

7.1 None directly associated with this report.

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

8.1 None directly associated with this report. The Strategy Review will include sustainability implications.

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

9.1 None directly associated with this report.

**10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS**

10.1 None.

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**Background Papers:** Overview and Scrutiny, 2 May 2017

**Contact Officer:** Andy Sanders, Community and Economic Development Manager  
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**Appendices:** Appendix1 – Strategy and Action Plan

# Economic development and tourism Strategy

## 2017-2021



April 2017



## Tewkesbury Borough Council's future focus for economic development and tourism will be on:

- 1 Employment land planning.
- 2 Transport infrastructure improvement.
- 3 Business growth support.
- 4 Promoting Tewkesbury Borough.
- 5 Employability, education and training.

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The Borough Council intends to work closely with the business community and its partners... to deliver and monitor this work.

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## Introduction

The purpose of this strategy is to set the priorities within which the Borough Council will deliver and support economic development and tourism over the next four years. This is based on research, consultation and identified need from within the local business community and partner organisations.

The strategy outlines how the council will help promote a strong and diverse local economy, support business growth, inform spatial planning strategy, support regeneration, encourage inward investment and maximise visitor numbers to the area.

It sets out the Borough Council's objectives and priorities and a series of actions to be delivered through an annual delivery plan. The delivery plan for year one is included within this document.

This strategy is built on a robust understanding of the local economy, the different sectors, relevant policies and key economic drivers of growth. It also considers the various powers and resources available to the council to support a vibrant local economy. We also recognise the pivotal role of highway infrastructure improvements to deliver our growth aspirations.

The Borough Council intends to work closely with the business community and its partners, including the Local Economic Partnership (LEP), to deliver and monitor this work.

## Background to the strategy

The current Economic Development and Tourism Strategy 'Regenerating and Growing the Economy,' has come to the end of its life and in order to reflect the changing nature of the local economy and the impact on businesses, the council has developed a new strategy.

A clear focus on economic growth has emerged through the government's National Growth Policy and Gloucestershire's Strategic Economic Plan (SEP). The borough has also been identified as a key area for growth in the county, in terms of both housing, employment and associated facilities and it's important the new Strategy supports this within its priorities.

Significant government funding has been secured through the Gloucestershire Growth Deal, providing key opportunities for the borough, including: the M5 growth zone, a growth hub and the support of key growth sectors. The EU Structural and Investment Funds Strategy (EUSIF) also delivers further funding. The new strategy will reflect and position the borough for these opportunities.

The council has a relatively small and dedicated economic development and tourism resource but has maximised this capacity by working creatively and in partnership to 'punch above its weight'. Delivery of a new strategy must consider future partnership development and include input from local organisations, including: GFirst Local Enterprise Partnership, the County's Economic Development Unit and Cotswold Tourism.

To support and provide an evidence base for the new strategy, an employment land review and economic development study was commissioned by the borough. This was undertaken by Bruton Knowles and AMION Consulting and has helped inform priorities within the strategy. A copy of the report can be found at [www.tewkesbury.gov.uk/planning-policy-evidence-base](http://www.tewkesbury.gov.uk/planning-policy-evidence-base)

**The strategy outlines how the council will help promote a strong and diverse local economy.**



## Economic context and key business sectors

The Borough of Tewkesbury is the northern gateway into the south west region. It offers a high quality environment, including parts of the Severn Vale and Cotswolds area of Outstanding Natural Beauty and stretches south to the outskirts of Gloucester and Cheltenham. The main population concentrations lie within the market towns of Tewkesbury and Winchcombe, and the centres of Bishop's Cleeve, Brockworth and Churchdown.

The area boasts an excellent location at the heart of the motorway network, with the M5 passing north to south through the borough and the M50 joining the M5 just to the north of Tewkesbury. Tewkesbury is ideally situated half-way between Bristol and Birmingham. The A417 and A419 link the M5 to the M4 at Swindon. This prime location with no less than five motorway junctions within its boundary, places it at the centre of the M5 growth zone.

Air travel for business is facilitated through Gloucestershire Airport, which is based within the borough. Rail links are also provided at Ashchurch for Tewkesbury station.

The borough boasts a number of key employment areas and rural business centres, which are very popular locations for business. The emerging Joint Core Strategy (JCS) also allocates new employment land at a number of strategic locations.

Demand for employment sites and premises has always been strong due to proximity with surrounding economic centres like Cheltenham, Gloucester and Worcester and its key strategic location with junctions 9, 10, 11 and 11a of the M5 running through the borough. The key sites, although, distributed throughout the borough are mainly positioned adjacent to Tewkesbury and Ashchurch in the north and near Cheltenham and Gloucester to

the south. There is a diverse range of new and renovated industrial and commercial premises, which serves the needs of the many employment sectors present. The business parks are home to a wide range of businesses from multinationals to Small and Medium sized enterprises (SMES).

The council supports the ambitions of Gloucestershire LEP to deliver new jobs into the area by 2031, attract substantial private sector investment, and create a well-motivated workforce with the skills to meet business needs and to build the foundations for a long term, sustainable, economy.

In terms of achieving the economic prospects indicated by the employment forecasts, and maximising benefits from growth opportunities within Tewkesbury Borough, there is a need to focus not only on ensuring the provision of an adequate supply of land but also that business needs are met in terms of suitable and appropriate accommodation and business support, including addressing skills needs within the workforce.



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**This prime location with no less than five motorway junctions within its boundary, places it at the centre of the M5 growth zone.**

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**the borough remains an established centre for high quality manufacturing and is home to some world class high tech aero engineering firms.**

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Opportunities for training and re-skilling are vital to ensuring that the borough has the right skills to meet demand and minimise unemployment. It is also important that skills development within young people is in line with employer needs. Businesses have indicated a desire to work more closely with HE establishments, schools and the local organisations in order to achieve this.

The borough is an established investment location and boasts a diverse economy in a broad range of sectors. These include advanced manufacturing and engineering, construction, transport, IT and other technology, banking, finance and insurance, land-based industries, business services, creative industries and retail. Major companies include Cotteswold Dairy, Endsleigh (Zurich), G4S Technology, GE Aviation, L-3 TRL Technology, Moog and Trelleborg Sealing Solutions.

Despite this broad base the borough remains an established centre for high quality manufacturing and is home to some world class high tech aero engineering firms. This is a significant sector of employment and remains important to the local economy. It also includes key sub sectors which should be encouraged through future policy development. Growth sectors in the borough, as in the county as a whole, are the knowledge economy and cyber, these should be nurtured and developed. The agricultural sector also remains important, particularly for the rural economy.

Tourism is an important industry for Tewkesbury Borough. It is one of five local districts that have formed a partnership as Cotswolds Tourism (Destination Management Organisation) which is the sixth most popular destination within England. Cotswolds Tourism is led by a small team of staff along with supporting work by the local authority tourism officers.

Tewkesbury Borough has some key tourist attractions for Gloucestershire including the second most visited attraction of Tewkesbury Abbey – attracting around 250,000 visitors per

year. Other key attractions in the borough are Sudeley Castle, Gloucestershire Warwickshire Steam Railway, Snowhill Manor, Nature in Art, the Jet Age Museum and Flyup417, a new series of downhill cycling tracks.

The Borough Council currently manages two tourist information centres in Tewkesbury and Winchcombe. Tewkesbury is fully financed and managed by the Borough Council but Winchcombe is currently funded by Winchcombe Town Council.



## Economic activity

Tewkesbury Borough has traditionally been strong in economic terms, playing a significant role within the region. This is demonstrated by its large workforce and high levels of economic activity, which are higher than both the county and national average.

The economy of Tewkesbury Borough supported 43,300 jobs in 2015 and a strong employment rate of 84.5%, compared with the South West (77.4%) and nationally (73.5%). The unemployment rate remains low at 1% (ONS 2017). This is below county (1.1%), regional (1.3%) and national (1.9%) levels.

In terms of employee jobs by industry, the manufacturing sector represents a significant 23% of overall employment in Tewkesbury Borough, with the health sector (11%) business administration and support (7.3%), and professional, scientific, and technical sector (7%) also strongly represented.

Tewkesbury Borough has a high job density, with close to one job for every resident. This provides a useful indicator of the demand for labour and at 0.96 jobs per person this is higher than the South West (0.86) and nationally (0.82).

In terms of productivity the area performs well, with the value of the goods and services produced (GVA) in Tewkesbury Borough in 2014 was £2.23 billion. (Source: ONS). Total GVA for Tewkesbury Borough is estimated to have increased by 21.7% from £1.84 billion over the period 2009 – 2014, exceeding average growth across Gloucestershire, the South West and England.

Tewkesbury Borough has a strong business base with 3,915 enterprises in 2015 made up of 3,445 micro-businesses, 380 small businesses, 70 medium-sized businesses, and 20 large businesses. This is consistent with the regional and national profile. In 2014, there were 445 new businesses registered in Tewkesbury Borough, 51% higher than the number registered in 2009 and above regional

(41%) and national (49%) levels. The borough also has a strong business survival rate with 94.9% of new businesses surviving the first year compared with 90.8% nationally and 45.8% in the fifth year compared with 41.7% nationally.

In total, 25,211 people commute into Tewkesbury Borough from other districts on average each day while 20,566 people commute from Tewkesbury Borough to other areas – resulting in a net average inflow of 4,645 commuters.

Based on AMION's Economic Growth and Competitiveness Index (EGCI), Tewkesbury Borough performs strongly in terms of quality of life, economic output, enterprise, and employment in high-technology sectors relative to the average of all local authority districts in England. Whilst the overall analysis indicates that the economic performance of Tewkesbury is relatively strong, there are areas which have the potential to impact upon future growth prospects. In particular, this relates to working age population (suggestive of an ageing demographic) and indicators of knowledge and innovation (both employment in knowledge intensive services and residents working within managerial or professional occupations). In addition, issues such as the relatively low rate of self-employment may also warrant further consideration.

There is an annual tourism related spend of 125 million to the borough economy. The borough has around 304,000 trips by staying visitors and 830,000 staying visitor nights. There are 1.8 million day visits to the area per year. Over 2,000 jobs within the borough are related to tourism spending which means that around 5% of the employment is supported by tourism. Tourism businesses are largely made up of SME's.



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**Tewkesbury Borough has a high job density, with close to one job for every resident.**

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## The Council Plan objectives:

Tewkesbury Borough Council is proud of its proactive approach to supporting local business development and economic vitality, which is a central priority within the Council Plan.

Economic development is one of four key priorities for Tewkesbury Borough Council, as committed to in the Council Plan 2016 – 20.

The Council Plan defines the economic development objectives as:

- 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 the Tewkesbury Borough Plan.
- Maximise the growth potential of the M5 junctions within the borough.
- Deliver regeneration for Tewkesbury town.

This Strategy provides the primary focus and direction for the work and activities of Tewkesbury Borough Council, in order to achieve these objectives.

It replaces the Economic Development and Tourism Strategy 2012-15.

## The purpose

As the district council and local planning authority, Tewkesbury Borough Council aims to:

- Provide practical support for businesses in the borough.
- Promote the area, to attract investment and visitors.
- Deliver effective strategic planning to facilitate economic prosperity.
- Take the lead in influencing partner public sector organisations, and act as key co-ordinator, to facilitate economic growth.
- Be proactive in seeking external funding for the area.

Tewkesbury Borough Council, in partnership with Bruton Knowles and Amion Consulting, has researched the local economy in depth, and consulted extensively with businesses, to determine how best to focus its resources and activities, to deliver against its objectives.

From this, it has identified a set of key strategic activities, to prioritise and direct the work of the authority.

- Employment land planning.
- Transport infrastructure improvement.
- Business growth support.
- Promoting Tewkesbury Borough.
- Employability education and training.

This is not considered an exclusive list, rather a set of priorities derived from existing needs, which may well evolve and change with time, and it does not preclude other activities, which may in future be deemed to be effective in delivering the objectives.



**Tewkesbury Borough Council, in partnership with Bruton Knowles and Amion Consulting has researched the local economy in depth, and consulted extensively with businesses.**



## Strategy 2017-2021

Tewkesbury Borough Council will focus on the following strategic priorities:

### 1. Employment land planning

Development Services will support the Council Plan economic development objectives through:

- a) Practical solutions to facilitate business growth needs on existing and potential commercial sites.
- b) Delivering sufficient employment land to meet the needs of the strategic plan.
- c) Positive application of land use policy in delivery of achievable employment land sites.
- d) Supporting key business park areas.

### 2. Transport infrastructure improvement

- a) Road – promote traffic flow improvements to M5 Junctions 9, 10, 11 and 11a, strategic routes A46, A417 and A40, and any associated roads.
- b) Air – support Gloucestershire Airport business expansion and highway access improvements.
- c) Rail – Support rail service improvements, including Ashchurch for Tewkesbury Station and the Gloucestershire Warwickshire Steam Railway expansion.

### 3. Business growth support

- a) Instigate business support initiatives to promote economic growth.
- b) Promote rural businesses and economic growth in rural areas of the borough.
- c) Stimulate business start-ups and enterprise growth rates, incorporating the development of a growth hub.
- d) Work Jointly with Gloucestershire LEP to seek commercial investment from outside the borough and actively secure available public funding.

- e) Encourage investment to improve the provision of visitor accommodation.
- f) Drive retail centre growth through regeneration projects.

### 4. Promoting Tewkesbury Borough

- a) Promote Tewkesbury Borough and the 'M5 growth corridor' as the uniquely connected business location.
- b) Promote Tewkesbury Borough to visitors, working with Cotswold Tourism and other partners, including neighbouring tourism destinations.

### 5. Employability education and training

- a) Promote initiatives to improve education and training relevant to local employment.
- b) Facilitate links between local schools/colleges/universities and local businesses.



Although the strategy will be delivered over a four year period, a delivery plan will be adopted on an annual basis.



## Annual delivery plan

Although the strategy will be delivered over a four year period, a delivery plan will be adopted on an annual basis. It is clear that a strategy for economic development and tourism will need to focus on growth over a sustained period of time. However, the council will need to address its priorities now, to enable opportunities for growth to be grasped.

Although this is a council strategy, we recognise the need to work in partnership to enable the borough to meet its potential. The council has a small service, but big ideas, and to ensure these are made into reality requires vision, creativity, teamwork and joint working.

The action plan reflects longer term projects, as well as initiatives that can be developed immediately. The actions will be reviewed on an annual basis to ensure that they are still relevant and achievable. The council is embarking on an exciting period of growth and opportunities may present themselves, which weren't originally envisaged. Therefore the strategy will need to be flexible in order to adapt.

Each action has been presented under one of the council's five priorities that contribute to Tewkesbury borough becoming the engine that delivers growth in Gloucestershire.

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**The council has a small service, but big ideas, and to ensure these are made into reality requires vision, creativity, teamwork and joint working.**

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Tewkesbury Borough Council will focus on the following strategic priorities:

## 1. Employment land planning

Development Services will support the Council Plan economic development objectives through:

- a) **Practical solutions to facilitate business growth needs on existing and potential commercial sites.**
  1. Safeguard viable employment land which meets the needs of business.
  2. Provide constructive planning advice to businesses to meet their development needs.
  
- b) **Delivering sufficient employment land to meet the needs of the strategic plan.**
  1. Ensure there is an available and deliverable portfolio of sites across the borough to accommodate different employment types and uses.
  2. Work with developers, stakeholders and infrastructure providers to deliver strategic employment sites within JCS allocations.
  
- c) **Positive application of land use policy in delivery of achievable employment land sites.**
  1. Allocation of employment sites through the Joint Core Strategy and Tewkesbury Borough Plan.
  2. Progress a development masterplan for the M5 Junction 9/A46 area to identify opportunities for economic growth.
  
- d) **Supporting key business park areas.**
  1. Explore potential for business improvement districts to encourage greater business connectivity, environmental enhancement and business retention.
  2. Develop both formal and informal links with the business community, business centre and business park managers across the borough and maximise opportunities.







## 2. Transport infrastructure improvement

Improve the three core transport links for the borough, vital to commercial prosperity, by working closely with partner authorities and agencies:

**a) Road - promote traffic flow improvements to M5 Junctions 9, 10, 11 and 11a, strategic routes A46, A417 and A40, and any associated roads.**

1. Work in partnership with key agencies, such as the LEP and HCA, to drive forward delivery on major infrastructure works – including a particular focus on J9 and J10.
2. Work with HCA, GCC and HE to access external funding to identify and deliver infrastructure improvements to M5 J9/A46, as part of a development masterplan to deliver economic growth.
3. Work with neighbouring districts and authorities to realise M5 growth zone potential.

**b) Air - support Gloucestershire Airport business expansion and highway access improvements.**

1. Identify growth opportunities through the Tewkesbury Borough Plan.
2. Work in partnership with the airport to build connections with local businesses and act as a catalyst to encourage investment in the borough.

**c) Rail - Support rail service improvements, including Ashchurch for Tewkesbury Station and the Gloucestershire Warwickshire Steam Railway expansion.**

1. Work with partners to support proposals for improved rail infrastructure and services at Ashchurch for Tewkesbury Railway Station.

### 3. Business growth support

**a) Instigate business support initiatives to promote economic growth.**

1. Develop an annual programme of business engagement meetings, with a selection of small, medium and major companies to improve communication and understanding of local business needs.
2. Work with key partners to support business expansion and retention opportunities within the borough and support emerging and key growth sectors.
3. Work with the business rates team to review the powers provided by the Localism Act 2011 that support local business growth.

**b) Promote rural businesses and economic growth in rural areas of the borough.**

1. Promote and support the delivery of the LEADER (\*see page 12 for definition) grant programme across the borough, to promote rural economic growth.
2. Support the enhancement and provision of high quality broadband for business.

**c) Stimulate business start-ups and enterprise growth rates, incorporating the development of a growth hub.**

1. Delivery of a business support grant scheme and advice programme for pre, new start and growing businesses.
2. Development and delivery of business growth hub and enterprise incubation units to be launched within the council's Public Service Centre.
3. Support businesses looking to develop into new markets, and work with partner organisations to help businesses explore export potential.

**d) Work jointly with Gloucestershire LEP to seek commercial investment from outside the borough and actively secure available public funding.**

1. Identify funding opportunities, in line with the county's Strategic Economic Plan (SEP), through the Gloucestershire growth deal and Gloucestershire Infrastructure Investment Fund (GIIF).
2. Work in partnership to secure European funding opportunities in line with the EU Structural and Investment Funds Strategy.

**e) Encourage investment to improve the provision of visitor accommodation.**

1. To facilitate and support funding bids from accommodation providers that focus on accommodation improvement and development.
2. To work with and support local SME tourism accommodation businesses to improve the quality of their businesses.

**f) Drive retail centre growth through regeneration projects.**

1. Work with Tewkesbury Regeneration Partnership to support delivery of town centre improvements and transformational projects, which are catalysts for growth (including Spring Gardens and Healings Mill projects).
2. Work with partners and LEP retail sector group to deliver emerging place management initiatives which support centre vitality and encourage the independent retail offer, including digital high street projects, a shop front design guide and investment plans.



## 4. Promoting Tewkesbury Borough

### a) Promote Tewkesbury Borough and the 'M5 growth corridor' as the uniquely connected business location.

1. Delivery of an inward investment campaign, promoting the key selling points of the borough as a business location, including development of M5 growth corridor and better connected for business brands.
2. Delivery of inward investment support and information service – promoting opportunities, through one point of contact.
3. Establish and maintain a database of investment and job creation in the borough, to help increase investment confidence and to pave the way for further development.

### b) Promote Tewkesbury Borough to visitors, working with Cotswold Tourism and other partners, including neighbouring tourism destinations.

1. Retain active membership within the Cotswolds Tourism partnership and position Tewkesbury Borough as a key partner and destination within the Cotswolds.
2. To investigate other partnerships that benefit the Severn Vale and Tewkesbury Borough.
3. Develop key marketing plans which complement the DMO (Cotswolds Tourism) for both Tewkesbury and Winchcombe and the surrounding areas.



## 5. Employability education and training

### a) Promote initiatives to improve education and training relevant to local employment

1. Help those furthest from the labour market access to skills opportunities and work through initiatives, such as the Going the Extra Mile (GEM) project.
2. Work with partners to improve performance in Level 4+ qualifications and promote countywide funded sector skills initiatives, including STEM opportunities.
3. To work with Cotswolds Tourism to promote a wide variety of training opportunities for businesses and tourist information centres.

### b) Facilitate links between local schools/colleges/universities and local businesses

1. Support effective communication between schools, universities, colleges and businesses - to help develop the workforce of the future - work with partners to deliver a careers fair.
2. Promote delivery of apprenticeship and graduate support programmes, to help develop and retain talent.



### Supporting documentation or documentation which we will refer to ongoing:

- Tewkesbury Borough Employment Land and Economic Development Strategy Review.
- Tourism report
- Strategic Economic Plan for Gloucestershire
- EU Structural and Investment Funds Strategy (EUSIF)
- Building our Industrial Strategy: green paper

\*LEADER stands for Liaison Entre Actions de Developpement de l'Economie Rurale (Liaison among actors in rural economic development).

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Executive Committee
<b>Date of Meeting:</b>	7 June 2017
<b>Subject:</b>	Communications Strategy 2017 to 2019
<b>Report of:</b>	Graeme Simpson, Head of Corporate Services
<b>Corporate Lead:</b>	Mike Dawson, Chief Executive
<b>Lead Member:</b>	Councillor D J Waters
<b>Number of Appendices:</b>	One

<p><b>Executive Summary:</b></p> <p>Communications has a vital role to play in helping Tewkesbury Borough Council deliver its vision, priorities and objectives to local people.</p> <p>This Communications Strategy and action plan is short and simple – looking at how we can grow our communications from how it is now to our aims for the future.</p> <p>It will support the Council Plan and the Council's other strategies by ensuring they are effectively communicated to relevant audiences.</p>
<p><b>Recommendation:</b></p> <p><b>To APPROVE the Communications Strategy and action plan.</b></p>
<p><b>Reasons for Recommendation:</b></p> <p>Given that we are a council delivering a wide range of complex services to more than 80,000 residents, we need a clear strategy to face the challenge of communicating effectively.</p>

<p><b>Resource Implications:</b></p> <p>None other than officer time to implement the action plan.</p>
<p><b>Legal Implications:</b></p> <p>None directly arising from this report.</p>
<p><b>Risk Management Implications:</b></p> <p>If the Council does not have a strategy in place then this will adversely affect the reputation of the Council.</p>
<p><b>Performance Management Follow-up:</b></p> <p>Progress in delivering the action plan will be reported to Overview and Scrutiny Committee on an annual basis.</p>

**Environmental Implications:**

None directly arising from this report.

**1.0 INTRODUCTION/BACKGROUND**

**1.1** The previous Communications Strategy was approved by Executive Committee in 2014, so it is now necessary to introduce a new strategy that develops and improves our communications, as well as making sure it is in line with current best practice. It is important we recognise that communicating is at the heart of everything we do at all levels of the organisation. Clear communication helps us to strengthen our links with the public, our residents, stakeholders, Councillors and staff.

**1.2** As the financial challenges facing local government continue, and services change to be as cost effective as possible, it is vital that we communicate these changes effectively to our target audiences – both internally and externally.

**1.3** The strategy and action plan reflect the importance of supporting the Council's transformation programme. Communications will be vital in helping our customers, members, staff and stakeholders know when and how a service is changing, or when it can be accessed in a different way.

**2.0 PURPOSE OF THE COMMUNICATIONS STRATEGY**

**2.1** To communicate effectively means to listen as well as broadcast and it only works when what we are saying is clear and easy to understand.

**2.2** This Communications Strategy provides a framework and action plan for how we can drive forward our approach to communications – both internally and externally - ensuring we embrace modern digital communications (such as social media, the website and email communications) while recognising the need to continue to include the more traditional methods (such as face-to-face and phone).

**2.3** The strategy identifies:

- Key communication principles.
- What we've achieved so far.
- What people think of us.
- What we want to achieve – our six objectives.
- How we will achieve this.

**2.4** It is supported by an action plan, which will sit alongside the day-to-day work of the Communications and Graphics team, which includes:

- Responding to media enquiries.
- Responding to communication and design requests from all services across the Council.
- The production and delivery of proactive communications, such as press releases, posters, Tewkesbury Borough News, Staff Briefings and e-newsletters.
- Social media monitoring and updates.

Within the 'How will we achieve this?' section, the strategy outlines the different approaches we will use to achieve our objectives, which will be through:

- Media and PR.
- Corporate communications.
- Social media.
- Promoting digital.
- Creative and design service.
- Tewkesbury Borough News.
- Internal communications.

### **3.0 OTHER OPTIONS CONSIDERED**

3.1 None.

### **4.0 CONSULTATION**

4.1 Citizens' Panel consultation on communications – March 2017.

### **5.0 RELEVANT COUNCIL POLICIES/STRATEGIES**

5.1 Council Plan 2016 to 2020.  
Social Media Policy and Guidelines.  
Digital Strategy.  
Written Style and Branding Guide.

### **6.0 RELEVANT GOVERNMENT POLICIES**

6.1 None.

### **7.0 RESOURCE IMPLICATIONS (Human/Property)**

7.1 Managed within current resources and budget.

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

8.1 None.

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

9.1 Good communications will improve stakeholder's knowledge of, and access to, Council services and information.

### **10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS**

10.1 None.

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**Background Papers:** None.

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**Appendices:** One.

# Communications strategy

2017



“ communicating is at the heart of everything we do ”



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## Why do we need a communications strategy?

Good communication can create a positive experience for those who interact with the council. It helps residents, councillors, employees, partners, and the media understand our objectives, values, services, challenges and achievements.

To communicate effectively means to listen as well as broadcast, and it only works when what we are saying is clear and easy to understand. Given that we are a council delivering a wide range of complex services to more than 85,000 residents, we face a significant challenge to communicate well. This strategy explores how we will go about facing that challenge.

It is important we recognise that communicating is at the heart of everything we do at all levels of the organisation – communications is not just the responsibility of the communications team.

This strategy provides a framework and action plan for how we can drive forward our approach to communications, ensuring we push our digital communication channels (such as social media, the website and email communications) while recognising the need to continue to include the more traditional methods (such as face-to-face and phone).

As the financial challenges facing local government put more pressure on services to change and to be as cost effective as possible, it is vital that we communicate these changes to our target audiences – both internally and externally. Our customers, members and staff need to know when and how a service is changing or when it

can be accessed in a different way.

This communications strategy is short and simple - looking at how we can build on what's been achieved so far and how we can grow to meet our aims for the future. It is backed up by an action plan, which sets out the milestones along the way.

## Who do we want to communicate to?

As a borough council, we have a wide range of audiences and stakeholders. It is important that we target communications to the right audience, so that we communicate with the right people at the right time, in the right way

These include:

- Councillors
- Residents
- Employees
- The media
- Public sector partners
- Town and parish councils
- Businesses
- Government
- Local community groups and charities

## Our key principles

The following principles will underpin all our communications work:

- We recognise that good quality communication is essential for the effective delivery of our services.

“A consistent, **accurate and controlled approach** to our response to emergency situations is now in place.”

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- We will be as transparent, open and accountable as possible.
- We will ensure information is shared, accessible and meets equality standards.
- All our communication - spoken, written and electronic - will:
  - o Be honest, accurate, timely and up-to-date.
  - o Be clear, written in plain English, and easily understood.
  - o Be consistent and suitable for the audience - including hard-to-reach groups.
  - o Meet the corporate Written Style and Branding Guide and be clearly identified with Tewkesbury Borough Council.
  - o Be compliant with relevant legal requirements and conform to the Code of Conduct on local government publicity.
- Effective ways of communicating – we hold seminars and publish newsletters for our town and parish councils, we now have a number of social media accounts on Facebook, Twitter and Instagram. In addition, we publish a monthly online newsletter for staff.
- We continue to ensure communications is published in line with our Written Style and Branding Guide so that all external communication is written and designed in a consistent and professional manner.
- Our community news page in Tewkesbury Borough News has opened up the opportunity for town and parish councils across the borough to add their news to our paper.
- A consistent, accurate and controlled approach to our response to emergency situations is now in place.

## How are we doing?

Since our previous Communications Strategy 2014 to 2016, there have been a number of notable achievements as a result of improved communications, including:

- Media coverage continues to be positive, with only a small percentage of stories reflecting negatively.
- A high level of proactive communications – more press releases, social media coverage and media briefings now take place.
- We are the lead communications team for the Joint Core Strategy, working with the team to produce press releases, newsletters, member updates and social media posts.
- Improved media relations – we continue to have excellent media relations with the local media, and we meet regularly with them.

## What do people think of us now?

To know what people think of us, we need to understand how our reputation really stands in our communities.

In 2016 we set up a Citizens' Panel, which is a diverse group of Tewkesbury borough residents (from different communities, age groups, needs and backgrounds) who we email occasionally to ask for opinions about our services and to help us pilot new ways of delivering services.

We currently have 251 members and we use the information they provide us with to ensure that our services are available and suitable for everyone.

The list of topics we ask about range from testing online services before they go live, to giving

feedback on strategies (e.g. car parking, waste and recycling collections).

In March 2017, we carried out a snapshot survey and asked the panel what they think of our communications. 50 members responded to the survey, which revealed:

- That 64 per cent of respondents feel that we keep them very or fairly well informed about our services and benefits we provide, but 10 per cent feel not very well informed.
- Encouragingly, the main way respondents find out about the council is through our own website (67 per cent) followed by our own publication Tewkesbury Borough News (50 per cent) and via local media (33 per cent).
- 76 per cent of respondents read Tewkesbury Borough News either in full or in part, and only one per cent of respondents receive it but do not read it.

## What do we want to achieve?

While the feedback from our citizens’ panel is encouraging, it can only be regarded as an indication of how we are performing, and the Communication team wants to continue pushing communications forward through digital and traditional channels.

Our communications objectives are to:

- Maintain and improve our local reputation through proactive communications.
- Ensure that all elements of our communications (traditional, digital and graphic design) are integrated, consistent and

co-ordinated across all channels to give maximum support to our Council Plan.

- Encourage two-way dialogue.
- Promote the image of the council as an effective, efficient and listening organisation that is focused on the public and their needs.
- Build and maintain a professional corporate identity for consistent and co-ordinated use throughout the organisation.
- Ensure that our communications activities reflect the full diversity of the community and help ensure equality of access to all our services.

## How will we achieve this?

### Media and PR

The Communications and Graphics team runs a busy press office function, producing responses to daily media enquiries and issuing proactive releases to publicise council services, news, decisions and performance.

The way we need to respond to enquiries is changing. Most stories are published online first now, so reporters want a very quick turnaround. In addition, reporters are much more likely to pick up stories through social media.

It is important that we make the most of the opportunities to use the media to help communicate our messages to their audiences, such as:

- Issuing media releases in a timely and relevant manner.
- Being proactive when it is clear a decision or approach may be controversial
- Responding to inaccurate information or

misleading interpretation of the facts.

- Continuing to foster excellent working relationships with the media through regular meetings and briefings.
- Producing a daily electronic update of the council’s media coverage for councillors and managers.

### **Corporate communications**

The team manages proactive communications to increase public awareness of council policies, initiatives and service updates. The team is also responsible for maintaining a strong corporate identity across the council, and for managing high quality and consistent communications.

### **Social media**

Social media provides a quick and easy way for the public to receive information and engage with us.

The insight and ability to target specific audiences provides opportunities to support campaigns and key messages. To help support this, we will:

- Grow our social media accounts to help support the effective sharing of news, including in emergency situations.
- Ensure enquiries received through social media are responded to quickly and in an appropriate tone.

### **Promoting digital**

Supporting and promoting digital channels is now a communications priority to reflect the continuing and rapid growth in web and social networking.

Through digital channels, such as our website and apps, we can communicate quickly, target our more hard-to-reach groups (for example, young people) and it tends to be inexpensive.

However, it is also important to recognise that while it is important that we embrace digital channels, our traditional methods of communication are still important. We must not exclude groups or individuals who do not have access to social media or the internet.

### **Creative and design service**

We have an experienced, in-house graphic designer working across all forms of design for digital as well as print media.

The designer offers a professional service – managing the whole process from concept to production. Key to the work of the team is to protect and manage the use of our corporate identity, ensuring the quality of council artwork adheres to the highest standards and the purpose of publications is relevant.

The team will also take a lead in developing innovative design solutions to present council information through digital and social media platforms. This will help us to ensure that our digital presence remains current at all times.

### **Tewkesbury Borough News**

Our residents’ newspaper, which is delivered three times a year, provides timely information and features about the council and its services, as well as details of events in the borough. Our recent snapshot survey revealed that it is still one of the main ways in which residents find out about council-related news.

A review of Tewkesbury Borough News is scheduled to take place in the summer of 2017.

“ Where staff understand what is required of them and **morale is high**, they become ambassadors for the organisation.”

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## **Internal communications**

Where staff understand what is required of them and morale is high, they become ambassadors for the organisation.

Even without a specific programme of change, organisations - particularly councils - are changing constantly and good internal communication is the best way of retaining the support of staff and the key to long-term improvement.

We have a multi-channel approach to our internal communications including:

- Staff Briefings
- Weekly management team bulletins
- Intranet
- Monthly internal newsletter – News4U

## **Supporting documents**

The following plans support the work of the communications team:

- Media Protocol
- Social Media Policy and Guidelines
- Social Media User Tips
- Social Media Response Check
- Written Style and Branding Guide
- Customer Care Strategy
- Digital Strategy

## **Strategy review**

This Communications Strategy and action plan will be reviewed regularly by the team, and progress on the action plan will be reported to Overview and Scrutiny on an annual basis.

## Communications Strategy action plan

Communications action plan		
Action	What difference will it make?	Start date
Support the Digital Strategy to promote digital ways of communicating.	Clear, consistent and accurate communication is needed throughout this council priority to ensure all audiences feel engaged and understand what is happening and why.	June 2017
Provide training in media and social media for councillors and managers.	It will give confidence to those in media-facing roles, and will help to protect the council's reputation.	February 2018
Review the council's written style and branding guide to ensure it is fit for purpose	Ensuring our communications style is consistent is paramount in building our brand. Reviewing the guide will ensure we are brand is still in line with best practice.	July 2017
Review the council's media protocol to ensure it is fit for purpose.	Our media protocol ensure we have an agreed understanding of how we deal with media enquiries, statements and interviews. It was originally introduced in 2010 and so is due a review.	August 2017
Issue a minimum of two media releases every week	The number of press releases we issue has a direct impact on the amount of local publicity we receive. To ensure our profile remains high in the local community, it is important we commit to producing regular press releases.	June 2017
Carry out a review of internal communications	Gaining a better understanding of staff views of internal communication will help us to improve it.	July 2017
Increase video output where appropriate – e.g. to encourage recruitment.	Video can be a very effective way of reaching out to different audiences, and it's not something we have seriously considered. If an opportunity arises, we should look into the pros and cons of it. Lots of councils use video work in tourism and recruitment.	January 2018
Promote council achievements in the local government arena, such as the Municipal Journal.	Help to improve our reputation within the local government arena.	June 2017
Produce an annual forward plan for communications opportunities	A forward plan will ensure we are appropriately prepared for regular communication activities, freeing us up to give more time to ad-hoc communication requirements.	January 2018
Review Parish Matters	This will ensure we are communicating effectively with our town and parish councils.	June 2017

## Communications Strategy action plan

Communications action plan		
Action	What difference will it make?	Start date
Lead on the communications for the Joint Core Strategy team.	Help to ensure consistent and accurate information in simple language is provided for complex issues, such as the Joint Core Strategy.	Ongoing throughout strategy
Investigate the use of info-graphics to help visually communicate complicated messages (such as the budget).	Info-graphics are being used by organisations to communicate messages using graphics. This will work well for areas such as the budget and enviro-crimes.	November 2017
Promote the Council Plan annual refreshes – both internally and externally.	As the council's key corporate document setting out our vision, aims and priorities, it is important that our staff and members of the public know what it is and what it means.	April 2018
Continue to develop our communications through social media.	Help to increase followers on social media, protect the council's reputation, and keep the council up-to-date with new social media communication channels.	June 2017
Promote the joint work carried out through the Public Services Centre.	It will help to promote our public services centre and our joined-up aims.	June 2017



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## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Executive Committee
<b>Date of Meeting:</b>	7 June 2017
<b>Subject:</b>	Management of Occupational Road Risk
<b>Report of:</b>	Simon Dix, Head of Finance and Asset Management
<b>Corporate Lead:</b>	Robert Weaver, Deputy Chief Executive
<b>Lead Member:</b>	Lead Member for Finance and Asset Management
<b>Number of Appendices:</b>	One

<p><b>Executive Summary:</b></p> <p>Council officers and Members undertake substantial business travel each year and the Council has a duty to ensure that it is managing the process and both employees and vehicles are suitable to undertake the travel.</p> <p>The proposed policy extends the current arrangements for checking and also formalises the approach so that the Council is able to demonstrate it is discharging its duties.</p>
<p><b>Recommendation:</b></p> <p><b>That the Executive Committee:</b></p> <ol style="list-style-type: none"> <li>1. approves the Management of Occupational Road Risk Policy and Guidelines; and</li> <li>2. delegates authority to the Head of Finance and Asset Management to make minor amendments to the policy, if necessary, following Union consultation.</li> </ol>
<p><b>Reasons for Recommendation:</b></p> <p>The Council's current arrangements for checking both employees and vehicles suitability for business travel require extending and formalising in order to protect both the Council and the employee.</p>

<p><b>Resource Implications:</b></p> <p>None.</p>
<p><b>Legal Implications:</b></p> <p>None.</p>
<p><b>Risk Management Implications:</b></p> <p>Failure to undertake reasonable steps to check the suitability of employees and vehicles for business travel could invalidate the Council's insurance cover and lead to prosecution.</p>

**Performance Management Follow-up:**

Internal Audit and Counter Fraud Unit to undertake spot checks. Investigations into a new Human Resources system will look at the feasibility of recording, monitoring and managing this aspect through the new system.

**Environmental Implications:**

None.

**1.0 INTRODUCTION/BACKGROUND**

- 1.1** The reduction of injuries and deaths sustained from work-related driving is a priority for occupational health. It is widely accepted that for most workers driving is one of the riskiest activities undertaken as part of work. In Great Britain it is estimated that at least a fifth of road injuries are sustained in a collision in which someone was driving for work at the time.
- 1.2** The management of occupational road risk (MORR) is intended as a means of improving work related road safety (WRRS). In 2014, the Royal Society for the Prevention of Accidents commissioned and in-depth review of current practices and highlighted a number of recommendations covering a better understanding of the problem, policy and advocacy, raising awareness and good practice, and monitoring and evaluation.
- 1.3** In addition, an employer has a duty of care to the staff it employs in all aspects of fulfilling the organisation's objectives. This was given further weight in 2007 with royal assent being given to the Corporate Manslaughter and Corporate Homicide Act. This required companies and organisations to keep their health and safety management systems under review, in particular, the way in which their activities are managed or organised by senior management.
- 1.4** It is also a requirement of the Council's insurance policies that the Council take all steps that would be expected of a reasonable employer to safeguard its employees and protect the Council's position and validate its policies in the event of a claim being made.

**2.0 POLICY AND GUIDELINES**

- 2.1** In the last year over 138,000 business miles have been claimed by officers and members of the Council. Many more miles of business travel go unclaimed for a variety of reasons but nevertheless the overall figure is significant and it is clear that a formal policy, together with a framework for the management and monitoring of business travel, is required.
- 2.2** The Policy and Guidelines attached at Appendix A applies to all officers of the Council, Members of the Council, Council volunteers and some additional roles. The policy and management framework will organise the Council's current approach to the administration of business travel and provide consistency across the organisation.
- 2.3** The requirements of the Policy are designed to be comprehensive and effective yet simple and quick for management and employees to instigate. The policy requires annual checks against a range of things including individual car insurance, driving licence, MOT certification and road tax. Individuals will be required to present hard copy information for certain elements whilst utilising the government's website and central database for other items such as the driving licence and MOT checks.

- 2.4** Managers will be expected to sign a declaration once they have checked the documents and pass the declaration to Human Resources for recording on personnel files. New starters taken on by the Council will need to have the checks undertaken as part of the induction process and prior to incurring any business travel.
- 2.5** Should it be found that an employee fails to provide adequate documentation, or that the checking process reveals that the employee does not have a valid licence, has not got adequate insurance cover or the vehicle has not passed an MOT inspection, where required, the employee will be suspended from undertaking business travel until the issue is resolved. In cases where Essential User Allowance is being paid to the individual, this will also be suspended until the issue is rectified.
- 3.0 OTHER OPTIONS CONSIDERED**
- 3.1** None.
- 4.0 CONSULTATION**
- 4.1** Ongoing consultation with Trade Unions.
- 5.0 RELEVANT COUNCIL POLICIES/STRATEGIES**
- 5.1** Health and Safety Policy.
- 6.0 RELEVANT GOVERNMENT POLICIES**
- 6.1** None.
- 7.0 RESOURCE IMPLICATIONS (Human/Property)**
- 7.1** As detailed within the report and appendices.
- 8.0 SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)**
- 8.1** None.
- 9.0 IMPACT UPON (Value For Money/Equalities/E-Government/Human Rights/Health And Safety)**
- 9.1** None.
- 10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS**
- 10.1** None.

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**Background Papers:** None.

**Contact Officer:** Simon Dix, Head of Finance and Asset Management  
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**Appendices:** Appendix A – Management of Occupational Road Risk Policy and Guidelines.

Management of Occupational Road Risk  
Policy & Guidelines



## Management of Occupational Road Risk

### **1. Introduction**

### **2. Policy Statement**

### **3. Use of Private Vehicles for Council Business**

3.1 Managers & DSM Guidelines

3.2 Employee, Volunteer & Member Guidelines

3.3 Monitoring

3.4 Disqualification from Driving

### **Appendix**

**A. Employee/Volunteer Annual Driver Documentation Checklist**

## 1. Introduction

The aim of this policy is to raise awareness of occupational road risks within the Council and to identify key areas for action. The overall aim is to reduce the associated risks to employees and the Council to an acceptable level.

Statistics taken from the Occupational Road Safety Alliance (orsa) website demonstrate that between 2006 and 2015 over 6,300 people have been killed, 55,000 seriously injured, and almost half a million slightly injured in work related road crashes.

*"It is estimated that between one quarter and one third of reported road casualties occur in road accidents involving someone who was driving, riding or otherwise using the road for work purposes"*

<http://www.orsa.org.uk/facts-and-figures/>

The Council does not currently own vehicles for use by employees, but of the approximate 200 staff, a large proportion of these use their own vehicle for business purposes.

This policy applies to all Council employees and to volunteers who use their own vehicles whilst at work on Council business.

## 2. Policy Statement

The Council will undertake to reduce to the lowest level reasonably practical, the risk to health and safety of its employees from work activities involving the use of road vehicles by:-

- Applying the principles of risk assessment to activities and journeys undertaken on Council business.
- Implementing procedures to ensure that drivers hours and rest periods meet the requirements specified within the Working Time Regulations 1998.
- Undertaking annual checks of driver and vehicle documentation.
- Evaluating and reviewing the effectiveness of the above measures through monitoring and auditing at suitable intervals.
- Reviewing this policy and guidelines as and when required.

### **3. Use of Private Vehicles for Council Business**

#### **3.1 Managers & Head of Democratic Services Guidelines**

Team managers will be responsible for administering this policy for employees and any volunteers who fall under their responsibility. The Head of Democratic Services will be responsible for administering the policy for Council Members.

In order for employees, volunteers or Members to drive their own vehicle on Council business, managers or the Head of Democratic Services must have sight of/access to certain documentation to ensure that the individual:-

- Has an appropriate, valid driving licence.
- Has insurance which includes business use.
- Has a current MOT and road tax.
- Is made aware of the requirements of the mileage claim form.
- Is made aware of the contents of this policy.

Without this information, employees, volunteers, and Members will not be authorised to drive their vehicle on Council business, managers should not sign off mileage claim forms, and essential users are not entitled to car allowances.

For existing employees who use their own vehicle for Council business, managers should complete the checks on an annual basis. Any new employees or employees using their own vehicle for the first time, the checks will need to be completed prior to this use.

The checks for volunteers and Members will need to be completed on an annual basis. The timescale of such checks should be one which is deemed appropriate by the manager responsible.



There is a checklist which can be found in appendix of this document. This should be used in conjunction with the checks which can be achieved as follows:-

### Driving Licence

The employee, volunteer, or Member will be required to complete an online form which can be found at [www.gov.uk/view-driving-licence](http://www.gov.uk/view-driving-licence). They will be required to know their driving licence number, National Insurance Number, and Postcode on the driving licence. This will create a 'once only view' check code. They will give this code to their manager who has 21 days to activate it at [www.gov.uk/check-driving-information](http://www.gov.uk/check-driving-information), and gain access to the following information:-

- The licence validity.
- The categories of vehicles the employee is entitled to drive.
- If there are any current endorsements.
- If the driver is disqualified.

No other information will be accessible to the person checking the licence.

### Insurance

The employee, volunteer, or Member must present a copy of their insurance documents to the appropriate manager. Paper copies, online, or emailed versions could be accepted, but the insurance must state that it includes business usage.

### MOT and Road Tax

Managers can easily check this information at [www.gov.uk/check-mot-status](http://www.gov.uk/check-mot-status). They will require the vehicle registration, and make of the vehicle.

### **3.2 Employee, Volunteer & Member Guidelines**

When using their own vehicles on Council business, employees, volunteers and Members must ensure that they:-

- Have an appropriate valid driving licence, and provide their manager with a DVLA 'check code' and the last eight digits of their driving licence on an annual basis.
- Are insured for the journey (business use). Present their insurance documentation to their manager on an annual basis.
- Have checked that the vehicle is in roadworthy condition.
- Plan their journey to leave sufficient time to cater for possible delays.
- Are not excessively tired, fatigued or under the influence of alcohol or drugs – further information is contained within the Council's Alcohol and Drugs Policy.
- Meet minimum eyesight standard for driving. If they need to wear glasses or contact lenses to meet minimum standards, these MUST be worn at all times.
- Have no medical condition including the taking of medication or infirmity that may affect their ability to drive safely.
- Drive with courtesy and consideration for their passengers and other road users.
- Refrain from using hand held mobile phones whilst driving.
- Wear a seat belt at all times.
- Store equipment in the boot of the vehicle where possible.
- Have nothing unrestrained in the passenger area that may cause a distraction to the driver or injury when braking or on impact in the event of an accident.
- Are familiar with, and comply with, the latest edition of the Highway Code.
- Report immediately to their manager any accident/incident which occurs whilst on Council business.
- Bring to their manager's attention any changes in their usual travel arrangements on Council business that may significantly affect the way their duties are undertaken.

### **3.3 Monitoring**

Internal Audit may at any time ask to see documentation relating to the individual and their vehicle which is used on Council business. This may include driving licence, insurance documents, and MOT certificate where applicable.

Where an employer, volunteer or Member knowingly falsifies records, expense claims or related documents they will be subject to the Council's disciplinary procedures.

### **3.4 Disqualification from Driving**

Any employee, volunteer, or Member who uses their own vehicle on Council business must report the suspension of their driving licence to the appropriate manager. Alternative arrangements to enable the employee, volunteer, or Member to perform their duties and responsibilities will need to be agreed in line with existing Council policies and procedures.

## Appendix A

### Annual Driver Documentation Checklist

This form must be completed by the Manager responsible for each employee, volunteer, or Member who uses their own vehicle for business purposes.

Name of Employee:	Please confirm		Date
	Yes	No	
<ul style="list-style-type: none"> <li>• Current valid driving licence checked online</li> </ul>			
<ul style="list-style-type: none"> <li>• Current valid insurance certificate (including business use) for the vehicle used.</li> </ul>			
<ul style="list-style-type: none"> <li>• A valid MOT and Road Tax checked online.</li> </ul>			
<ul style="list-style-type: none"> <li>• I have made the employee aware of the relevant requirements within the Council's Occupational Road Risk Policy and Guidance.</li> </ul>			

If the employee, volunteer, or member fails to provide documentation they must not be allowed to use their own vehicle on council business.

Name of Manager: .....

Signature:.....

Name of Employee/Volunteer/Member:.....

Signature:.....

Date: .....

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Executive Committee
<b>Date of Meeting:</b>	7 June 2017
<b>Subject:</b>	Churchdown Play Area Transfer
<b>Report of:</b>	Simon Dix, Head of Finance and Asset Management:
<b>Corporate Lead:</b>	Robert Weaver, Deputy Chief Executive
<b>Lead Member:</b>	Lead Member for Finance and Asset Management
<b>Number of Appendices:</b>	None

**Executive Summary:**

In April 2010, Executive Committee agreed to transfer, at nil value, three play areas in Churchdown in order to rationalise the Council's asset holdings and bring them in line with resource and capacity availability. In the seven years since the decision, one play area has been transferred to Churchdown Parish Council leaving the other two in Borough Council ownership. In that time, the Borough Council has managed and maintained the play areas and formed an Asset Management Team in a Council restructure.

Given the lapse in time from the original decision, the current management arrangements, the current maintenance programme and the future anticipated expenditure on the sites, it was felt that the original terms of transfer on offer, including a grant of £10,000 per play area, do not represent the most efficient solution for the Borough Council. Reduced terms have been offered to the Parish Council but have been declined. It is therefore recommended that the offer to transfer the remaining play areas in Churchdown is withdrawn and that the Council continue to own and manage those facilities.

**Recommendation:**

**That the Executive Committee resolves to withdraw the current offer to transfer Oakhurst and Shamrock Close play areas, Churchdown at nil cost together with a grant of £20,000 to maintain those play areas.**

**Reasons for Recommendation:**

The Borough Council is now well placed to manage its play area facilities since the formation of an Asset Management team and the development of inspection policies. Investment has also been made in appropriate software and systems and the training of officers to manage the play areas across the Borough. A small maintenance budget of £5,000 has also been established partly offset by providing inspection services to other Councils. Given these developments, the proposed investment of £20,000 into transferring the two remaining play areas in Churchdown, would not seem to be the most advantageous route for the Borough in managing its full play area portfolio across the Borough.

**Resource Implications:**

The Council will continue to have responsibility to manage and maintain the play areas within the allocated resource requirement for the Council's play area portfolio. The £20,000 earmarked reserve held for the transfer to Churchdown will be released to fund other Council priorities and requirements including the setting aside of resources for investment into the play area portfolio.

**Legal Implications:**

It is likely, given the time elapsed since the last advertisement, that the Council will have a further obligation under s123(2A) of the Local Government Act 1972 and s233(4) of the Town & Country Planning Act 1990 to advertise the proposed disposal in a local newspaper, and consider any objections received.

**Risk Management Implications:**

The Council will continue to manage the play areas in line with ROSPA requirements.

**Performance Management Follow-up:**

None.

**Environmental Implications:**

None.

**1.0 INTRODUCTION/BACKGROUND**

- 1.1 In April 2010, Executive Committee agreed to transfer at nil value three play areas in Churchdown in order to rationalise the Council's asset holdings and bring them in line with resource and capacity availability. This was an 'under value' disposal with each site being valued at £5,000 but could be agreed because of the perceived social, economic and environmental interests of the local community.
- 1.2 As part of the transfer agreement, a grant of £10,000 per play area (£30,000 in total) would be paid to Churchdown Parish Council to meet future maintenance obligations on each site. The three play areas are known as Zinnia Close, Oakhurst Close and Shamrock Close.
- 1.3 Limited progress on the transfer of any of the play areas was made in the first three years post the Committee's decision but renewed efforts were made in the summer and autumn of 2013 following the management restructure and new officers taking up roles within Asset Management. By December 2013, agreement had been reached for the immediate transfer of Zinnia Close and £10,000 with the understanding that the other two play areas would follow shortly afterwards.
- 1.4 Zinnia Close was transferred to the Parish in September 2014 with the Parish Council's Amenities Committee agreeing to take the other two play areas and £20,000 also in September 2014. Certain works to both sites were requested by Churchdown Parish Council before the transfer could take place and these works were undertaken by the Asset Management team.
- 1.5 Further issues have been raised by the Parish Council over the following two years including drainage, fly tipping and further maintenance issues. Delays have also taken place in relation to correspondence between the two parties.

- 1.6 As at December 2016, the remaining two play area had not transferred to the Parish Council.
- 2.0 OAKHURST CLOSE AND SHAMROCK CLOSE**
- 2.1 In the intervening seven years from the original Committee decision the Borough Council has managed and maintained the play areas. Management arrangements are in line with RoSPA's best practice recommendations and the Council utilises existing staff to perform all inspection requirements. To assist this process, the Council has invested over £5,000 in software and associated hardware to record and monitor the inspection comments. This software was originally purchased specifically for play area inspections but has since been utilised for tree inspections.
- 2.2 The inspection software utilised allows the Council to record and interrogate all of the information collated from site inspections for each play area. In the past 12 months there have been 79 recorded issues for the two play areas requiring action. The majority of these, 57, relate to the need to remove litter and fly tipping, empty bins and clean the area. A number of the other issues raised relate to items such as repairs to fencing and greasing moving parts. Where possible, the Council uses its caretaker to undertake these works. The works undertaken, requiring direct expenditure, total £417.02 for the last twelve months.
- 2.3 The last inspections undertaken reflect no issues requiring attention on either site. The Council is aware of ongoing issues with fencing around the play area in Oakhurst Close and estimate expenditure of £500 to replace the fence. This is the only significant works currently planned at the two sites. The Council will continue to manage the play areas and look to refurbish specific pieces of equipment when necessary. It is currently not envisaged that any play equipment will need direct replacement in the medium term but opportunities will be taken should funding become available, either directly or through external sources. Overall the annual cost of maintaining the play areas to their current standards is minimal with the majority of cost being in officer time.
- 2.4 The Council has also incurred direct costs in relation to advertising the proposed disposal of these sites totalling £610. Significant officer time, both within Asset Management and One Legal, has also been utilised in pursuing this transfer.
- 2.5 In recognition of the costs incurred, albeit the majority within sunk officer costs, and the value to the Borough Council of £20,000 in the current financial climate, a revised offer was put to Churchdown Parish Council. The revised offer suggested a donation of £5,000 per site rather than the original £10,000 per site and if accepted would have meant a total contribution of £20,000 in respect of the permanent transfer of three play areas. Having considered the proposal, the Parish Council refused the new terms and will only consider the transfer based on the original terms.
- 2.6 With consideration of the points outlined in previous paragraphs it is officers opinion that the interest of the Borough Council are best served by retaining ownership of the two play areas in Churchdown alongside the other play areas in its portfolio and retain the £20,000 previously earmarked for transfer to invest in the requirements of the portfolio and other priorities.
- 3.0 OTHER OPTIONS CONSIDERED**
- 3.1 The Council could decide to continue to offer the terms associated with the original decision made in 2010. In this case officers will continue to pursue the transfer until such time as it is completed or the Parish Council withdraws.
- 3.2 Another alternative would be to present a revised offer, either the £5,000 per site or other such alternative, and look to progress this with the Parish Council. The Parish Council's position on the current revised offer should be noted though.

#### **4.0 CONSULTATION**

**4.1** Consultation has previously been undertaken informally with the Executive Committee as well as with the Lead Members for Finance and Asset Management. No objections were received from local Members at the time of making the revised offer.

#### **5.0 RELEVANT COUNCIL POLICIES/STRATEGIES**

**5.1** Asset Management Strategy.

#### **6.0 RELEVANT GOVERNMENT POLICIES**

**6.1** None.

#### **7.0 RESOURCE IMPLICATIONS (Human/Property)**

**7.1** As detailed within 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** As detailed within the report.

#### **10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS**

**10.1** Transfer of three Play Areas to Churchdown Parish Council - Executive Committee 7 April 2010.

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**Background Papers:** Transfer of Three Play Areas to Churchdown Parish Council - Executive Committee 7 April 2010.

**Contact Officer:** Simon Dix, Head of Finance and Asset Management.  
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**Appendices:** None.



## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Executive Committee
<b>Date of Report:</b>	7 June 2017
<b>Subject:</b>	Provision of Workshop Equipment for Maintaining Council Vehicle Fleet
<b>Report of:</b>	Peter Tonge, Head of Community Services
<b>Corporate Lead:</b>	Robert Weaver, Deputy Chief Executive
<b>Lead Member:</b>	Lead Members for Clean and Green Environment and Finance and Asset Management
<b>Number of Appendices:</b>	None

**Executive Summary:**

The Chief Executive was asked to consider using the Urgency Powers delegated to him to approve a request from Ubico to purchase workshop equipment outside the approved budgetary framework for maintaining the Council's new vehicle fleet.

**Recommendation:**

**That the Executive Committee NOTE the decision of the Chief Executive, in consultation the Lead Members for Clean and Green Environment and Finance and Asset Management, to use his urgency powers as allowed under the Constitution for the purposes of expending £44,420.60 for the purchase of workshop equipment.**

**Reasons for Recommendation:**

The Council recently purchased a new fleet for the purposes of collecting waste and recycling etc. There had been no consideration or budgetary provision made for the replacement of the workshop equipment at any stage of the options appraisal to procure a new vehicle fleet and, at the time of the request to the Chief Executive, Ubico had only recently brought this to the Council's attention.

The request was urgent on the basis that the equipment needed to be procured and installed prior to the arrival and operation of the new vehicle fleet. If this request was made through the normal Committee process, it would incur a delay which would not have allowed the equipment to be sourced and installed in time. This in turn would have compromised Ubico's Fleet Vehicle Operator's Licence and could also have had a negative impact on service delivery.

**Resource Implications:**

One off capital expenditure for workshop equipment purchase £44,420.60.

Ubico has confirmed that the Council will not need to make additional ongoing budgetary provision for the repair and/or replacement of the workshop equipment over the duration of the life of the vehicle fleet, as this will be covered within the fleet maintenance budget.

**Legal Implications:**

1. In its approach to delivering the waste, recycling, street cleansing and grounds maintenance services the Council aims to fully comply with all relevant legislation, including:

- Waste Regulations (England and Wales) Regulations 2011 (Amended 2012);
- Environmental Protection Act 1990; and
- Health & Safety at Work etc., Act 1974.

Servicing and maintaining the vehicles used to deliver the front line services in accordance with the manufacturers' recommended timescales and repairing them when they break down is integral to the Council's obligation to provide the services under the legislation.

2. Ubico are holders of the Vehicle Operator's Licence as issued by the Traffic Commissioner, which is required to operate the Council's vehicle fleet and as such must keep all vehicles safe and in good condition at all times; a failure to do so could compromise the license and the ability to operate the fleet. The legislation includes:

- Goods Vehicles (Licensing of Operators) Act 1995;
- Goods Vehicles (Licensing of Operators) Regulations 1995;
- Road Transport Operator Regulations 2011; and
- Goods Vehicles (Licensing of Operators) (Fees) Regulations.

3. The vehicle fleet will remain in the ownership of Tewkesbury Council and will be hired by Ubico in accordance with the hire agreement dated 1 April 2015 between the Council and the company. The hire agreement will need to be varied to include the new vehicles, which is permitted under the agreement. The workshop equipment will remain in the ownership of the council and this too should be incorporated into the agreement.

**Risk Management Implications:**

The risk of not having suitable facilities or equipment in place to maintain the vehicle fleet was not considered as part of the vehicle procurement process, nor was it incorporated into the risk register of the vehicle procurement project.

The safe delivery of front-line services including refuse collection, recycling, street cleansing and grounds maintenance carry a degree of risk to the workforce, the public, property and vehicles. Vehicles must be maintained correctly in order to meet the required standards of safety and service levels.

**Performance Management Follow-up:**

The holder of the Vehicle Operator's Licence must keep the vehicles safe and in good condition at all times. They have to keep records of all safety inspections and maintenance work for a minimum of 15 months. The records must include:

- vehicle details;
- a list of all items to be inspected;
- when and by whom the inspection is carried out;
- the result of the inspection;
- details of any work carried out;
- a declaration that any defects have been properly fixed.

Performance will be monitored in conjunction with the Gloucestershire Joint Waste Team and reported through the Environmental Service Partnership Board, the Ubico Contract Management Meetings and the Overview & Scrutiny Committee.

### **Environmental Implications:**

All vehicles are specified to meet the latest European emission standards and are Euro 6 compliant, but must be maintained in accordance with the manufacturer's specifications in order to remain compliant and reduce harmful emissions to a minimum.

## **1.0 INTRODUCTION/BACKGROUND**

- 1.1** In 2014 the front-line delivery of the waste, recycling, street cleansing and grounds maintenance services was transferred to the local authority owned company Ubico.
- 1.2** Under the current service arrangements, the vehicles used by Ubico to deliver the services on behalf of the Council were contract hired through CP Davidson Ltd., but this service agreement terminated at the end of March 2017.

In February 2016, it was decided that the Council would invest £3.25m in a vehicle replacement programme, purchasing the fleet through a competitive tendering process under the Public Contract Regulations 2015, using a public sector procurement framework.

- 1.3** Ubico has taken over the operation of the new vehicle fleet on behalf of the Council including all servicing, repair and maintenance of the vehicles.

## **2.0 ISSUES FOR CONSIDERATION**

- 2.1** Ubico have made a representation to the council requesting the provision of new workshop equipment and tools.

- 2.2** The specification for the equipment and tools was been submitted to local suppliers of garage workshop equipment and three quotations were provided.

The quotation that represented the best value for money to the Council and that met Ubico's specification was via Cotswold Engineering at a cost of £44,420.60 (excluding VAT).

- 2.3** There had been no budgetary provision made for this additional capital expenditure, however, as a result of the vehicle procurement process being achieved under budget, there was a surplus available in the region of £57,845. It was possible therefore, that the underspend from that approved budget could be utilised to cover these additional costs without the need to draw on the Council's reserves:

<b>Description</b>	<b>Amount</b>
Total capital budget approved for vehicle fleet procurement (including a contingency for additional costs)	£3,250,000
Budget allowance for vehicles	£3,099,000
Indicative costs of vehicles	£3,170,030
Total cost of vehicles, plus ancillary equipment radios & installation	£3,192,155
<b>Total remaining budget available</b>	<b>£57,845</b>

- 2.4** The one off capital costs for the purchase of the workshop equipment should be sufficient for the lifespan of the vehicle fleet; however an ongoing replacement programme will need to be factored into the Council's budget setting process for future years.
- 2.5** For operational efficiency, the equipment will be used by Ubico to service and maintain vehicles from other Councils operating their fleet from the Swindon Road depot, i.e. Cheltenham Borough Council; however, the arrangements will be reciprocal as Tewkesbury Borough Council's vehicles will also benefit from using Cheltenham's facilities.
- 2.6** If the purchase of the equipment was not approved or was subject to a delay, then the following potential risks were been identified:
- Ubico's Vehicle Operator's Licence may be compromised.
  - The Council's new vehicle fleet will not be able to be maintained in accordance with the manufacturers' specifications, potentially invalidating any warranties.
  - Council service delivery may be compromised if vehicles can not be maintained and kept fully operational.
  - The Council may face additional costs if Ubico have to utilise external workshop facilities or third party garage facilities.

### **3.0 OTHER OPTIONS CONSIDERED**

- 3.1** The Council asked Ubico to identify other temporary options, but none were identified for consideration.

### **4.0 CONSULTATION**

- 4.1** The Lead Members for Clean and Green Environment and Finance and Asset Management were consulted and kept informed during the period since Ubico requested these additional resources.

### **5.0 RELEVANT COUNCIL POLICIES/STRATEGIES**

- 5.1** The following Council policies are relevant to this report:
- Health, Safety and Welfare Policy;
  - Environment Policy 2010-2020; and
  - Council Plan 2016-2020.

### **6.0 RELEVANT GOVERNMENT POLICIES**

- 6.1** The following government legislation and guidance is relevant to this report:
- Waste Regulations (England and Wales) Regulations 2011 (Amended 2012);
  - Environmental Protection Act 1990;
  - Health & Safety at Work etc., Act 1974;
  - Lifting Operations and Lifting Equipment Regulations 1998;
  - Provision and Use of Work Equipment Regulations 1998;
  - Goods Vehicles (Licensing of Operators) Act 1995;
  - Goods Vehicles (Licensing of Operators) Regulations 1995;

- Road Transport Operator Regulations 2011; and
- Goods Vehicles (Licensing of Operators) (Fees) Regulations.

## **7.0 RESOURCE IMPLICATIONS (Human/Property)**

- 7.1** The proposed additional resources was utilised to fund the purchase of workshop tools and equipment for vehicle maintenance as per the cheapest quotation of £44,420.60.
- 7.2** All installation costs and any additional Ubico staff training costs were covered under the quotation.

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

- 8.1** The new vehicle fleet has been specified to meet the latest European emission standards and are Euro 6 compliant. Maintenance in accordance with the manufacturers' recommended schedules and timescales will ensure that the vehicles operate efficiently.

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

- 9.1** The cost of provision of workshop equipment was contained with the existing approved capital budget for vehicle replacement. The three quotations had been obtained in order to achieve the best value for money.
- 9.2** Failure to correctly maintain the Council's vehicle fleet had potentially detrimental health and safety implications for the Council.
- 9.3** The ongoing maintenance and safety testing requirements under the Health and Safety at Work etc., 1974 Act, the Provision and Use of Work Equipment Regulations 1998 and the Lifting Operations and Lifting Equipment Regulations 1998 (LOLER), will be met by Ubico through the fleet maintenance revenue budget.

## **10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS**

- 10.1** At the Executive Committee on 3 February 2016 and Council on 18 February 2016:
- the findings of the Waste Service Review were endorsed; and
  - the allocation of £3.25m from capital resources to fund the vehicle replacement programme was approved.

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**Background Papers:** None.

**Contact Officers:** Peter Tonge, Head of Community Services

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# Agenda Item 16

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